

# Activate Jefferson City 2040

*A Comprehensive Plan for Jefferson City's Future*



Photo by Lina Forrester



## RESOLUTION

RSPZ 2021-01

### A RESOLUTION OF THE PLANNING AND ZONING COMMISSION OF THE CITY OF JEFFERSON, MISSOURI ADOPTING ACTIVATE JEFFERSON CITY 2040, COMPREHENSIVE PLAN UPDATE

**WHEREAS,** the City of Jefferson Planning and Zoning Commission, hereinafter referred to as the Commission, is responsible for the update and adoption of the Comprehensive Plan for guiding physical growth and development of Jefferson City; and

**WHEREAS,** *Activate Jefferson City 2040* is a policy document outlining how Jefferson City should be maintained, strengthened and developed. *Activate Jefferson City 2040* highlights housing, economic development, transportation, environmental resiliency, land use, culture, and health issues and opportunities. The Future Land Use Map, a major component of the comprehensive plan, is the rational basis for zoning and other development codes. These components allow *Activate Jefferson City 2040* to guide quality of life improvements in Jefferson City; and;

**WHEREAS,** the Commission held a public hearing on the adoption of *Activate Jefferson City 2040* on June 10, 2021, as required by law;

**NOW THEREFORE, BE IT RESOLVED** BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF JEFFERSON, MISSOURI, THAT ACTIVATE JEFFERSON CITY 2040 IS THE UPDATED COMPREHENSIVE PLAN FOR THE CITY OF JEFFERSON.

**BE IT FURTHER RESOLVED** THAT THE PLANNING AND ZONING COMMISSION RECOMMENDS THE CITY COUNCIL ENDORSE ACTIVATE JEFFERSON CITY 2040 AS THE UPDATED COMPREHENSIVE PLAN FOR THE CITY OF JEFFERSON.

Adopted this 10<sup>th</sup> day of June, 2021.

Attest:

  
Penny Quigg, Vice-Chair

  
Eric Barron, Assistant Secretary

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# Acknowledgments

## City of Jefferson City Council

Carrie Tergin, Mayor	Former members,
Steve Crowell, City Administrator	J. Rick Mihalevich, Ward 2
Hank Vogt, Ward 1	Rick Prather, Ward 1
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**The City of Jefferson would like to thank and acknowledge the contributions of the Jefferson City area residents and workers who participated in this planning process. Your time, ideas, and expertise helped make this plan a valuable tool for the community.**

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## Executive Summary

As one of the smallest capital cities in the nation, Jefferson City is unlike other state capitals. With a population around 43,000, Jefferson City is an employment and commercial hub in mid-Missouri. There is a rich downtown environment, bustling with state government activity, surrounded by quaint neighborhoods. Transportation links extend in all directions, allowing residents to easily visit a major metropolitan, such as St. Louis and Springfield, or escape to nature. Routinely described as having small-town character with big-city amenities, Jefferson City has a strong economy served by a devoted workforce. As Jefferson City prospers, residents take pride in their community and have a growing sense of environmental responsibility paired with a strong desire for healthy and more active lifestyles. These strengths position the community for growth in economic activity, new cultural and recreational opportunities, and a higher level of quality of life.

*Activate Jefferson City 2040* is a key resource in enhancing quality of life, providing planning recommendations on a wide variety of topics developed after extensive research and public involvement. The plan is organized into six themes, with each theme highlighting topics key to quality of life. A principle accompanies each theme to summarize why the topic is important.

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**Housing and Neighborhoods:** An equitable housing environment benefits all of Jefferson City residents across different incomes and lifestyles.

Goal: Enhance Jefferson City's housing environment, catering to the diverse needs of its residents.

Goal: Promote neighborhood stabilization through the rehabilitation and maintenance of residential properties.

Goal: Encourage proactive neighborhood health throughout Jefferson City.

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**Economic Development:** Productive economic activity is an elixir for improving quality of life.

Goal: Enhance Jefferson City's workforce opportunities.

Goal: Stimulate economic growth through the pursuit of local and regional projects.

Goal: Prioritize creative placemaking and unique investment opportunities in Jefferson City's city center.

Goal: Grow Jefferson City's economic market while understanding the complexities of commuter communities.

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**Transportation:** Efficient and safe transportation systems are vital to local and regional quality of life factors.

Goal: Strengthen Jefferson City as a vibrant regional hub through intermodal connections.

Goal: Promote an accessible and well-connected Jefferson City.

Goal: Provide Jefferson City residents and visitors with a transportation system that serves their needs.

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## Executive Summary

**Environmental Resiliency:** Environmental resiliency in Jefferson City, or the way individuals use and interact with the natural and human-made environment, is essential for protecting life and property.

Goal: Prepare and adapt Jefferson City for natural and human-made disasters.

Goal: Utilize infrastructure and facility improvements to support the existing population and meet new development needs.

Goal: Expand environmentally sustainable and energy efficient practices across Jefferson City.

.....

**Land Use:** Land use and zoning regulation improves quality of life by protecting the health, safety, and welfare of the community.

Goal: Enrich the city center environment.

Goal: Create robust commercial and employment centers.

Goal: Maintain and create responsible, practical, and resilient growth.

.....

**Capital Culture and Healthy Lifestyles:** Social and physical vibrancy is key to Jefferson City's quality of life.

Goal: Enhance Jefferson City's culture, focusing on diversity and quality of place.

Goal: Sustain a thriving and diverse parks and recreation system.

Goal: Increase access to social well-being and physical health amenities.

.....

**“The mission of the City of Jefferson is to provide effective leadership and stewardship, enhance the present and future quality of life, promote the health, safety and welfare of the community, and efficiently deliver essential and desired services with resolute spirit and absolute integrity.”**

### ***City of Jefferson Mission Statement***

Affirmed by the City's mission statement, the first step in strengthening quality of life is for local government and other city stakeholders to lead by example. The action plan and long-range annual report, featured in chapters nine and ten of *Activate Jefferson City 2040*, act as tools to help make the goals outlined in this comprehensive plan a reality. The action plan identifies strategies for the goals and objectives tied to each theme.

The action plan does not contain everything that is needed to strengthen quality of life within Jefferson City. It is impossible to predict the future; social, economic, and environmental conditions are constantly evolving. Thus, the long-range annual report will act as a monitoring mechanism that will not only encourage implementation, but allow for the incorporation of needed updates into action items.

It takes all of us, the City, stakeholders, and the public, to maintain and strengthen quality of life in Jefferson City.

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# Introduction



## What is city planning?

Planning is comprised of several approaches to ensure that the built environment is appropriate for quality of life standards. The three major tools used in the planning profession are the comprehensive plan, zoning code, and zoning map. The graphic on the right illustrates some of the differences in those tools.

More specifically, planning strives to avoid or mitigate incompatible land uses, guide development patterns, and enhance the health, safety, and welfare of the community. Comprehensive planning focuses on long-range components the community should prioritize to strengthen and enhance quality of life.

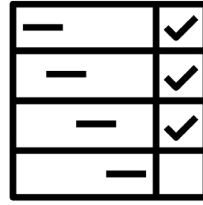
### Why communities need a comprehensive plan?

A comprehensive plan is a policy document, outlining how a community should be maintained, strengthened, and developed. It focuses on many topics, with interwoven equity, such as housing, land use, the environment, and economic development. Planning with an equitable focus is the act of applying prosperity to all groups of people while avoiding disproportionate negative impacts. Healthy communities with interwoven equity ensure beneficial physical, social, cultural, and economic amenities for all residents in the community.

As a guiding document for this healthy future, the comprehensive plan needs to identify current conditions, community priorities, and anticipated issues. Thus, this city-wide tool can be used by all city leaders, stakeholders, and residents to guide how Jefferson City will function for its residents and visitors.

*Activate Jefferson City 2040* will not simply showcase the community's vision, but also provide strategies for making Jefferson City's goals a reality. In a productive and community-envisioned manner, this comprehensive plan identifies the where, how, and why certain actions should occur.

### Comprehensive Plan



Focus on community vision and goals.

Fosters community support and buy-in for future actions.

Guides public/private development and quality of life programs/activities.

Future land use map is the rational basis for zoning and other development codes.

Establishes principals for municipal code development.

Foundation for capital improvements programming.

### Zoning Code + Map



Regulatory tool to achieve land development and maintenance goals.

- Implement goals and strategies of the comprehensive plan.
- Promote health, safety, and welfare standards.

Establish definitions, standards, and procedures for planning and development processes.



## 1996 Jefferson City Comprehensive Plan

The *1996 Comprehensive Plan* has influenced many planning decisions and various city projects since its adoption.

### Notable Goals

#### Land Use

- Promote, preserve, and enhance the residential areas within the existing city limits and unincorporated areas adjacent to the City.

#### Transportation and Traffic

- Enhance alternative surface transportation for Jefferson City area residents and reduce the reliance on personal motor vehicles.

#### Utilities

- Efficiently utilize existing utility capacities and provide for system improvements and extensions to serve existing and new development.

#### Parks and Recreation

- Continue to provide for a wide range of quality recreational opportunities (indoors and outdoors) and improve/expand City recreational facilities per the needs/desires of City residents.

### Successes since the plans adoption

- Jefferson City's zoning code underwent a major rewrite in 2002. Many of the edits were recommendations from the 1996 comprehensive plan update.
- The *Greenway Master Plan* was updated in 2007. There is approximately 16 miles of Greenway throughout Jefferson City. The Greenway system is one of the most beloved amenities in Jefferson City.
- In 2015 a Memorandum of Understanding between Lincoln University and the City was approved, allowing the LINC to be developed in 2017. This improved university and community recreational services and facilities.

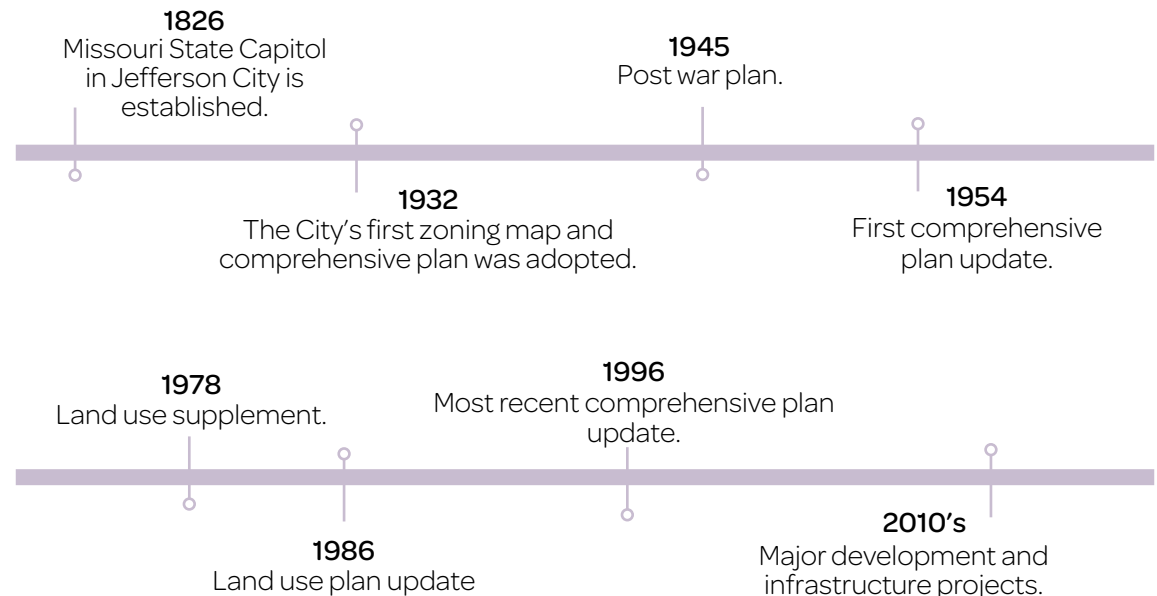
## City Overview and Planning Context

Jefferson City is about two and a half hours from Kansas City, MO and St. Louis, MO. Understandably, being the state capital has significantly influenced Jefferson City's development pattern. Many residents work for state government or travel to Jefferson City to learn about its historical assets. Jefferson City also acts as a retail and medical hub for surrounding rural communities.

Defining natural features include the Missouri River, rolling hills, and lush trees. The Missouri River, and the adjacent Capitol building, are also distinctly tied to the community's sense of place.

All of these factors have contributed to how Jefferson City has developed and how the community continues to be a significant feature in mid-Missouri. The timeline below briefly illustrates Jefferson City's planning history.

Figure 1: Past Planning Projects in Jefferson City



# Map I Planning Area



Jefferson City Municipal Boundary

Acitivate  
Jefferson City 2040



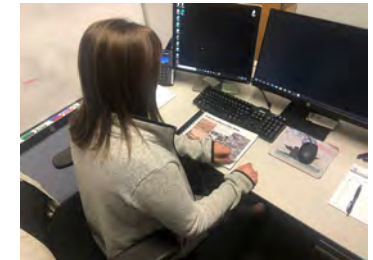
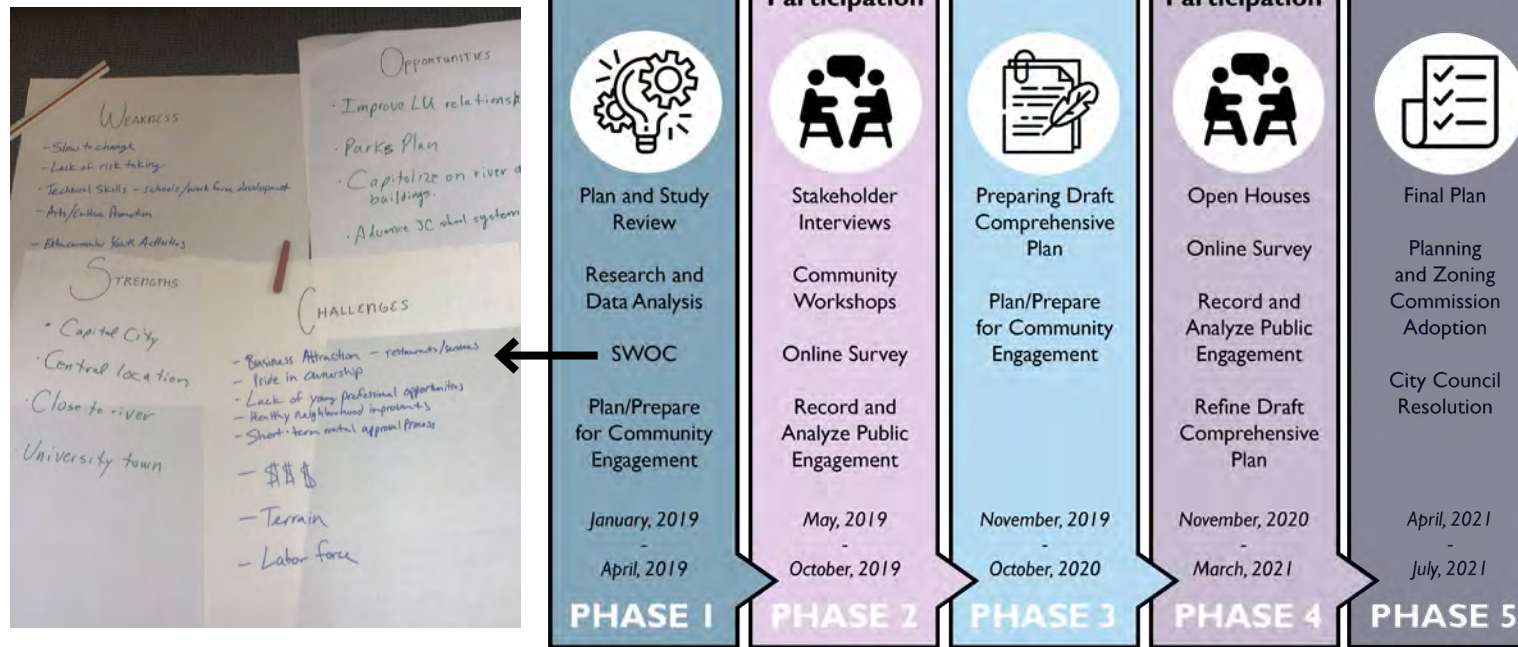


## Planning Process

Developing a comprehensive city-wide tool requires a multi-phased project plan. Figure 2 illustrates a snapshot of how *Activate Jefferson City 2040* was developed. A great deal of research, analysis, community engagement, and visioning went into this plan.

Two disasters also impacted the project plan. Before the initial community engagement phase began an EF3 tornado hit Jefferson City. The plan's timeline was also impacted by the COVID-19 crisis. The City chose to move forward with the planning process after both disasters to reinforce how important preparedness and planning are to a community.

Figure 2: Plan Development Timeline/Collage



## Highlighting Other Plans

In addition to identifying community potential, comprehensive plans also act as a tool to unify and strengthen planning efforts across focus areas. Selected local and regional plans will be highlighted in boxes like this to help support chapter content.

Due to the specific nature of each chapter, not all documents produced for the region were considered in this analysis. A full list of plans that are adopted components of *Activate Jefferson City 2040* can be reviewed in Appendix A.

*1996 Comprehensive Plan*, adopted components

- 1996 Annexation Plan
- The Cole County County-Wide Thoroughfare Plan
- Central East Side Neighborhood Plan
- Greenway Master Plan
- East Capitol Avenue Urban Renewal Plan
- South Ten Mile Drive - Kenborg Hills Neighborhood Plan
- Historic Southside | Old Munichburg District & Neighborhood Plan
- Capital Area Pedestrian & Bicycle Plan
- Jefferson City Historic Preservation Plan

### Other Significant Plans and Reports

- Cole County/ Jefferson City, MO Hazard Mitigation Plan
- Comprehensive Stormwater Master Plan
- CAMPO 2045 & Beyond: Metropolitan Transportation Plan (MTP)
- Jefferson City Parks, Recreation, and Forestry Master Plan
- See Appendix D for links to reports noted with a subscript in *Activate Jefferson City 2040*.

## Using *Activate Jefferson City 2040*

The following chart provides a guide for how to consume information in this plan.

Plan Format	
Introduction	
Community Engagement	
Chapter 3: Housing & Neighborhoods	○
Principle	○
Goals	
Objectives	
Chapter 4: Economic Development	
Principle	
Goals	○
Objective	
Chapter 5: Transportation	
Principle	
Goal	
Objective	○
Chapter 6: Environmental Resiliency	
Chapter 7: Land Use	
Chapter 8: Capital Culture and Healthy Living	
Action Plan	○
Annual Reporting	○

Each chapter highlights a planning theme. Demographics, issues and opportunities, and connections to other planning elements are included in the chapters.

Peer cities were used to compare Jefferson City demographics to other similarly sized cities in the Midwest and other state capitals.

Each chapter highlights a planning principle. This overarching statement summarizes the importance of each planning theme.

Each chapter contains a list of broad goals. Goals are proclamations that embody the desired future addressed in the vision statement and principles.

Each goal is accompanied by objectives. The objectives support the goal to broaden its implementation.

The action plan lists the goals, objectives, and allied strategies of the comprehensive plan. Dynamic implementation will have overlapping benefits, thus, strategies are associated with groups of goals and objectives.

This item serves as the comprehensive plan's monitoring mechanism.



Photo by Lina Forrester



Photo by Mary Williams



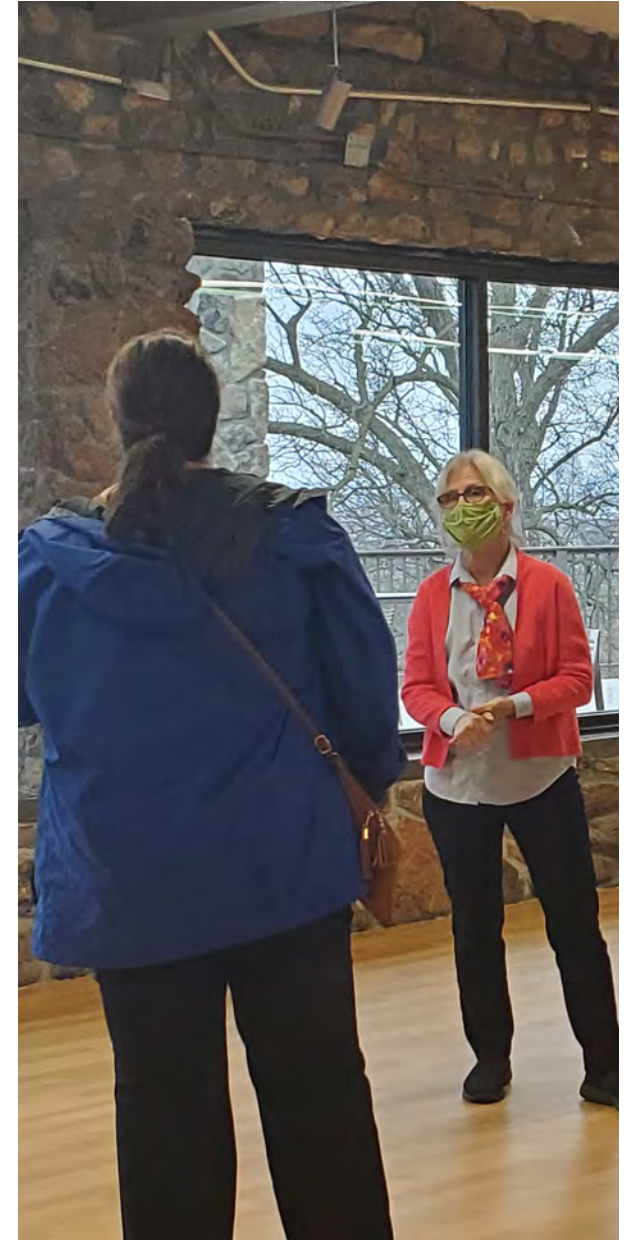
Photo by Lina Forrester



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# Community Engagement



## Introduction

People care about where they live. They feel a sense of identity associated with their community. A considerable amount of time, resources, and passion goes into creating livable communities. For this reason, community engagement is integral to a comprehensive planning process. There needs to be ownership, buy-in, and purpose behind goals and implementation strategies for the future. Essentially, no planning project can effectively or ethically be implemented without public participation.

Public involvement for *Activate Jefferson City 2040* was approached in multiple ways to allow for various learning/feedback opportunities. Information gathered during the community engagement processes was used to shape the comprehensive plan. The following approaches helped the public inform the planning process.

## Community Workshops

Three community workshops were held in the summer of 2019 to gain the community's perspective on various planning topics relevant to the comprehensive plan. The workshops began with an informational presentation, educating attendees about comprehensive planning and its role in Jefferson City's future, followed by a small group discussion. Attendees were allowed to explore topics and come to terms with the interrelatedness of planning. The graphic on page 19 summarizes the topics discussed during the workshop process.

## Open Houses

Open houses were held to gain the public's perspective on the draft comprehensive plan. Such amazing public engagement went into creating the vision and goals of the comprehensive plan, this was the community's time to review how their hard work paid off.

The "Love Where You Live" event was created to engage the community in a unique way. This hybrid event, half comprehensive plan open house half photo exhibit, allowed attendees to appreciate why living in Jefferson City is special while prioritizing strategies for its future.

## Online Survey

Two online surveys were available to the public.

Phase 2: Derived from the community workshop survey, the online community survey was made available for those unable to attend a community workshop. Compiled results from the phase 2 online survey can be found in Appendix B.

Phase 4: Rating and ranking the goals and strategies from the draft comprehensive plan, the online priorities survey was made available for those unable to attend an open house. Comments on the draft plan were also received via email, mail, and at public meetings.

*"It's important to have a plan and vision for the City. We're fortunate to have an engaged community as we look towards the future. This is our city, and we appreciate guidance and input from the community as we move forward."*  
*Mayor Tergin, 2019*



Photo by Lina Forrester



Figure 3: Public Engagement Summary

**Community Workshop Results:** prompts were used to gauge the public's perspective on various planning topics. Follow-up discussion explored the topics more in-depth. The following highlights the highest responses.

Prompts	Results	
Quality of life in Jefferson City is affected by accessibility to parks, recreation facilities, and open space.	88% agree	
Quality of life in Jefferson City is affected by accessibility to arts and culture facilities.	84% agree	
Quality of life in Jefferson City is affected by accessibility to healthy and locally grown food options.	81% agree	
Economic success depends on Jefferson City accommodating to growth and demand trends.	74% agree	 The public believes there is a lot of investment/development opportunities in Jefferson City.
Implementing green building design, infrastructure, and practices is an important component of Jefferson City's future growth.	67% agree	
Accessible, quality, and a variety of health care options is a strength of Jefferson City.	58% agree	
New development (or redevelopment) in Jefferson City enhances the built environment.	53% agree	
Accessible, quality, and a variety of public services is a strength of Jefferson City.	44% agree	
Jefferson City has a variety of housing options, including rental and ownership opportunities.	42% agree 37% disagree	 Affordable housing and blight were consistently discussed during public engagement processes.
Jefferson City has appropriate infrastructure and facilities that are suitable for the public's needs.	44% feel neutral	
New development (or redevelopment) in Jefferson City respects the natural environment.	44% feel neutral	
Hazard mitigation and recovery is efficient in Jefferson City.	35% agree	
Jefferson City is efficiently connected to regional activity centers and communities in mid-Missouri.	35% feel neutral 23% disagree	 Jefferson City residents are concerned about stormwater management and flooding.
Jefferson City encourages good water quality resource management by protecting streams, watersheds, and floodplains.	33% agree	
Grass-root economic development and revitalization is encouraged in Jefferson City.	33% agree	
Jefferson City has transportation infrastructure/services connecting jobs and other needed services (recreation and daily life needs).	40% disagree	

## Mapping Exercises

Analyzing information identified in the comprehensive plan graphically, through mapping exercises, can help identify how goals and priorities will physically affect the community. Mapping exercises occurred in two different phases of community engagement, phase 2 to learn more about the public's vision and priorities for the future, and in phase 4 to critique the draft future land use map. The graphic on the right summarizes the high-level topics most frequently discussed in phase 2 of this planning process between the public and city staff.



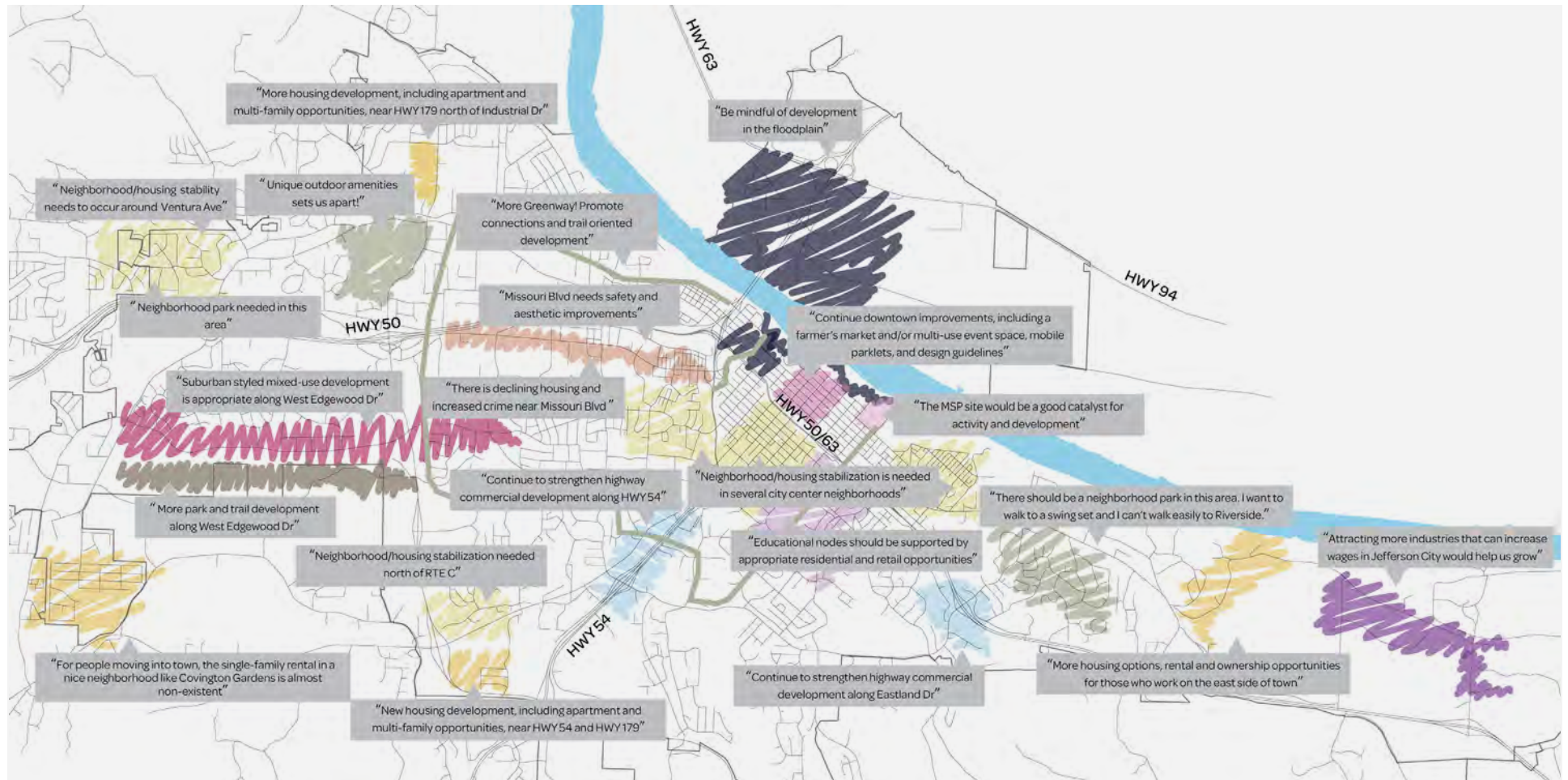
## Stakeholder Interviews

Productive community engagement is a puzzle consisting of different pieces of information and perspectives. Stakeholder interviews provide the “technicist” perspective on various issues and priorities related to the comprehensive plan. Having these one-on-one discussions with stakeholders provided the comprehensive planning process with valuable information and insight on current conditions in Jefferson City. The stakeholder interviews consisted of community leaders, City Council members, and City staff. A summary of those interviews can be found in Appendix C.





Map 2: Visioning Collage



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# Housing & Neighborhoods





## Introduction

Many describe Jefferson City as an unique capital city with delightful small town characteristics. However, the housing environment should be strengthened to accommodate the needs and wants of existing and future residents. This chapter will describe current conditions, evaluate neighborhood complexities, and illustrate ways to promote a healthier housing environment.

## Housing and the Population Today

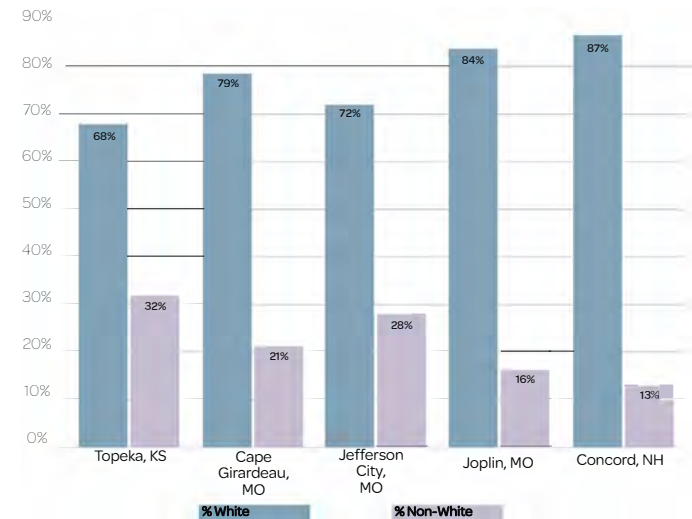
Jefferson City is one of the smallest state capitals in the United States. With a population around 43,000, reported by the 2018 American Community Survey, Jefferson City is the 15th most populous city in Missouri. Peer cities of Topeka, KS; Cape Girardeau, MO; Joplin, MO; and Concord, NH were used to compare Jefferson City to other similarly sized cities in Missouri and other state capitals. From a demographic standpoint,

- The median age in Jefferson City is 38. This statistic is similar to peer cities of Topeka, KS and Joplin, MO.
- Jefferson City roughly has a 28% non-white population. Peer cities of Cape Girardeau, MO; Joplin, MO; and Concord, NH are less diverse than Jefferson City, as seen in figure 4.
- There are a little over 18,000 housing units in Jefferson City with a 89% occupancy rate and a 11% vacancy rate. Compared to the peer cities, Jefferson City has the second highest occupancy rate.
- Jefferson City is made up of roughly 58% owner occupied and 42% rental units. Compared to the peer cities, Jefferson City

has the largest gap between percentage of owner occupied and rental units. During the comprehensive plan process many participants expressed concerns over the lack of variety in housing options in Jefferson City.

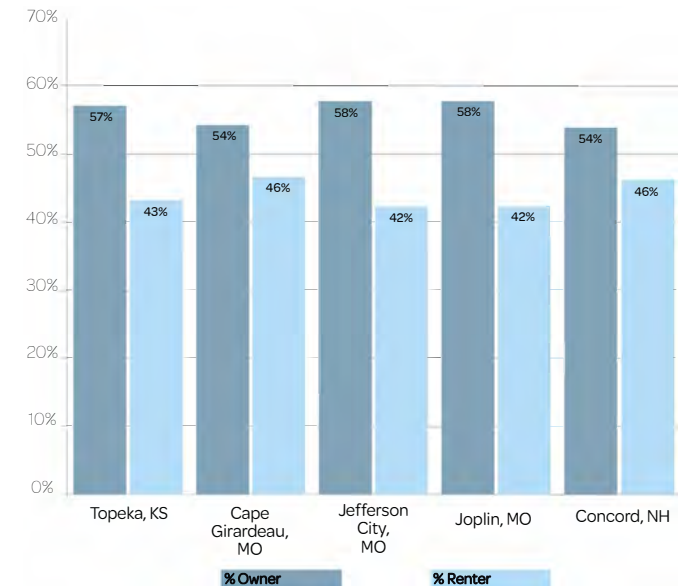
- The median owner-occupied home value is \$145,200. Low-priced homes are concentrated in city-center neighborhoods.
- A household would need around \$49,856 annual income to afford the median home in Jefferson City. According to the 2018 American Community Survey, the median income for Jefferson City is \$50,832.

Figure 4: Race in Jefferson City + Peer Cities



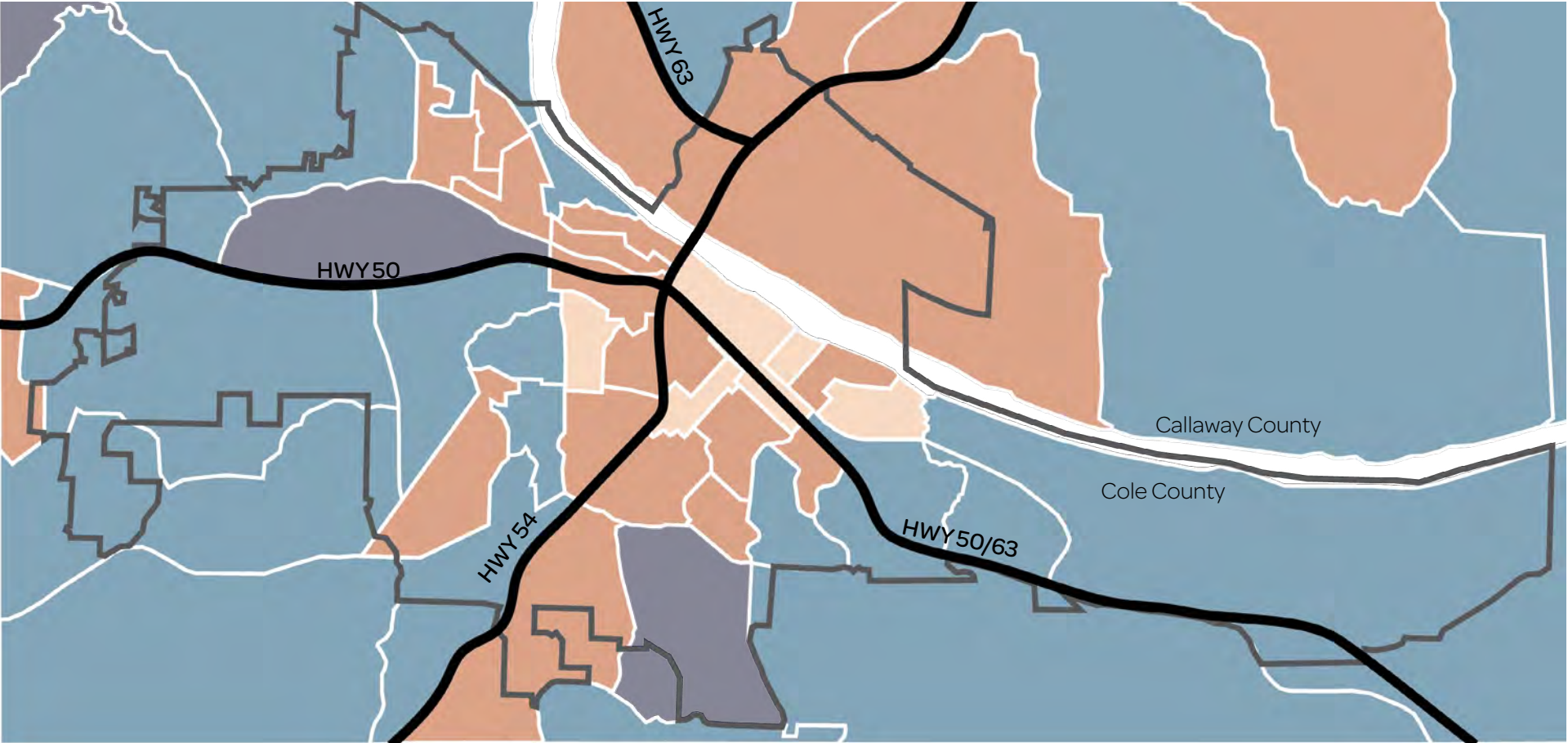
Source: 2018 American Community Survey 5-Year Estimates

Figure 5: Tenure in Jefferson City + Peer Cities




Source: 2018 American Community Survey 5-Year Estimates

Map 3: Median Home Value by Block Group




\$250,000 or more

Example



\$150,000 - \$249,999

Example



\$80,000 - \$149,999

Example



image source: zillow.com

\$79,999 or less

Example



### **Historic Southside | Old Munichburg District & Neighborhood Plan**

This plan analyzes the area around US 50, east of US 54, north of Stadium Blvd, and west of Lafayette St. The neighborhood is known for its historic city center character; however, years of disinvestment have been fueled by poor housing conditions and crime.

#### **Notable Goals**

- Incrementally grow a diverse, multi-generational, mixed-use complete neighborhood which retains its historic character and unique sense of place.
- Define the neighborhood with great edges and a revitalized, vibrant mixed-use Dunklin Business District as the heart of the community.
- Support existing community anchors, businesses, institutions, and parks.

#### **Successes since the plan's adoption**

- As of 2019, two sections of the neighborhood have been rezoned, implementing recommendations from the plans land use map.
- The 2019 tornado significantly affected the Southside neighborhood. A couple of affected blocks are identified on the Land Use map as institutional for Capital Region Medical Center and Jefferson City High School use. Post-disaster these two organizations have acquired several properties, utilizing the vision highlighted in this plan.
- Community Park received much needed improvements in 2020 with updated play equipment, a spray pad, and more parking. This success also accomplishes goals from the *Jefferson City Parks, Recreation, and Forestry Master Plan*.
- The Historic Southside / Old Munichburg Community Development Corporation was formed in 2019 in order to support the neighborhood economically, socially, and physically.

### **Significant Neighborhood Influences**

Planning is naturally multi-dimensional. The topic of housing, in particular, is composed of various systems that determine healthy and vibrant neighborhoods. Jefferson City's housing environment is not short of being complex. The following analysis highlights some of the complexities that need to be addressed to strengthen Jefferson City neighborhoods.

Jefferson City is filled with historic city center neighborhoods. State government and other major institutions offer stable employment opportunities. The Missouri River and the surrounding natural landscapes highlight the beauty of mid-Missouri. Jefferson City residents want to strengthen and connect these amenities with more residential living emphasizing safety, beautification, and investment strategies.

#### **Access to Housing**

During the community engagement processes, many participants shared their concerns over housing quality, affordability, and structure variety. For those who are in the market to own a mid-to upper-priced single-family home, residents have access to neighborhoods and homes that suit their needs. However, other price point, rental, or lifestyle opportunities are lacking in Jefferson City.

- According to the 2018 American Community Survey, there is a homeowner vacancy rate of 4.1% and a 8.5% rental vacancy rate in Jefferson City. According to the Lincoln Institute of Land Policy, a healthy rental vacancy rate is between 7% and 8%. A healthy homeowner vacancy rate is less than 2%.

#### **Median Rent**

- According to the 2018 American Community Survey, the median rent for the Jefferson City "metro area" (which includes Cole County and the southern portion of Callaway County) is \$684 per month.
- The annual income required to afford the median rent is roughly \$27,373.
- Households making \$29,999 or less a year are in an income bracket considered to not be able to or barely be able to afford the median rent in the Jefferson City area. There are roughly 7,509 (22%) households in the Jefferson City area that fall in this income bracket.

#### **Median Home Value**

- According to the 2018 American Community Survey, the median home value for the Jefferson City "metro area" is \$149,567.
- The annual income required to afford the median home value is roughly \$49,856.
- Households making \$49,999 or less a year are in an income bracket considered to not be able to or barely be able to afford the median home in the Jefferson City area. There are roughly 13,924 (30%) households in the Jefferson City area that fall in this income bracket.
- Real estate stakeholders noted that homes priced around \$150,000 or less are in high demand and are purchased quickly.
- According the Jefferson City Area Chamber of Commerce, in 2019 and 2018 a little over 50% of the homes sold in Jefferson City were valued at \$159,999 or less.





### “Missing Middle”

Professionals in the housing and development field believe a lack of variety in housing styles and price points cause housing disparities. The “missing middle” is the notion that certain styles and scales of housing, such as duplexes and townhomes, are discouraged either from a regulatory or “NIMBY” (Not in My Backyard) perspective.

“NIMBY”ism” is the characterization of opposition by residents to a proposed development or activity. Specific opposition is rooted in the fact that the subject development or activity is in close proximity to the opposed group. Typically, people show tolerance for the development or activity just in a different location.

Despite the aversions, duplexes and other mid-rise multi-family structures incorporated into neighborhoods reinforces affordable lifestyles, local commercial activity, and walkability. Jefferson City should consider how “missing middle housing” can improve the community.

- According to the American Planning Association (APA), “Inclusionary upzoning can take various forms. It can be mandatory or voluntary. It can apply jurisdiction-wide or in designated neighborhoods or corridors ... This flexibility and the linkage of affordability to zoning that offers significant new development potential increases the odds that inclusionary upzoning will appeal in places that have historically struggled to adopt inclusionary housing.”
- Zoning districts that accommodate duplexes or other multi-family structures only make up 6% of Jefferson City.

### **What does housing affordability mean for these Jefferson City residents?**

The following examples are taken from real job postings advertised to the Jefferson City area. Affordability is determined by the industry standard recommending a household should not be spending more than 30% of their income on housing related expenses .



#### **Fast food restaurant employee**

Annual salary: \$20,280

Should rent around \$507 a month or own a home priced around \$60,840. Qualifies for public housing or housing choice vouchers.



#### **State of Missouri entry level worker**

Annual salary: \$24,402

Should rent around \$610 a month or own a home priced around \$73,206. Qualifies for public housing or housing choice vouchers.



#### **Police Officer**

Annual salary: \$40,350.

Should rent around \$1,009 a month or own a home priced around \$121,050. Qualifies for CDBG funds distributed by the City of Jefferson.



#### **Registered Nurse**

Annual salary: \$62,400

Should rent around \$1,560 a month or own a home priced around \$187,200.



#### **Data Engineer**

Annual salary: \$100,010

Should rent around \$2,500 a month or own a home priced around \$300,030.

### **Aging in Place and Accessible Housing**

Changing demographic trends and lifestyle preferences highlight the importance of universal design. Universal design is a method of planning, constructing, or developing a site, building, or product so it is functional for all types of people, regardless of age or ability.

More individuals want to age in place, the ability to live in one's home comfortably regardless of age or ability. Also, according to a report produced by the American Planning Association (APA), Medicaid funding is shifting to encourage home and community-based care over traditional institutions. It is important for Jefferson City to provide neighborhoods with housing options that can support all residents, regardless of age or ability.

- The median age of Jefferson City residents has slowly risen since 1990. The preferences and needs of the aging baby boomer generation, a large section of the population, also need to be addressed.
- According to the *2018 Analysis of Impediments to Fair Housing Choice*<sup>1</sup>, 16% of Jefferson City residents live with a disability. Disability characteristics include hearing or vision, ambulatory, self-care, and independent living difficulty.
- According to the *2018 Analysis of Impediments to Fair Housing Choice*, 51% of the reported fair housing cases in Jefferson City, from April 2005 to January 2018, involved disability bias.

### **Fringe Area Network**

There are a lot of subdivisions just outside the city limits, in unincorporated Cole County. This minor physical separation results in misleading data in certain metrics that paint a picture of Jefferson City housing and economic status. The continued development outside of city limits highlights the importance of annexation and intergovernmental agreements to promote quality homes and infrastructure projects in the whole community. Review the "Land Use" and "Transportation" chapters for further insight on associated influences.

### **Central East Side Neighborhood Plan**

This plan provides guidance for the Central East Side neighborhood as it continues to evolve and redevelop. "The Plan boundaries are approximately from Adams Street (west) to Grant Street (east); and from the Missouri State Penitentiary (MSP) property (north) to the Expressway (south)." Through extensive public engagement and professional analysis, planning issues and ideal neighborhood elements were identified to guide the development of the plan's principles and implementation strategies. Overall, strengthening neighborhood identity, pedestrian oriented streetscapes, historic residential character, and economic development are important planning interventions for the Central East Side.

Multiple residential and commercial redevelopment projects have occurred within the historic neighborhood (see list below). As of late 2019 more efforts have been pursued to redevelop the MSP. Fortunately, this neighborhood plan provides a clear vision for neighborhood preservation and revitalization.

Successes since the plan's adoption

- The Capitol Avenue Overlay District was adopted in 2017.
- The Capitol Avenue street and sidewalk improvement project was completed in 2018.
- Unique neighborhood investment,
  - Prison Brews, 305 Ash St
  - High Street Retreat 712 E. High St
  - JQ's on High, 911 E. High St
  - Residential home, 812 E. High St
  - Avenue HQ, 621 E. Capitol Ave (destroyed by the 2019 tornado)

## Strategically Monitored Neighborhoods

As noted in the highlight below, historical events have negatively affected city center neighborhoods across the United States. In Jefferson City these influences have resulted in absentee landlords, poor property maintenance, and a variety of other social factors making the living conditions in city center areas subpar.

Strategically monitored neighborhoods, highlighted on the map on page 32, were created to target community development and neighborhood health in specific parts of Jefferson City. The areas should be prioritized for implementation strategies and funding opportunities established or identified in this plan.

### Methodology

The strategically monitored neighborhoods have been identified with three tiers.

Tier 1 indicates neighborhoods meeting one of the three criteria. Tier 2 indicates neighborhoods meeting two of the three criteria. And Tier 3, the highest priority, indicates neighborhoods meeting all three criteria. The tiers are based on the following criteria,

- (1) Average age of the structure, with average build date before 1960.
- (2) Average value of the structure, with the average structure valued under \$70,000.
- (3) Density of owner occupied units, with under 50% of the neighborhood being owner occupied.

The data used for this analysis primarily consisted of single family and other low density residential areas. Apartment complexes and predominately commercial areas are not included in the data.

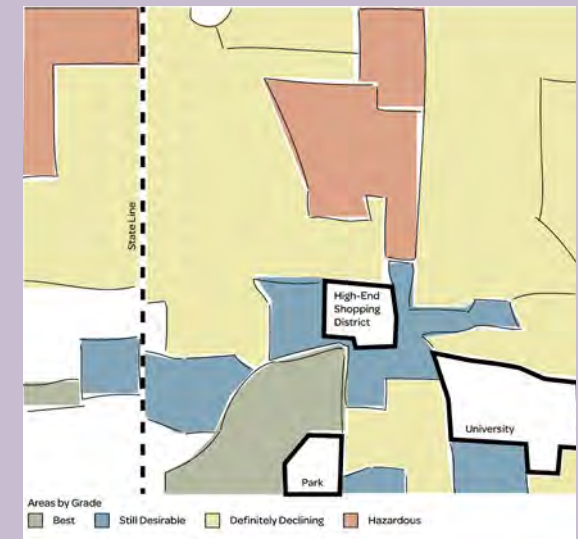
### A historical highlight, consequences of ignoring the city center.<sup>2</sup>

Nationwide housing programs, exclusionary and growth enabling practices, have had long-lasting affects on city center neighborhoods. In the 1930s, the Home Owners Loan Corporation (HOLC) and Federal Housing Authority (FHA) were created to promote home ownership. Standards established by these agencies favored homogeneous white neighborhoods, regardless of the quality of housing stock.

Private lenders accepted these standards which led to lending practices that encouraged investment in new white suburban neighborhoods, making older minority city center neighborhoods “risky”. Today this phenomenon is referred to as “redlining” due to the color FHA and HOLC maps denoted the low/ risky category. A diagram of a residential security map of midtown Kansas City, MO is on the right. Notice how the neighborhoods are carved up.

In the 1950s urban renewal projects resulted in the large-scale demolition of low-income neighborhoods. Clearing land for highways, replacing blight with high density public housing, and social tensions surrounding the Civil Rights Act of 1964 harbored more urban abandonment, concentration of poverty, and disinvestment in city center neighborhoods.

It is important to note that explicitly exclusionary governmental policies are a thing of the past. However, the negative repercussions from those programs can still be seen today. For example, fragmented sprawl/burdens on infrastructure, barriers to generational wealth, and divisive racial relationships. A deeper understanding of those economic, social, and environmental consequences will help in establishing strategies that breath life back into city center neighborhoods. Long-range planning efforts, such as the comprehensive plan, is a great place to start identifying the need for creative solutions to city center disinvestment.





## Associated Concerns

A handful of other conditions also supported the formation of strategically monitored neighborhoods. The following highlights those various factors.

- City stakeholders and the public want to support socioeconomically disadvantaged areas, adding to Jefferson City's culture and growth. Census tracts 105 and 207, which contain a large portion of strategically monitored neighborhoods, is 51% non-white with a median income of \$32,685. This is \$18,147 below Jefferson City's median.
- Code enforcement actions more frequently occur in these older areas and the properties need more maintenance and repair than newer subdivisions.
- The *2019 - 2023 Consolidated Action Plan*<sup>3</sup> is a report that serves as the framework to identify housing and community development priorities to align and focus funding for the Jefferson City Community Development Block Grant program. According to this report, the majority of the City's housing stock, especially rental properties, were built before 1980.
- The 2019 tornado hit Jackson Street in between Stadium Blvd and Dunklin St and the Capitol Ave area particularly hard. Many residents were displaced and the need for emergency, temporary, and affordable housing in the community increased.
- Crime Prevention Through Environmental Design (CPTED) practices promote spaces/communities with natural access control, natural surveillance, territoriality, and maintenance. Well designed spaces positively influence human behavior and safety. Thus, reducing crime or other neighborhood health issues. Participants of the community engagement processes advocated for creative crime reducing actions to occur in city center neighborhoods. Table 1 highlights the 10 key principles of CPTED.



Table 1: Crime Prevention Through Environmental Design (CPTED)

## 10 Key Principles and Associated Strategies Communities Should Consider When Applying CPTED

- > Natural Surveillance - the design of physical features to maximize visibility and surveillance.  
Examples: Porches, balcony's, and large windows on the facades of structures.
- > Natural Access Management - the physical guidance of people and vehicles.  
Examples: Wayfinding elements, fencing, and landscaping that aid in movement and place orientation.
- > Territorial Reinforcement - the use of physical attributes to delineate space and express a positive sense of ownership.  
Examples: Physical and social factors that define borders, express ownership, and advertise that a space is cared for and protected.
- > Physical Maintenance - the physical attributes and act of repairing spaces, expressing a positive sense of ownership.  
Examples: Strategies that help tenants/property owners support a clean and orderly environment.
- > Order Maintenance - attention to minor violations and reduction of opportunities for inappropriate behavior.  
Examples: Code enforcement, community policing, neighborhood associations/watches.
- > Activity Support - the planning and placement of safe activities.  
Examples: Infrastructure and activities that encourage people to use spaces.
- > Social Capital - the social trust, norms, and networks people draw upon to solve problems, foster civic engagement, and discourage inappropriate behaviors.  
Examples: Programs, policies, and spaces that encourage communication and collaboration between the public and government agencies.
- > Land Use and Community Design - the distribution, location, and amount of land for various uses; their density and intensity; and design elements, strategies, and overall character of a planning area.  
Examples: Zoning code, design guidelines and standards, and neighborhood plans.
- > Target Hardening - developing or improving sites, detouring criminal attack.  
Examples: Security devices, alarms, and security presence.
- > Natural Imperatives - ensuring access to necessary goods and services including natural light, clean air and water, healthy foods, physical activity, employment, and housing.  
Examples: Connections to recreational spaces, equitable transportation services, and other amenities that promote health, reducing mental fatigue and risky behaviors.

APA PAS Quick Notes 42 - Community CPTED







# Housing & Neighborhood Goals

## Principle

An equitable housing environment benefits all of Jefferson City residents across different incomes and lifestyles.

### Goal:

Enhance Jefferson City's housing environment, catering to the diverse needs of its residents.

### Objectives:

- > Promote the development and maintenance of affordable housing, rental and ownership options, throughout the City.
- > Stimulate infill development and redevelopment to encourage density and productive use of infrastructure.
- > Create tools to increase quality housing stock in Jefferson City.
- > Encourage an open and transparent process about building codes, city regulations, and code enforcement to increase the public's understanding of development and maintenance standards.

### Goal:

Promote neighborhood stabilization through the rehabilitation and maintenance of residential properties.

### Objectives:

- > Target creative reinvestment strategies towards strategically monitored neighborhoods.
- > Educate the public about preserving neighborhoods and housing stock.
- > Establish and cultivate neighborhoods as distinctive places.

### Goal:

Encourage proactive neighborhood health throughout Jefferson City.

### Objectives:

- > Maintain and foster neighborhood pride, community support, and small-town spirit.
- > Enhance the "public realm" through beautification and safety improvements.

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# Economic Development





## Introduction

Jefferson City is an employment and shopping hub for surrounding communities. Being the state capital also presents Jefferson City with unique economic opportunities. This chapter explores the community's economic strengths and how economic conditions can be improved in mid-Missouri.

## Current Conditions

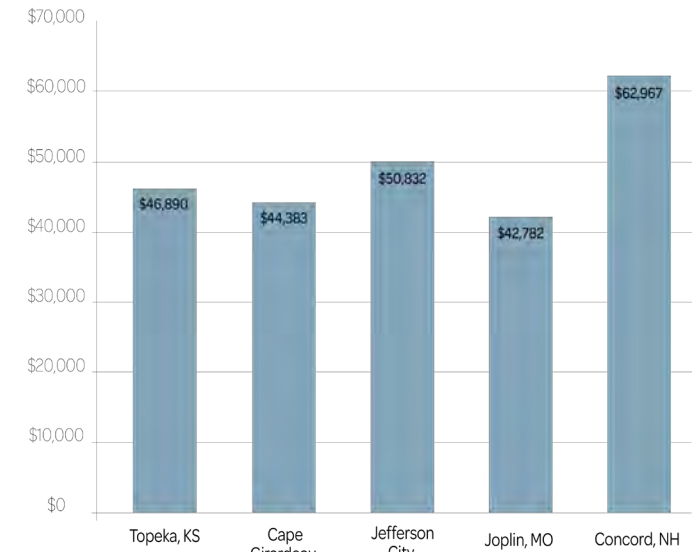
Communities with a diverse and growing economic environment usually have happy and healthy residents. However, Missouri is also notorious for having some of the lowest paid state employees. Jefferson City residents fear how stagnant pay and reliance on state government growth will affect the City long-term. The following factors illustrate Jefferson City's economic trends, collected prior to the COVID-19 pandemic which disrupted the global economy,

- Jefferson City's median household income is \$50,832. This statistic is slightly above average compared to the Midwest peer cities.
- Jefferson City has a 10% poverty rate. This statistic is the lowest out of the Midwest peer cities. However, Jefferson City's poverty rate has increased since the 1990s.
- Jefferson City has a 4% unemployment rate. This statistic is lower than the state of Missouri average of 5%.
- During the community engagement processes, many indicated the low cost of living as one of Jefferson City's strengths.
- For the average family (3 people) making the median household income, the cost of living<sup>4</sup> in Jefferson City is 4% to 6% lower compared to larger communities in Missouri, such as the Saint Louis metro and Kansas City. Housing, healthcare, and grocery prices make up most of the difference.

## Education

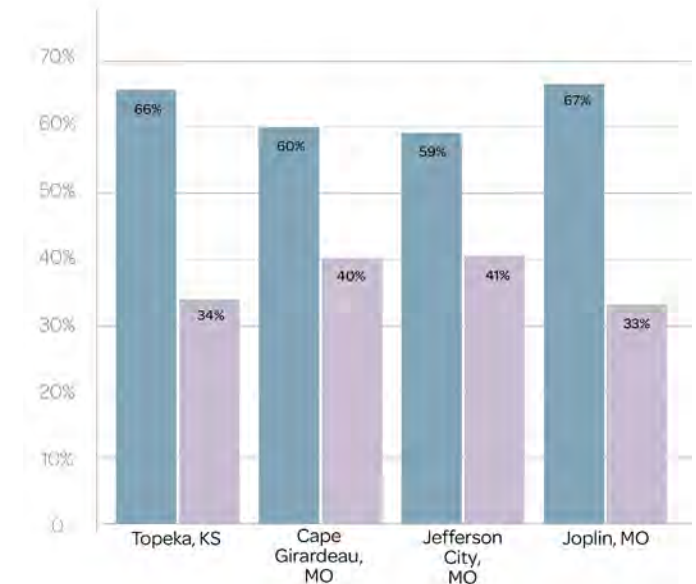
- 41% of Jefferson City's population over the age of 25 has obtained a degree, this statistic includes associates (7.6%), bachelors (21.5%), and advanced (11.4%) degrees. Jefferson City, MO and Cape Girardeau, MO have the highest educational attainment rates of the Midwest peer cities, see figure 7. It is common for the population without a degree to be greater than those with a degree.
- This statistic is probably influenced by Jefferson City's surrounding educational hubs such as the University of Missouri – Columbia, Lincoln University, and State Technical College of Missouri. Educational demands to enter into the state workforce also play into this statistic.

Figure 6: Median Income in Jefferson City + Peer Cities



Source: 2018 American Community Survey 5-Year Estimates

Figure 7: Education Attainment in Jefferson City + Peer Cities, pop. 25+



Source: 2018 American Community Survey 5-Year Estimates

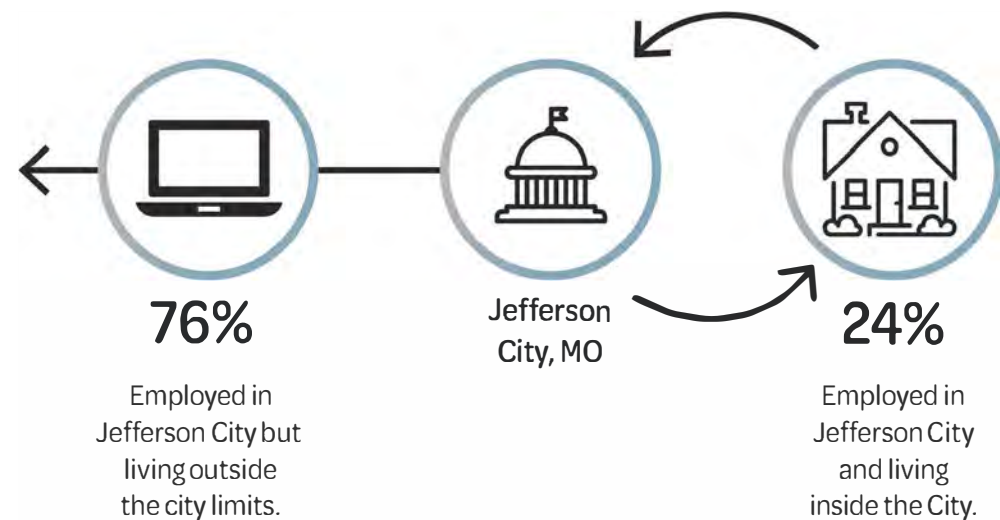


### Workforce Inflow/Outflow

Due to Jefferson City's location in mid-Missouri and status as the state capital, Jefferson City is a hub for surrounding communities. According to the US Census "On the Map" tool 76% of people employed in Jefferson live outside of the city limits. Compared to the peer cities, this statistic is high. In Cape Girardeau, MO 70% of the people employed in the area live outside of the city limits and in Topeka, KS only 57% of the people employed in Topeka live outside the city limits. The dramatic inflow/outflow statistic poses a few concerns for Jefferson City,

- "Dead" city after working hours: Jefferson City's day time population rises to roughly 71,205 people.
- Disparities in contributions to public goods: The community could see a significant amount of additional tax revenue if a quarter of the individuals who are employed in Jefferson City, but live outside of Cole County, move to Jefferson City.

- Disconnect of "buy-in" and support between residents and non-residents: Popularity and necessity of work-from-home practices will further reduce state workers living in Jefferson City.
- Increased gasoline consumption for commuters.
- High surface parking demand in employment center parts of the city.
- Lack of diverse amenities: According to the Jefferson City Area Chamber of Commerce Strategy Survey, 37% of respondents indicated that it is unlikely that their children (once grown) will want to live in Jefferson City. Insufficient amount of cultural and entertainment amenities, the community's "adverse to change" mindset, and slow job growth are a few of the points frequently addressed behind this perspective.



## Employment

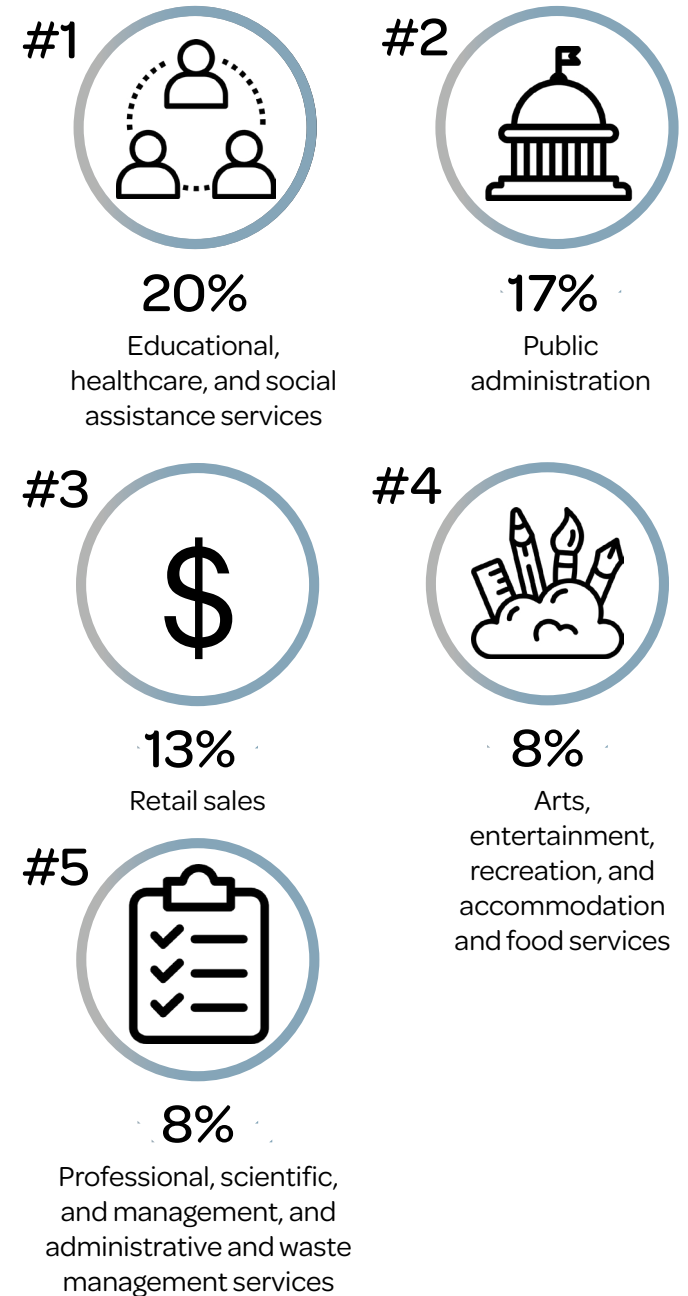
State government is the largest employer in Jefferson City. Other major employment centers include local hospitals and health care facilities such as Capital Region Medical Center and SSM Health St. Mary's Hospital; manufacturers such as Scholastic Inc and Unilever Home & Personal Care; and the Jefferson City Public School District.

- Figure 8 highlights the top (most people employed in that industry) five industries in Jefferson City.
- State facilities and non-profit, professional, and trade organizations are beneficial uses for a community. However, complexities in local and county revenue streams, which provide much-needed public services, are exacerbated when communities are dominated by property tax-exempt facilities.
- Compared to the other Midwest peer cities, Jefferson City has the lowest percentage of the population employed in arts, entertainment, and recreation industries. During the community engagement processes, people indicated that they want Jefferson City to have more arts and cultural opportunities.
- According to the Jefferson City Area Chamber of Commerce Strategy Survey, employment and family/friends are the top two reasons why respondents choose to live in the Jefferson City area.

## Industry Trends

- Jefferson City has seen the number of people in the arts, entertainment, recreation, and accommodation and food services grow since 2000.
- In Jefferson City, the construction industry has lost around 400 people in the field since 2010. According to the Associated Builders and Contractors, nation-wide the construction industry has suffered from a labor shortage since 2009.
- Jefferson City has seen the number of people in retail and healthcare related services grow since 2010. Jefferson City encourages the continued growth of these industries, since these fields provide much needed jobs and amenities for residents and surrounding communities.
- The public administration industry in Jefferson City, which captures a large portion of state government positions, has lost around 1,403 people in the field since 2000. Community engagement participants expressed their concern over how a shrinking state government will negatively impact Jefferson City.

Figure 8: Industry in Jefferson City  
Source: 2018 American Community Survey 5-Year Estimates





## Workforce development

Workforce development is a methodology used to create a thriving workforce. These methods range from creative and complex to basic and fundamental. The following highlights a few examples of what a small town, like Jefferson City, can do to promote workforce development.

### Create policies that encourage jobs-housing balance

Supporting and creating housing stock appropriate for workers is important for the long-term sustainability of an economic environment. The reduced environmental degradation from gasoline consumption, caused from fewer individuals commuting long distances, and increased local spending/tax revenue will benefit the whole community.

### Public education and leadership development

The siting or expansion of a firm, agency, or organization depends on maintaining and attracting a workforce appropriate for operations. For example, a manufacturing firm needs skilled labor whereas a research lab needs employees with science degrees. Diverse partnerships with local educational institutions and programs, such as Leadership Jefferson City, motivate Jefferson City residents to grow and hone their professional skills. Thus, a quality workforce and sustainable revenue production go hand in hand.

### Promote alternative work environments

Creating a subculture of alternative work environments will foster small business growth and accommodate the lifestyle needs and trends becoming more prevalent post great recession and in light of the COVID-19 pandemic. Alternative work environments include coworking spaces, live/work units, and telecommuting.



Image Source: MODNR



## Existing Incentives to Stimulate Economic and Community Development

### Brownfield Redevelopment

A brownfield is a property which has been compromised by the presence or potential presence of a hazardous substance, pollutant, or other contaminant. Redeveloping this type of site presents unique economic and environmental benefits for a community such as reduced health risks and meeting infill development demands.

- Brownfields are documented on a case-by-case basis. Properties must either be federally recognized or designated under an established state or local program. Brownfield site assessments, as of February 2020, in Jefferson City (1) Jefferson City FMGP (400 W. Main St), (2) Bryan Building, (3) Bolivar Street Vacant Lot, (4) Marshall Street, residential site.
- Potential brownfield sites ripe for development, (1) Vacant gas station site at 501 E McCarty St, (2) Simonsen Jr High School, (3) Missouri State Penitentiary - phase one and two clean up still need to occur.

### Community Improvement District

A Community Improvement District (CID) is a special taxing district where the property owners voluntarily impose funding mechanisms upon themselves to develop public improvements or services to support business activity and economic development within the district.

The Old Munichburg District established a CID in 2007 and will exist in perpetuity. For example, the funds can be used to fund the following,

- Maintenance, reconstruction, and repair of public facilities. Examples: (1) sidewalk repair, replacement, and sweeping. (2) weed abatement, and graffiti and poster removal. (3) litter removal, and purchase and maintenance of trash receptacles.
- Landscape and streetscape maintenance. Examples: (1) purchase, maintain and install trees, shrubs, flowers, and other vegetation. (2) purchase, maintain and install trees, shrubs, flowers, and other vegetation. (3) purchase, maintain, repair and/or install benches, lighting, public art, and banners.

### Neighborhood Improvement District

A Neighborhood Improvement District (NID) is a special taxing district where the property owners voluntarily impose funding mechanisms upon themselves to develop public improvements or services to support neighborhood health within the district.

As of 2019, Jefferson City does not have any established NID's.

### Neighborhood Reinvestment Act

Jefferson City Neighborhood Reinvestment Act programs promote residential homeownership, spur commercial redevelopment, and remove slum and blight in city center neighborhoods. City support, encourages local investment opportunities. For example, the City has previously provided the following programs,

- Down Payment Incentive
- Residential Tax Reimbursement
- Commercial Facade Improvement Incentive
- Adaptive Reuse Incentive
- Rental Facade Improvement



Figure 9: Results of Rental Façade Improvement Program







### **Community Development Block Grant**

Community Development Block Grants (CDBG) allow Jefferson City to fund programs that specifically target low-to moderate income individuals and households, remove slum and blight, and emergency needs. CDBG can fund a range of programs, for example,

- Down payment assistance
- Minor home repair
- Public facility and infrastructure improvements in low- to moderate-income neighborhoods
- Demolitions
- Child care
- Hazard mitigation
- Broadband needs for low- to moderate-income households

### **Chapter 353 Redevelopment**

According to the Missouri Department of Economic Development, Chapter 353 Tax Abatement is an incentive for cities to encourage the redevelopment of blighted areas by providing real property tax abatement. Tax abatement through a Chapter 353 process allows for financial flexibility in smaller to medium sized projects. Compared to grand redevelopment projects, which use Chapter 100 or TIF processes, neighborhood revitalization and blight clearance activities can easily be controlled by the City.

### **Overlay Districts**

An overlay district is a zoning tool applied on top of regular zoning districts to provide additional standards for the area. This is most appropriate for areas wanting to guide redevelopment or preserve a high sense of design or historical integrity. Additional regulations can be intimidating to some property owners, but beautification will enhance property values and neighborhood identity. Overall, implementing overlay districts is not about egregious regulation but about enhancing the built environment and promoting investment.

For example, the Capitol Avenue Overlay District provides the area with a set of standards to encourage a historic aesthetic be applied to new construction. Adopted in 2017, this overlay district covers about 30 acres on the east side of Jefferson City. As of April, 2021, there has been 6 demolitions in the historic area. Luckily, the overlay district is in place to help promote the neighborhood design integrity.



# Economic Development Goals

## Principle

Productive economic activity is an elixir for improving quality of life.

### Goal:

Enhance Jefferson City's workforce opportunities.

### Objectives:

- > Create a variety of housing options suitable for residents of all income levels.
- > Develop and strengthen commercial corridors and nodes across the City.
- > Support growing job fields and industries to promote job diversity.

### Goal:

Stimulate economic growth through the pursuit of local and regional projects.

### Objectives:

- > Promote intergovernmental and stakeholder partnerships to encourage responsible growth and activity.
- > Leverage financial tools and incentives to aid in the materialization of vibrant business opportunities.

### Goal:

Prioritize creative placemaking and unique investment opportunities in Jefferson City's city center.

### Objectives:

- > Make landmarks, such as the Missouri State Penitentiary, pivotal to Jefferson City's economy.
- > Encourage adaptive reuse to bring activity and investment to underutilized structures.

## Economic Development Goals

### Principle

Productive economic activity is an elixir for improving quality of life.

#### Goal:

Grow Jefferson City's economic market while understanding the complexities of commuter communities.

#### Objectives:

- > Develop assets that will highlight Jefferson City's unique position as the seat of state government.
- > Develop unique recreation and entertainment amenities that will attract and retain visitors and residents.
- > Promote and maintain industries that support the wider mid-Missouri area.

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# Transportation



## Introduction

Mobility is a key factor of quality of life. Vibrant transportation systems support resident and business communities. A successful transportation system includes automobile, pedestrian, bicycle, and freight systems. Transportation projects also significantly influence growth patterns. This chapter illustrates the many avenues in which the Jefferson City transportation system can be supported.

## Jefferson City Transportation System

The following provides a brief highlight of Jefferson City's transportation system. Proactive transportation system expansion, population growth, and development are important for the long-term sustainability of a city.

Development critical to Jefferson City's history, which showcase transportation milestones, are provided in the "Land Use" chapter. For more detailed information about the Jefferson City transportation system please refer to the various plans and publications produced by the Capital Area Metropolitan Organization (CAMPO), the transportation planning organization for the Jefferson City area. The CAMPO service area also includes the jurisdictions of Holts Summit, St. Martins, Taos, Wardsville, and portions of unincorporated, non-urbanized Cole and Callaway Counties.

## Highways

Jefferson City is centered on the Missouri River and Highway 50 and 54. Highway 63, 94, and 179 also provide significant regional access through Jefferson City.

- The city center corridors of Highway 50 and 54 are the most traveled routes in Jefferson City, see Map 5.

- The mean travel time to work is 16 minutes. This statistic is average compared to the peer cities in the Midwest.
- The most common way to commute to work is via an automobile (car, truck, or van). In regards to other forms of transportation being used, Jefferson City has the smallest amount of their commuting population using non-automotive transportation, see the graphic on the right.

## Public Transportation

Since the early 1970s, the City of Jefferson's Transit Division (JEFFTRAN) has offered public transportation services, along with paratransit.

- As of 2019, there are 6 fixed bus routes servicing Jefferson City.
- During the public engagement processes, many participants expressed concerns over the service hours of JEFFTRAN.
- OATS Transit is a nonprofit corporation which provides transportation services to 87 counties in Missouri. This ride-share, demand-response service focuses on the rural general public, senior citizens, and people with disabilities. Those in the Jefferson City area who use the service are typically transported to Columbia, MO for medical reasons.
- Paratransit is a term used to describe flexible and supplemental transportation services for customers with specific needs. In Jefferson City, Handi-Wheels picks up clients, who qualify under the Americans with Disabilities Act, inside the city limits and takes them to any destination (grocery store, health care facility, government agency, ect.) within the city limits.
- For communities with limited public transportation options, or with under-served public transportation areas, ride-share services with app-based programming, such as Uber and Lyft, provide much needed car-access trips.

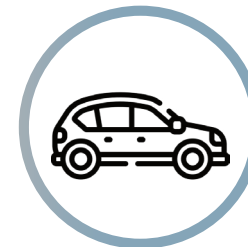


Figure 10: Commuting to Work in Jefferson City + Peer Cities

**Commuters taking public transportation, walked, bicycle, or worked at home**

Jefferson City, MO

**4%**

Concord, NH

**11%**

Cape Girardeau, MO

**8%**

Topeka, KS

**7%**

Joplin, MO

**6%**

**Commuting via a car, truck, or van (drove alone or carpool)**

Jefferson City, MO

**94%**

Concord, NH

**88%**

Cape Girardeau, MO

**91%**

Topeka, KS

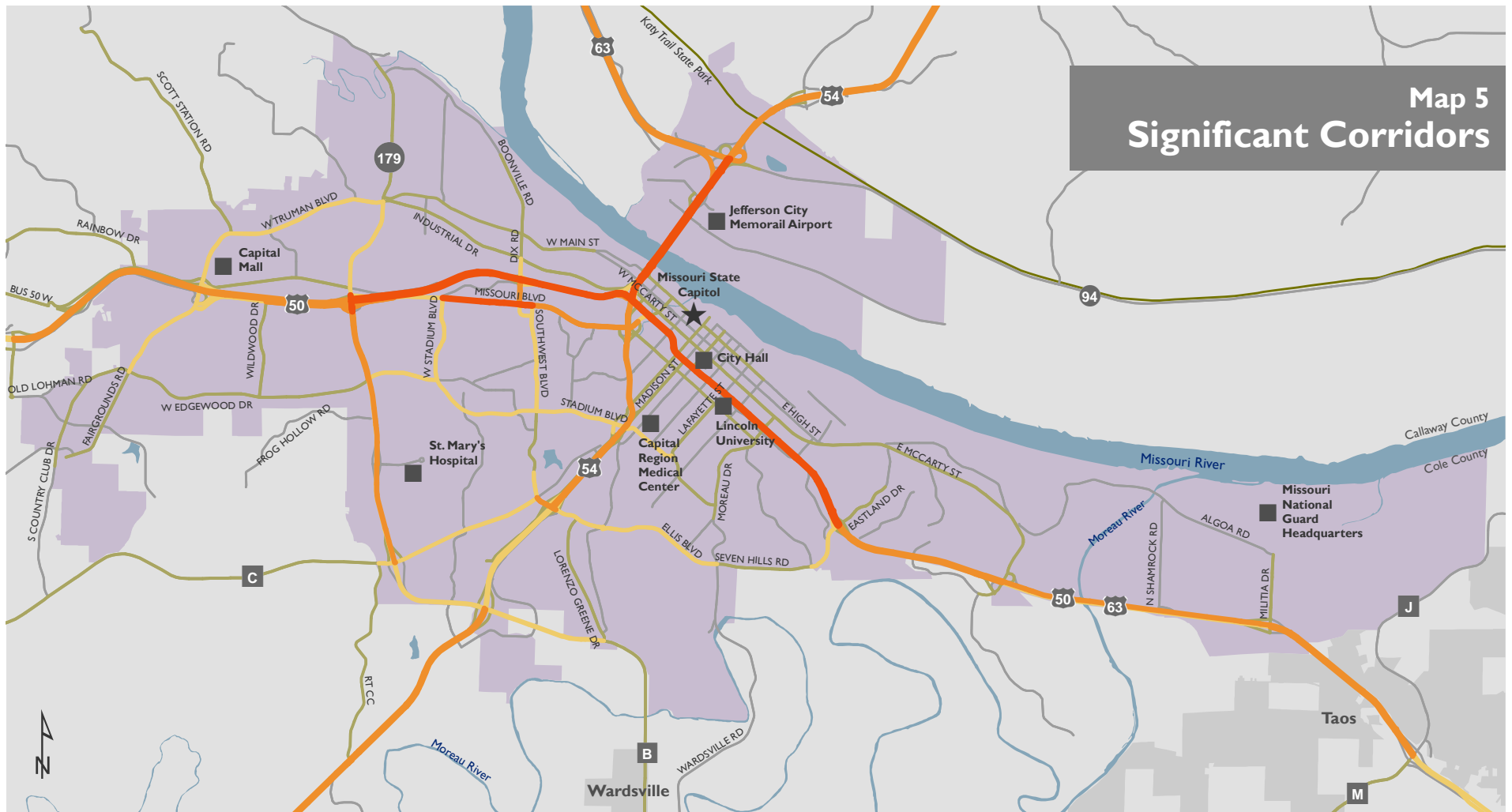
**92%**

Joplin, MO

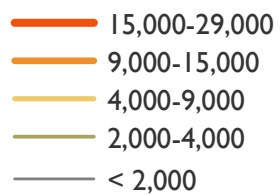
**93%**

Source: 2018 ACS 5-Year Estimates

## Map 5 Significant Corridors



### Average Annual Daily Traffic Volume



Source: MoDOT 2018 AADT

## Acitivate Jefferson City 2040





## Non-Automotive Systems

Transportation networks with a focus on pedestrian or bicycle systems promote public health, provide affordable transportation options, and reduce environmental concerns associated with automotive use.

- As of 2020, Jefferson City has approximately 21 miles of on-street bike lanes.
- In 2019, Jefferson City was designated as a bronze level Bicycle Friendly Community. Being a part of the Bicycle Friendly Community program, administered by the League of American Bicyclists, provides Jefferson City with a road map for improving bicycle conditions, thus making our biking related goals a reality.

According to the EPA, walkability depends upon the characteristics of the built environment that influence walking patterns and habits as a mode of travel.

- Most of Jefferson City is categorized with a below average National Walkability Index score (5.76 - 10.50).
- During the public engagement processes many participants expressed concerns over sidewalk availability and the condition of sidewalks in Jefferson City.



## Capital Area Pedestrian & Bicycle Plan 2016

The *Capital Area Pedestrian & Bicycle Plan* is a tool for private and public organizations to improve safety, connectivity, and mobility in the CAMPO planning area. The CAMPO planning area includes Holts Summit, Jefferson City, Lake Mykee, St. Martins, Taos, Wardsville, and parts of Cole and Callaway Counties.

This plan focuses on the advantages of active transportation, which are not only beneficial for those who regularly walk and bike for recreation or transportation purposes, but also important for community wide safety, economic development, accessibility, and environmental sustainability.

### Notable Goals

- Improve user safety of all modes of transportation.
- Educate the community on the benefits of well-connected transportation system that includes, walking, biking, and transit.
- Foster a continued, collaborative, and cooperative relationship with the public in the development of a well-connected transportation system.

### Successes since the plan's adoption

- Pedestrian crossing improvements on Missouri Boulevard and Dix Road.
- Funding secured for the construction of a pedestrian bridge over the railway. The bridge will link downtown Jefferson City to a river front park (Adrian's Island).
- Improved pedestrian crossings near transit stops. Notable implementation near the VA Clinic on Edgewood and Wildwood Dr.
- CAMPO continues to provide a wide range of services for their planning area. CAMPO collaborates with local, state, and national organizations, assists communities with educational campaigns, plan development, land use and zoning matters, and identifies infrastructure needs, just to name a few.

### **CAMPO 2045 & Beyond Metropolitan Transportation Plan (MTP) 2019**

The MTP is the Long Range Transportation Plan for the CAMPO planning area. Being updated every five years, this plan focuses on multi-modal transportation and how transportation needs can be met in the community. Regional coordination and application is important to maintain safety, infrastructure conditions, system reliability, and sustainability in the transportation system.

#### **Notable Goals**

- Improve safety and security for all travel modes.
- Support economic development and tourism throughout the region.
- Support regional partnerships and planning continuity across the region.
- Improve efficiency in system management, operations, and movement of people and freight.
- Support land use practices that promote quality of life and economic vitality.
- Improve accessibility and mobility.
- Provide a platform for multi-modal transportation education.

#### **Implementation stemming from the MTP:**

- Roadway improvements north of the Missouri River Bridge in Jefferson City are scheduled to occur through 2024.
- Updated travel demand model and land use analysis is being used to assist in the update of the City's Future Land Use Map and Thoroughfare Plan.
- The City was awarded a \$1.5 million grant, matched with \$1.6 million from the city's half-cent capital improvements sales tax, to improve public infrastructure on the Missouri State Penitentiary site.

### **Aviation**

The Jefferson City Memorial Airport provides non-commercial airline passenger services to the Jefferson City area.

- The Columbia Regional Airport, which provides commercial airline passenger services, is located about 20 miles (22 minutes by car) away from Jefferson City.
- The *Jefferson City Memorial Airport Master Plan* was adopted in 2020. This plan guides the continued development of the Jefferson City Memorial Airport, ensuring safety, efficiency, and environmental compatibility. Notably, airfield capacity and facility requirements are included in this tool.
- The Jefferson City Memorial Airport terminal was significantly damaged during flooding events in 2019 and is being rebuilt, meeting floodplain standards.

### **Railroad**

A Class 1 double track rail line runs east-west along the Missouri River in Jefferson City, connecting Kansas City, MO and St. Louis, MO.

- Amtrak railway provides freight and passenger services.

### **Prospective Transportation Projects**

The following highlights a major opportunity that will make Jefferson City's transportation environment unique in mid-Missouri.

### **Port**

Several partners in Jefferson City have been working to get an industrial/commercial port developed in Jefferson City. This facility would not be a recreational or marina facility, but focus on business transactions that would benefit from the multi-modal hub. In May of 2020 the Legislature passed a bill to transfer 116 acres of state-owned property near the Missouri National Guard to the Heartland Port Authority of Central Missouri.

Since Jefferson City is a retail and employment center in mid-Missouri, *Activate Jefferson City 2040* supports any activity that increases commercial and industrial activity in the community. Compliance with the City of Jefferson's floodplain management code requirements must be incorporated from planning stages, through construction, and continue during operation. Hopefully, the contents of this plan can be used by the port authority to help support the project development.

## Jefferson City Thoroughfare Plan

A municipality uses a thoroughfare plan to target roadway rehabilitation, improvements, and expansion throughout the community. Ensuring efficient capacity of the street network can accommodate activity and future growth. This is key for economic sustainability in Jefferson City.

Recommendations from *CAMPO 2045 & Beyond Metropolitan Transportation Plan* (MTP), the updated Travel Demand Model (TDM)

completed in 2019, and additional stakeholder input was used to produce the Jefferson City Thoroughfare Plan.

The *2010 Cole County Master Plan*, *2017 CAMPO Pedestrian and Bicycle Plan*, and the *2017 Coordinated Public Transit - Human Services Transportation Plan* also contributed to this analysis.

## Street System and Classifications

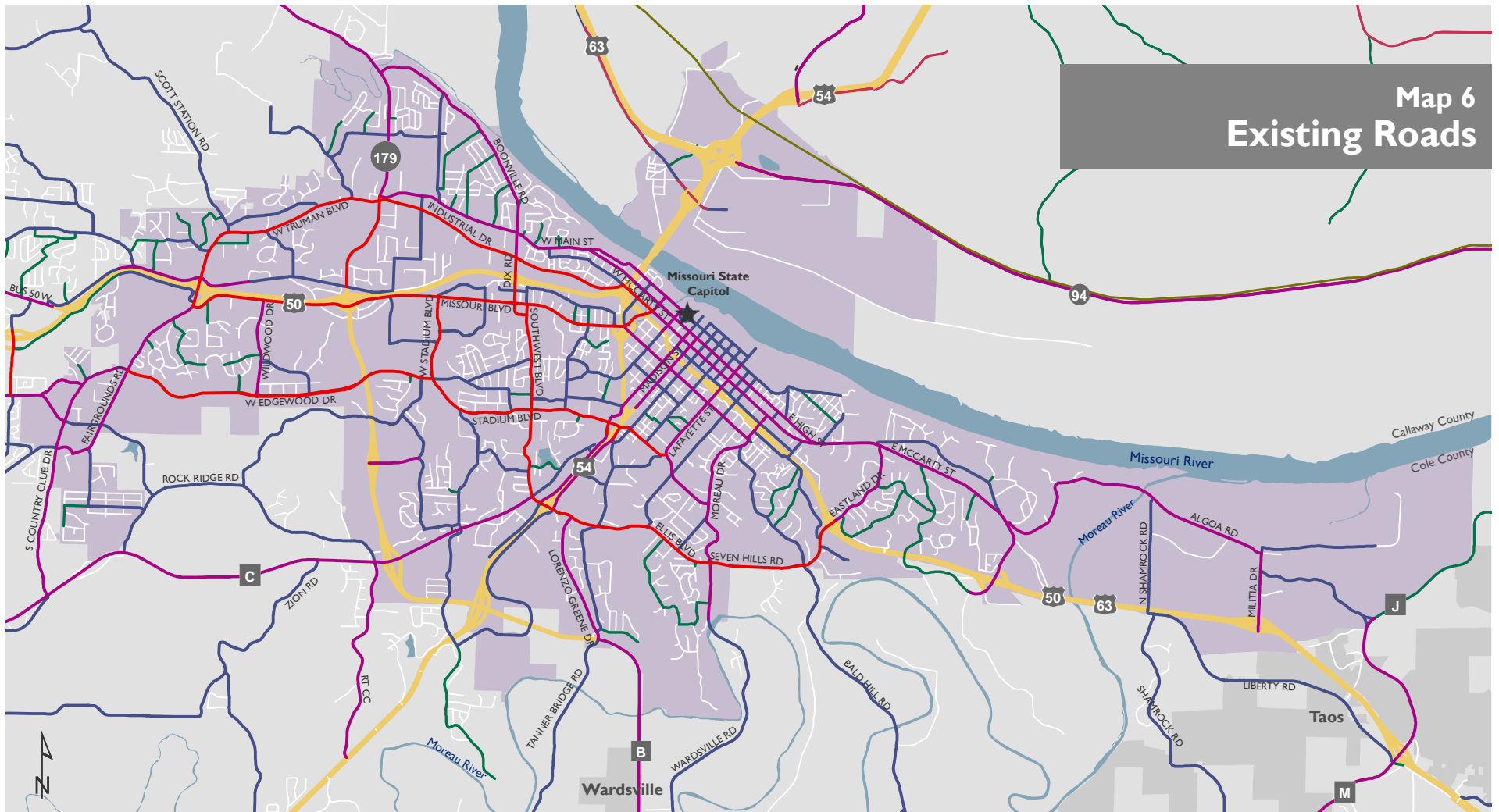
The movement of vehicular and truck traffic is dependent on quality connections in the street network. The street network is a mixture of arterial, collector, and local routes. An efficient number and type of route in a street network benefits residential, commercial, entertainment, and industrial uses. Table 2 describes the different types of roadway facilities key to a street network.

Table 2: Local Road Classification Criteria

Type	Width	AADT	Access		Qualitative Description
<b>Freeways &amp; Expressway</b>	11 - 12 ft	10,000<	Divided/Undivided	Partially/ Fully Controlled	These routes are federally classified and part of the Federal Aid System. These routes look very similar to Interstates and have directional travel lanes that are usually separated by some type of physical barrier. Access and egress points are limited to on- and off-ramp locations or a very limited number of at-grade intersections. These roadways are designated and constructed to maximize mobility function, and abutting land uses are not directly served by them.
<b>Major Arterial</b>		10,000 - 2,500		Partially/ Uncontrolled	These routes are federally classified and part of the Federal Aid System. These routes serve major activity centers, high traffic volume corridors, and carry a high proportion of total travel on a minimum of mileage. These roads interconnect and provide continuity for major corridors to accommodate movements through and within the urban area, central business district, and outlying residential areas.
<b>Minor Arterial</b>	10 - 12 ft	10,000 - 2,500	Undivided	Uncontrolled	These routes are usually federally classified and part of the Federal Aid System. These routes provide service for trips of moderate length, serve geographic areas that are smaller than their higher arterial counterparts, and offer connectivity to the higher arterial system. Minor arterials provide more land access than major arterials without penetrating identifiable neighborhoods and provide connections for rural collectors.
<b>Major Collector</b>		3,000 - 600			Collectors gather traffic from local roads and funnel them into the arterial network. They serve both land access and traffic circulation in commercial/industrial areas and penetrate residential neighborhoods. Operating characteristics generally include higher speeds and more signalized intersections.
<b>Minor Collector</b>	10 - 11 ft				These routes usually are not federally classified or part of the Federal Aid System. Generally, serve lower density areas, in length <3/4 miles and <900 AADT.
<b>Local</b>	8 - 10 ft	<600			These routes are not federally classified or part of the Federal Aid System. These routes are generally not intended for use in long distance travel and are often designed to discourage through traffic. As public roads, they should be accessible for the public use throughout the year.



## Map 6 Existing Roads



### Local Functional Classification

- |  |  |
|--|--|
| <span style="color: yellow;">—</span> Freeway/Expressway | <span style="color: blue;">—</span> Major Collector  |
| <span style="color: red;">—</span> Major Arterial        | <span style="color: green;">—</span> Minor Collector |
| <span style="color: purple;">—</span> Minor Arterial     | <span style="color: grey;">—</span> Local Road       |

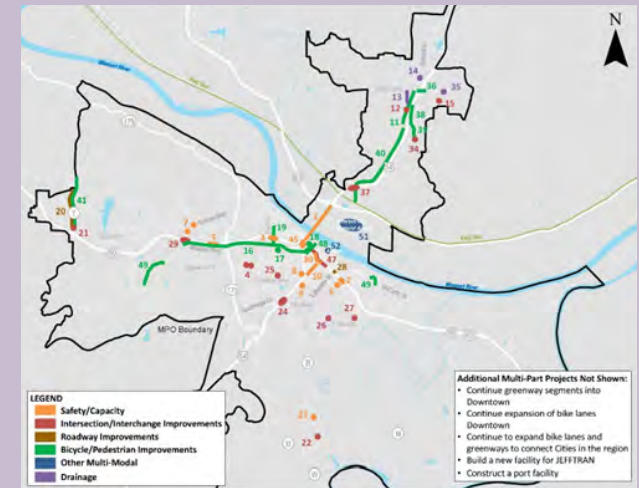
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## Future Roads

The following highlights potential road construction or improvement projects, also review Map 7. Numbers do not represent priority. Funding and jurisdiction ultimately effect implementation of these projects.

1. Miller Street Connection - Construction of a connection linking two disconnected segments of Miller Street creating a through street. The connection would result in a segment of Miller Street being classified as a major collector.
2. Schotthill Woods Drive extension to Schott Road - Eastern extension of Schotthill Woods Drive from its current terminous to Schott Road. The extension would be classified as a major collector or minor arterial, depending on future development.
3. Missouri State Penitentiary Parkway - Connection between Lafayette Street and Chestnut providing access across the Missouri State Penitentiary Redevelopment site. The connection would be classified a minor collector.
4. Cavalier Drive to Stadium Boulevard connection - The connection would create through access at the western terminous of Cathedral Rock Drive. The connection would be classified a minor collector.
5. Stoneridge Parkway extension to W. Edgewood Drive - Southern extension of Stoneridge Parkway from the roundabout to W. Edgewood Drive. The extension would be classified as a minor arterial and include 4 lanes with intermittent landscaped medians and center turn lanes, similar to the existing northern portion.
6. S. Summit Drive ramp additions - Construction of east bound and north bound ramps connecting US 54 to S. Summit Drive in Callaway County. The ramps would complete the existing overpass.
7. Militia Drive extension to Liberty Road - Southern extension of Militia Drive from US 63 to Liberty Road. The extension would be classified as a major collector or minor arterial.
8. Wildwood Drive extension to Rock Ridge Road - Southern extension of Wildwood Drive from W. Edgewood Drive to Rock Ridge Road. The extension would be classified as a minor arterial.
9. Wildwood Drive extension to Route C - Continued southern extension of Wildwood Drive from Rock Ridge Road to Route C. The extension would be classified as a minor arterial.
10. Mission Drive extension to Rock Ridge Road - Connection between Mission Drive and MO 179. This connection was identified in the 2019 CAMPO Travel Demand Model. It is unknown how this connection will develop and the project would likely occur in phases.



## CAMPO Travel Demand Model (TDM):

When updating the CAMPO area TDM, safety/capacity and intersection/interchange improvements were among some of the most



discussed topics. When combined with the stakeholder analysis, the map on the left depicts how the stakeholder data and growth models were used to analyze Level of Service (LOS) in the CAMPO region. For more information about the TDM, review Appendix H of CAMPO 2045 & Beyond.



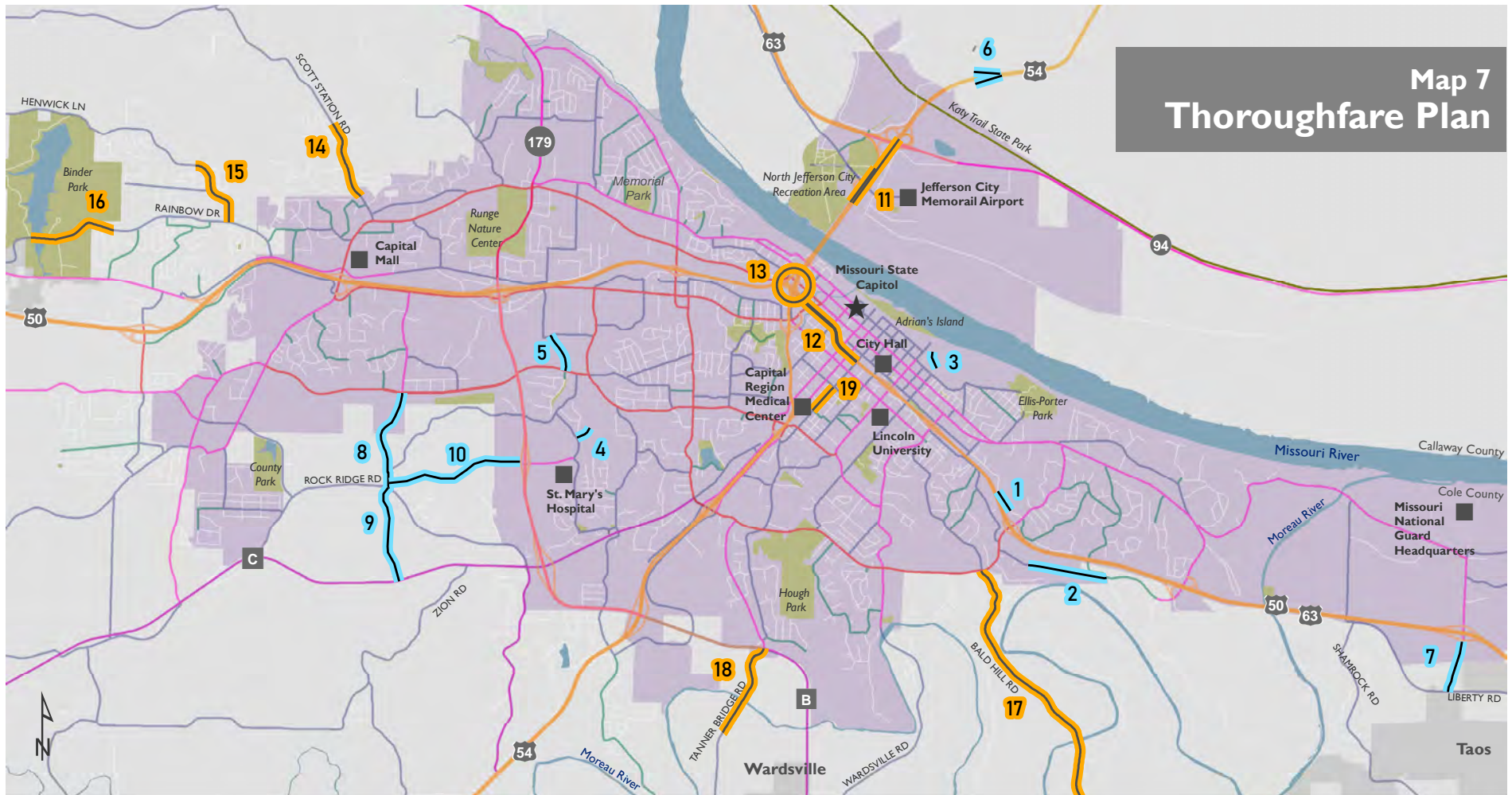
### Upgrades to Existing Roads

The following highlights potential upgrades to existing roads, also review Map 7. Numbers do not represent priority. Funding and jurisdiction ultimately effect implementation of these projects.

11. US 63/54 north of the Missouri River Bridge - Creation of a third eastbound and westbound lane, between the Missouri River Bridge and the ramps at the divergence of US 63 and US 54. The project would likely include a re-configuration of the Route W and US 63/54 overpass.
  12. US 50/63 Rex Whitton Expressway - Improvements to capacity and traffic controls between US 54 and Lafayette Street.
  13. US 50/54/63 Tri-Level - Reconfiguration of interchange to provide non-conflicting system-to-system movements.
  14. Scott Station Road (city limits to Willowbrook Drive)
  15. Henwick Lane (Rainbow Drive to Gary Lane)
  16. Rainbow Drive (Paradigm Drive to Binder Lake Road)
- In numbers 14, 15, and 16, improvements will feature construction of a curb and gutter, stormwater improvements, and new pavement.
17. Bald Hill Road (Eastland Drive to Rolling Hills Road)
  18. Tanner Bridge Road (Route B to Friendship Lane)
- In 17 and 18, safety improvements, including: shoulder widening, horizontal and vertical alignment improvements, right-of-way clearing for better sight distance, and improved signing.
19. Monroe Street - Widening to convert street from one-way to two-way.



## Map 7 Thoroughfare Plan



### Future Major Roads

1. Miller Street Connection
2. Schotthill Woods Drive Extension to Schott Road
3. Missouri State Penitentiary Parkway
4. Cavalier Drive to Stadium Boulevard Connection
5. Stoneridge Parkway Extension to W. Edgewood Drive
6. S. Summit Drive Ramp Additions
7. Militia Drive Extension to Liberty Road
8. Wildwood Extension to Rock Ridge Road
9. Wildwood Extension to Route C
10. Mission Drive Extension to Rock Ridge Road

### Upgrades to Existing Roads

11. US 63/54 North of Missouri River Bridge
12. US 50/63 Rex Whitton Expressway
13. US 50/54/63 Tri-Level
14. Scott Station Road
15. Henwick Lane
16. Rainbow Drive
17. Bald Hill Road
18. Tanner Bridge Road
19. Monroe Street

**Note: Numbers do not represent priority**

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### Local Functional Classification

- |                    |                 |
|--------------------|-----------------|
| Freeway/Expressway | Major Collector |
| Major Arterial     | Minor Collector |
| Minor Arterial     | Local Road      |

## Livable Street Improvements

In 2020, the City of Jefferson revised Chapter 32 of the municipal code, incorporating guidance about livable streets into street, sidewalk, and right-of-way development. Livable streets, or complete streets, serve a variety of automotive, pedestrian, and nonautomotive needs. Such accommodation is beneficial for all people or organizations and businesses who rely on connecting individuals with goods, services, and resources. With livable streets commercial traffic is connected and users can safely use sidewalks, cross streets, travel to work, and access recreation.

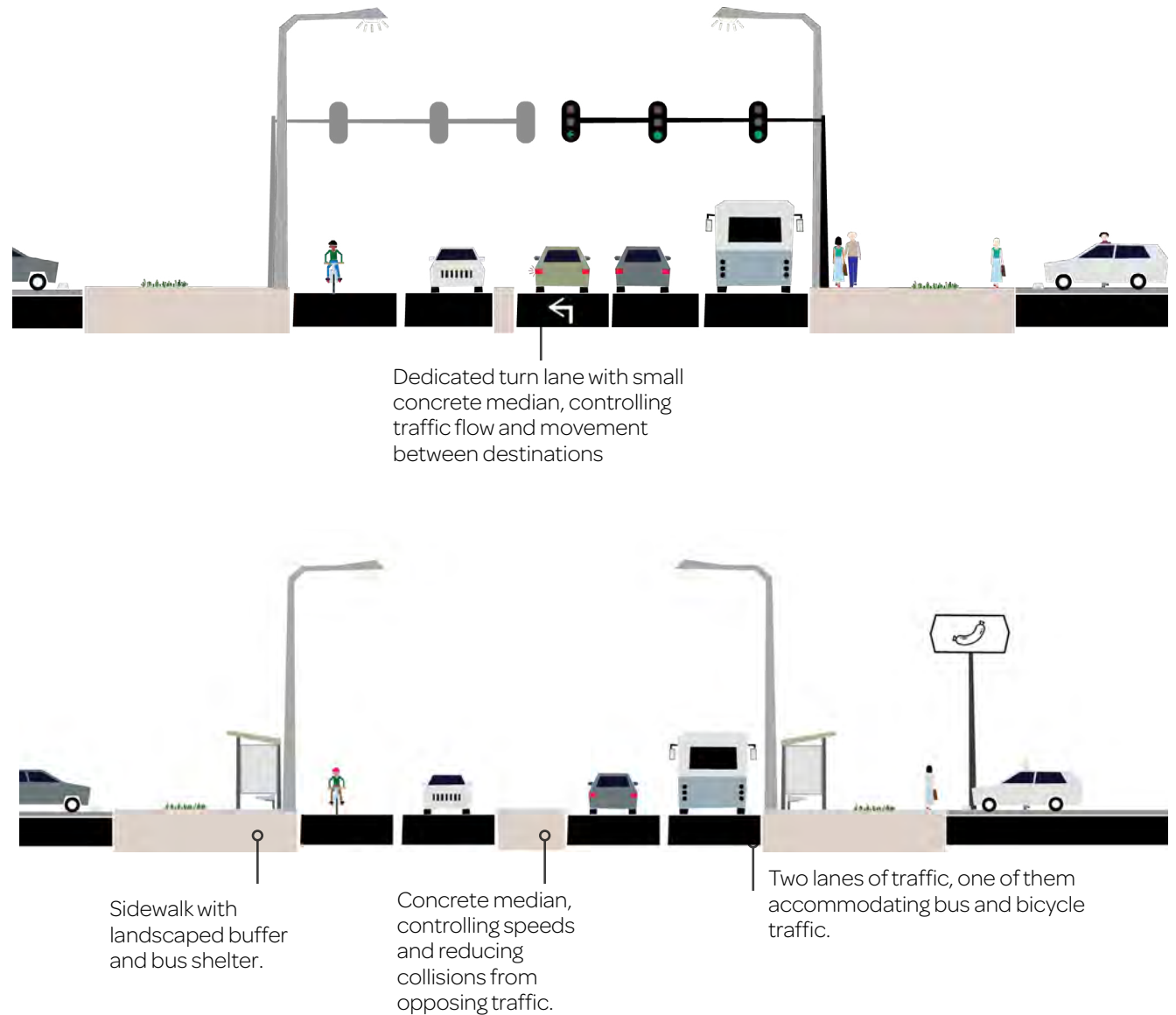
Livable streets may include,

- Sidewalk on both sides of the street, with appropriate lighting.
- Bike lanes or sharrows.
- Public transportation routes, with appropriate infrastructure such as benches, bus stop shelters, etc.
- Marked crosswalks.
- Speed controlling systems such as curb cuts, median islands, street trees or landscaping buffers, ect.
- Wayfinding signage.
- Green infrastructure.

It is crucial for major corridors, such as Missouri Blvd, to serve the needs of all types of residents and visitors regardless of their transportation preferences or lifestyle. However, not all roadways are appropriate for livable streets implementation. Topography or certain road classifications can affect if a route receives livable streets implementation. Ensuring that functional and beautiful corridors exist in Jefferson City will increase the quality of life for residents and visitors.

Figure 11: Livable Street - Example

Image Source: streetmix.net, enhancements by author









# Transportation Goals

## Principle

Efficient and safe transportation systems are vital to local and regional quality of life factors.

### Goal:

Strengthen Jefferson City as a vibrant regional hub through intermodal connections.

### Objectives:

- > Utilize access to the Missouri River for recreation and commercial transportation purposes.
- > Support diverse regional transportation connections throughout mid-Missouri.

### Goal:

Promote an accessible and well-connected Jefferson City.

### Objectives:

- > Encourage multi-modal transportation options in Jefferson City.
- > Extend local connections to improve mobility.

### Goal:

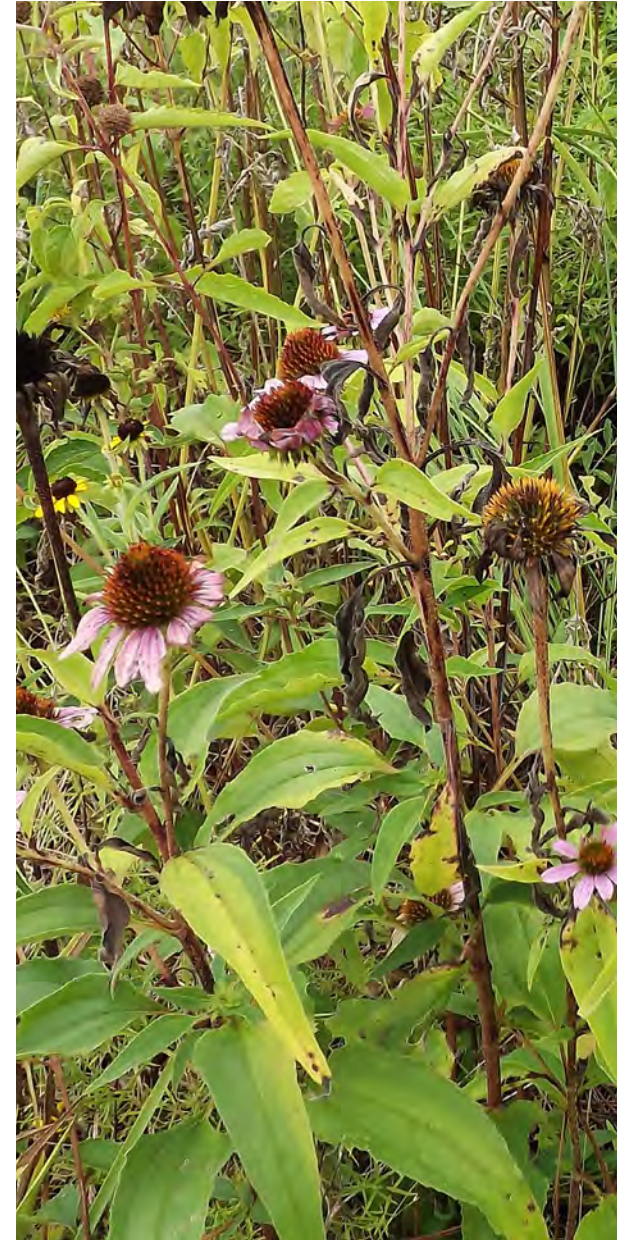
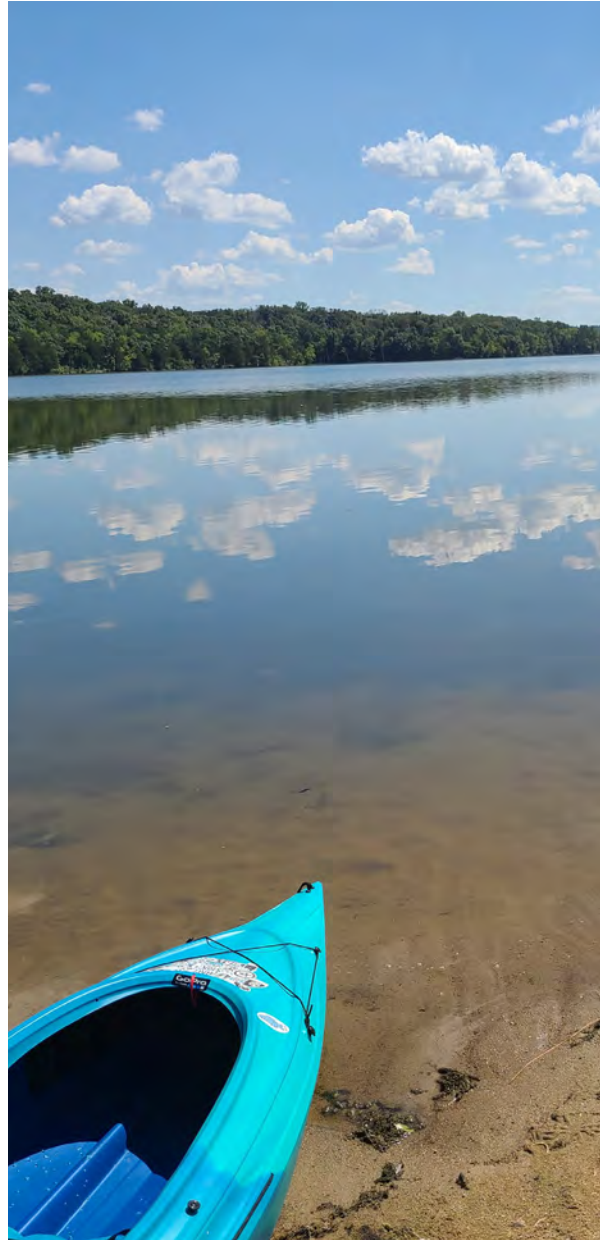
Provide Jefferson City residents and visitors with a transportation system that serves their needs.

### Objectives:

- > Ensure that the transportation system efficiently connects residential areas with employment/commercial centers.

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# Environmental Resiliency





## Introduction

"Land provides the principal basis for human livelihood and well-being including the supply of food, freshwater and multiple other ecosystem services, as well as biodiversity" <sup>5</sup>. Communities should focus on these factors to help mitigate the consequences of climate change. The Intergovernmental Panel on Climate Change states that a number of changes will occur in North America, including,

- More winter flooding and reduced summer precipitation, which increases competition for water resources.
- Harsh conditions for agricultural products.
- Heat waves, which cause public health concerns.
- Wildfire risks.

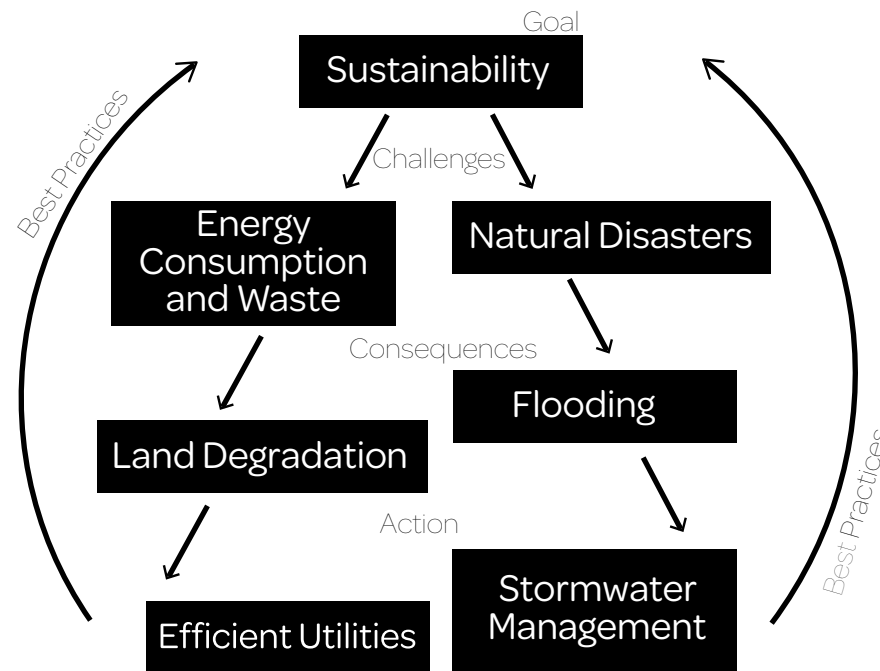
In the context of *Activate Jefferson City 2040*, the environmental resiliency chapter applies to the land we use, the energy and resources we consume, and adapting to changing conditions. Through the community engagement processes the public identified several issues that need to be prioritized to help environmental conditions in Jefferson City. The flow chart below highlights global and local factors addressed in this chapter that promote environmental resiliency.

## Existing Conditions

The following section describes the existing conditions that provide Jefferson City residents and businesses with everyday needs. Management and expansion of these services relies on public education and the cooperation between the City and utility providers.

## Sanitary Sewer

- The City of Jefferson provides wastewater utility to the area.
- Over 430 miles of pipe and 33 pump stations lead to two waste water treatment facilities:  
Jefferson City Regional Water Reclamation Facility, north of the Missouri River off of Mokane Rd.  
Algoa Regional Treatment Facility, off of No More Victims Rd.
- Several subdivisions in Cole County, adjacent to Jefferson City city limits, are connected to the municipal sewer system. An annexation agreement is required for a property owner to be connected to the service. Roughly 4,000 customers live in Cole County between Jefferson City and St. Martins including Apache Flats, Westview Heights, and in other smaller subdivisions.





### Electric and Gas Utility

- Ameren Missouri provides electricity to areas within city limits. Three Rivers Electric Cooperative services Cole County with electricity.
- Natural gas is also provided by Ameren Missouri.

### Solid Waste

- Mid-2016, the City of Jefferson entered into a 10-year solid waste contract with a private company as the sole authorized provider for waste collection and disposal of residential single stream (curbside) recycling within city limits. Trash service must be maintained by the owner or tenant of any occupied residential, commercial, or industrial structure.
- The Cole County Household Hazardous Waste Facility opened in the spring of 2011. Residents can dispose of household products, no commercial or business waste that contain corrosive, toxic, flammable, or reactive ingredients.
- In 2018 the City of Jefferson entered into a contract with a private company, a local organic recycling facility, to service Jefferson City residents. Trimmings and yard waste such as leaves, wood chips, and grass clippings from personal property are accepted. The contract is automatically renewed for up to four additional one-year periods, subject to annual appropriation by the City Council.
- During the community engagement processes participants acknowledged the desire for more recycling and composting opportunities in Jefferson City.
- According to the U.S. Department of Health and Human Services, making products from recyclables results in energy savings. Recycled steel saves 60% production energy, recycled plastics 70%, and recycled glass 40%.

- Natural resources are being depleted and landfills are being filled at an increased rate. Reducing, reusing, and recycling/composting materials will help sustain quality of life on this planet.

### Water Utility

- Missouri American Water services most of the city center neighborhoods and a small portion of Callaway County within the Jefferson City limits.
- There are also four public water districts servicing Jefferson City and some communities outside the city limits.

### Telecommunications

- Telecommunications is the transmission of data, usually digital, such as Internet and telephone services. The telecommunications industry is crucial to everyday life, including business, education, and communication services.
- According to the US Census Computer and Internet Access in the United States report (2012), 66.7% of individuals 3 years or older in Missouri were reported to live in households with Internet access.
- Cole County has a 13.81 Digital Divide Index (DDI) score (Purdue, 2018). The DDI ranges from 0 to 100, 0 being the lowest score and 100 indicating highest digital divide. The score takes into account infrastructure and socioeconomic factors.
- During the community engagement processes, participants advocated for better digital telecommunication services.

## Stormwater & Flood Plain Management

Waterways can easily be altered by the built environment. Being mindful about how waterways are affected by the built environment is important in managing stormwater runoff, water quality, and watershed sustainability.

### Flood Plain and Watersheds

- Being adjacent to the Missouri River, Jefferson City is not oblivious to flooding issues. The City of Jefferson participates in the National Flood Insurance Program, more information can be found in the Jefferson City municipal code.
- The Wears Creek Basin is composed of three contributing smaller watersheds, (1) North Wears Creek, (2) Wears Creek, (3) East Wears Creek.
- Almost one-third of Jefferson City is covered by the Wears Creek Basin.
- Roughly 3,000 acres north of Jefferson City, in the Missouri River floodplain, are protected by a levee up to a stage 30 (a 30 ft crest). The levee is maintained by the Capital View Drainage District.
- The levee sustained substantial damage during the flooding events of 2019. The Capital View Drainage District, working in conjunction with the Corp of Engineers, repaired the damaged section of the levee in 2020.

### Stormwater

- The City of Jefferson's Public Works Department is responsible for the operation and maintenance of City's approved stormwater infrastructure and collection systems. Systems are originally implemented by a developer or property owner.
- Jefferson City does not have a stormwater utility fee. Revenue collected from a utility fee could fund the maintenance, repair, and administration of the city's stormwater system. Peer cities of Topeka, KS and Cape Girardeau, MO have mechanisms in place to help fund stormwater projects.
- Participants of the community engagement processes also advocated for more stormwater projects to occur throughout the City.

### Comprehensive Stormwater Master Plan for the City of Jefferson, Missouri (2006)

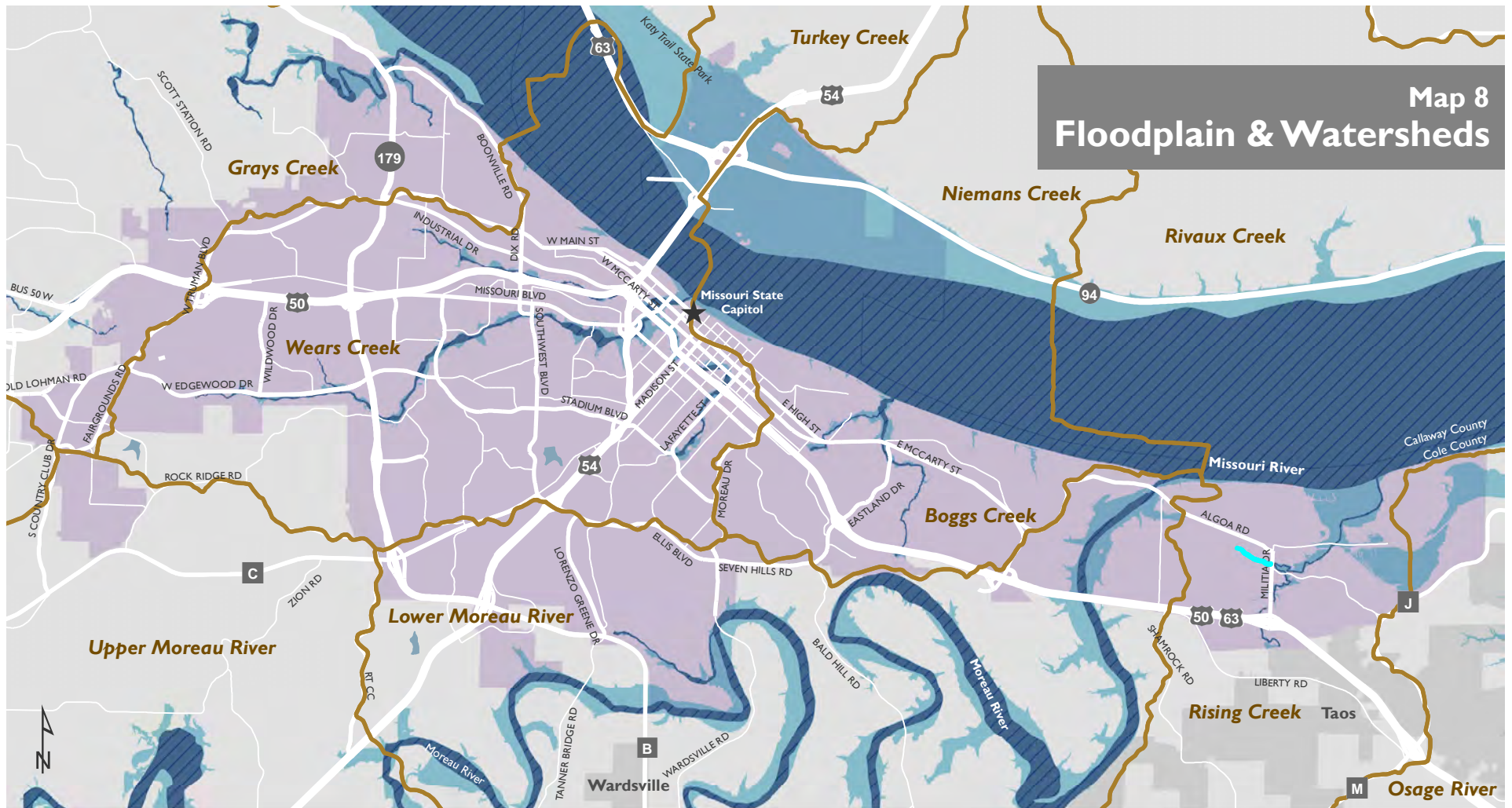
Jefferson City's topography and low permeability soils present difficult conditions as it relates to stormwater. This plan inventories stormwater infrastructure and highlights other hydrologic and hydraulic analyses. Meeting federal mandates, understanding current conditions, and preparing for capital improvements will help Jefferson City keep up with this complicated issue.





See the full document for more details regarding the prioritized improvements and recommendations for Jefferson City.

A selective list of projects completed since the plan's adoption,

- Chickadee Road: A stormwater system was replaced in the summer of 2019.
- Schellridge Road: A concrete headwall was constructed at the upstream end of the existing system. Updating this system extended its service life indefinitely.
- Industrial Drive: All of the cross-road pipes along Industrial Drive, from Dix Road west to HWY 179, were lined under a cured-in-place contract, which extended the service life of all the serviced pipes approximately 50 years.
- Mesa Avenue: Stormwater system constructed in the summer of 2019.
- Delta Place: Culvert on the north side of Delta Place was replaced. Existing culvert on the south side of Delta Place was cleaned out.
- Norris Drive: Stormwater infrastructure underneath Norris Drive is in the design phase, bid for 2020 construction season.
- Del Mar Drive: Area re-studied by Burns & McDonnell, resulting in the regulator floodplain being revised by a FEMA Letter of Map Revision (LOMR).





-  **Watersheds**
-  **Floodway (Zone AE - 1% annual chance of flooding)**
-  **Regulatory Floodplain (Zone AE - 1% annual chance of flooding)**
-  **Jefferson City Municipal Boundary**

Source: FEMA Flood Map Service Center (Effective 2012)

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## Grassroot Solutions to Natural Resource Management

Land, water, air, forests, wild flora and fauna are all considered natural resources. Grass-root advocacy, education, and natural resource management create new opportunities for advancing the environment in Jefferson City. The following examples showcase projects that could be implemented in Jefferson City.

### Green Stormwater Infrastructure (GSIs)

GSI's treat stormwater runoff with vegetative systems, creating natural and cost effective methods for stormwater mitigation.

#### Permeable pavement

The U.S. Environmental Protection Agency (EPA) defines permeable pavement as pavement that infiltrates, treats, and/or stores rainwater on site. Permeable pavement is perfect for parking lots or pedestrian paths.

#### Rain Gardens

The EPA defines rain gardens as a landscaping feature that collects rain water from a roof, driveway, or street and allows the water to soak into the ground. Native grasses and flowering perennials make the feature both beautiful and effective at mitigating stormwater.

### Naturalized Parking Lot Drainage

In Jefferson City, parking lots containing more than ten spaces are required to have shading tree features. Various landscaped parking lot features, such as inverted islands (tree trenches), provide a site with stormwater mitigation, shading, and aesthetic benefits. Untraditional parking lots, that go beyond large swaths of concrete, will benefit the natural and built environment.

## *Benefits of using Natural Drainage in Parking Lots*

- Captures stormwater runoff, reducing the cost of traditional curbing, gutters, and piping by as much as 15% - 50%.
- Removes a large percentage of total suspended solids; 50-60% of nitrogen and phosphorus and 75% of heavy metals.
- Provides an attractive landscape asset.
- Reduces stormwater and pollutants (oils, grease, and other substances) from entering our local streams.

Source: Montgomery County Planning Commission



Image source: weff.org





### Urban Forest Management

Without a doubt, the natural landscape is a defining characteristic of Jefferson City. The American Planning Association (APA) defines an urban forest as a collection of all the trees in a community. These natural assets provide environmental and aesthetic/buffering benefits. Neighborhoods with tree lined streets or viewsheds of forested areas increase property values, provides shade, and creates private landscapes. Ensuring these assets are valued requires prioritizing and establishing best practices for preserving and developing urban forests.

### Stream Clean Up Opportunities

The Missouri Department of Conservation offers several clean up opportunities in which groups can partner with to improve water quality in their local community. Grass-root advocacy, education, and clean up activities will create a cycle of local change in Jefferson City.

### **Native Plants for Missouri Landscapes**

The following list showcases shrubs and trees that would benefit the Jefferson City ecosystem by reducing stormwater runoff, support pollinators and wildlife, and create a diverse attractive habitat.

Source: Missouri Botanical Garden



#### **Eastern Wahoo**

Deciduous Shrub

Grows best in rich, moist, well-draining soil, in full sun to part shade.



#### **Red Maple**

Tree

Red Maples have a relatively fast growth rate. Very common street or lawn tree.

Approved in Jefferson City, MO Planting List.



#### **River Birch**

Tree

River Birches have a relatively fast growth rate. Their peeling bark is an identifying feature.

Approved in Jefferson City, MO Planting List.



#### **Big Blue Stem**

Grass

Freely self-seeds in optimum growing conditions, dry to medium soils with full sun. Big Blue Stem has a high drought tolerance and is easy to maintain.



## The Value of Energy Efficiency

Of community engagement participants, 58% believe that implementing “green” building design, infrastructure, and practices is an important component of Jefferson City’s future growth. The following identifies why energy efficiency is key to the long-term success of Jefferson City.

### Economic Benefits

Balancing various economic goals with “green” practices creates long-term financial prosperity for all groups, public and private, in a community.

- “Green” practices, such as ICC Green Construction Codes and LEED (Leadership in Energy and Environmental Design) standards, though subjectively costly upfront, can generate major energy, water, maintenance, and waste savings.
- “Green” building practices can also increase property values and productivity for tenants.
- Implementing energy efficient practices is very flexible and creative; there is not a one-size-fits-all approach to “green” development. Whether or not a building is built following “green” construction standards or is retrofitted later. There are vast possibilities for allowing sustainable practices with various types of uses and structures.
- Development trends such as tiny homes, master built communities, and accessory dwelling units (ADUs) typically have “green”

design components. Communities that accommodate these trends could attract and retain residents who desire these housing environments.

- Participants of the community engagement processes advocated for more education and incentive opportunities for “green” development or redevelopment.

### Environmental Benefits

Ensuring that the built environment does not dramatically compromise the future of the natural environment is key in advocating for energy efficiency.

- “Green” practices promote many environmental benefits, including, (1) help lower CO<sub>2</sub> emissions, (2) reduce waste in landfills, and (3) lower water consumption.
- According to the U.S. Department of Energy, environmental justice is the fair treatment and meaningful involvement of all people, regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and/or policies. As Jefferson City pursues energy efficiency, sustainability, and hazard mitigation best practices, city leaders and stakeholders need to evaluate how prioritized actions affect all members of the community.

In the context of this plan ...

*“Green” = components primarily focused on sustainability, energy efficiency, and/or ecosystem friendly systems.*

Energy efficient home, Urban North subdivision  
Kansas City, MO



Image source: greenabilitymagazine.com

Market One, LEED Platinum  
Des Moines, IA



Image source: usgbc.org



Image source(above and below): dnr.mo.gov



## What does energy efficiency mean for workers in the Lewis and Clark State Office Building?

The following perspectives are taken from a satisfaction survey<sup>6</sup> of workers in the Lewis and Clark State Office Building. Intentionally incorporating “green” practices does result in the benefits listed in this chapter.



### Water-Saving Features

Examples: low-flow faucets and toilets, rainwater collection systems.

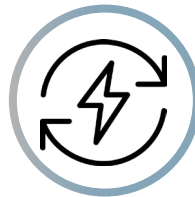
72% of survey respondents support water-saving features.



### Lighting

Examples: use of natural light, lighting controls, efficient bulbs

65% of survey respondents are satisfied with the building’s lighting features. The consultants who administered the satisfaction survey noted that “green” lighting features do not cause a negative impact on workspace productivity.



### Energy

Energy costs for the building are expected to be almost half of the average state office building. \$0.81 per square foot for the Lewis and Clark State Office Building versus \$1.51 per square foot for the other state buildings.



### Sustainability Support

Employee support for sustainability is generally high (60% of respondents) and they strongly relate sustainability to workspace satisfaction.

## Health Benefits

“Green” practices are just one of the many public health interventions used to create vibrant communities.

- Improved indoor environmental quality and aesthetic components associated with energy efficient buildings keep people healthy and happy.
- According to employers in LEED-certified spaces, there is a correlation between “green” spaces and recruitment, retention, and employment satisfaction and productivity.
- Spaces designed and built with energy efficiency in mind are usually paired with active living features. Active living features integrate physical activity into daily routines such as the use of standing desks in office spaces and connections to walking trails.
- The Missouri Department of Natural Resources’ Lewis and Clark State Office Building, pictured on the left, holds a USGBC/LEED Platinum designation.

## Disaster Preparedness and Recovery

On May 22, 2019 an EF3 tornado hit Jefferson City. The tornado path reached the outskirts of Jefferson City in Cole County moving northeast to the Missouri River in the Capitol Avenue and Missouri State Penitentiary area. Severe flooding also occurred and lasted until August of 2019. Flood waters crested on June 5th, 2019 at 33.44 ft, only 5.21 feet short of the notorious 1993 flood.

The tornado impacted several neighborhoods in Jefferson City. The following highlight summarizes damage in the most affected areas. Direct and indirect damage spread across Jefferson City; the following highlight does not minimize other areas impacted by the tornado.

- Jackson Street: Between Stadium Blvd and Dunklin St the tornado laid a destructive path that damaged many properties. Many rental and affordable homes were affected by the disaster, further exacerbating housing issues in Jefferson City.
- Capitol Avenue: Before dissipating at the Missouri River the tornado severely damaged the historic gem of Capitol Avenue. Almost every property between Adams and Cherry Street was damaged. Two walls on the Missouri State Penitentiary site also collapsed due to the storm. The Capitol Avenue Overlay District implemented for this area will promote design sensitive structures being constructed.

Due to the tornado occurring during the initial community engagement phase of this planning process, topics surrounding the tornado were brought up consistently. The following section acknowledges several strategies that should be addressed to mitigate the negative externalities of future natural and human-made disasters.

### Lessons Learned

- The 2019 tornado shed new light on the housing environment in Jefferson City. It is estimated that the most impacted area lost around 152 housing units, roughly 95% being rental units. Some families were forced to relocate to other communities because they could not find affordable housing. A continued lack of affordable and emergency housing in Jefferson City contributes to economic and social issues, including poverty and homelessness.
- Many organizations, agencies, businesses, and service groups rallied together to respond to those in need after the disaster. Quick response, passionate volunteers, and proactive decision making is attributed to positive recovery. Maintaining a diverse COAD (Community Organizations Active in Disaster) will keep recovery efforts in Jefferson City productive and strengthen support in the event that another disaster occurs.

### Opportunities for Change

- During the community engagement processes many participants shared one sentiment, "I never thought a tornado could hit Jefferson City." In regards to their opinion on improvements in disaster preparedness and recovery, the community identified the need for more public knowledge of pre- and post disaster strategies.
- The public also expressed concerns surrounding parking and traffic capacity in the Southside neighborhood. This is especially important as tornado damaged areas are redeveloped.
- Encouraging the development of small lot single-family homes, multi-family structures, live/work units, and mixed use districts will provide Jefferson City with eclectic mixed-income neighborhoods. These types of communities will help Jefferson City be sustainable for a diverse population.

Table 3: May 2019 Tornado Damage Summary

Housing Unit Loss Estimate	
Total Presumed Demolition of Units	90
Other (4-plex converted to 2 unit)	2
October 2019, units under repair (est.)	60
Total	152
Estimated Planned Rebuilds and Repair	
October 2019, units under repair (est.)	60
New apartment units (rebuilds)	56
Single family homes (rebuilds)	9
Total	125
Net Loss of Units	
	27



Map 9: May 2019 Tornado Path





### **Cole County/Jefferson City, Missouri Hazard Mitigation Plan (2016)**

This plan profiles eleven natural hazards and ten technological/human-made hazards. The plan is designed as a resource to manage the potentially disastrous effects of hazards pertinent to Cole County. The plan was also developed in accordance with FEMA's Mitigation Planning regulations under Code of Federal Regulations (CFR), Title 44, Part 201.6, Local Mitigation Plans.

#### **Goals**

1. Mitigation Planning – Mitigate effects of future natural hazards throughout the County through public and private cooperation.
2. Mitigation Policy – Develop policies that limit the impact of natural hazards on lives and property.
3. Mitigation Programs – Implement cost effective and feasible mitigation programs to protect lives and property of Cole County jurisdictions.
4. Public Awareness – Increase public awareness of natural hazards in order to make the public a greater partner in hazard mitigation planning.
5. Future Development – Promote hazard-proof development in the jurisdictions of Cole County.

Hazard mitigation is a revolving door of challenges and solutions. To help gauge the potential of the mitigation actions addressed in the plan, a STAPLEE review and Benefit/Costs analysis was carried out. A STAPLEE review evaluates the social, technical, administrative, political, legal, economic, and environmental factors associated with the item/topic being assessed. Having an updated, comprehensive, and approved hazard mitigation plan allows Jefferson City to apply for FEMA pre-disaster mitigation grants and the mitigation portion of post-disaster mitigation grants. The May 2019 tornado and flooding events shed light on the importance of hazard mitigation and recovery planning.



# Environmental Resiliency Goals

## Principle

Environmental resiliency in Jefferson City, or the way individuals use and interact with the natural and human-made environment, is essential for protecting life and property.

### Goal:

Prepare and adapt Jefferson City for natural and human-made disasters.

### Objectives:

- > Promote environmental justice in disaster preparedness and recovery processes.

### Goal:

Utilize infrastructure and facility improvements to support the existing population and meet new development needs.

### Objectives:

- > Enhance and protect Jefferson City waterways.
- > Promote an efficient utility system, aiding municipal and other utility providers.

### Goal:

Expand environmentally sustainable and energy efficient practices across Jefferson City.

### Objectives:

- > Establish standards that promote sustainable practices into the Jefferson City municipal code.
- > Educate the public and development community about environmental stewardship and its importance for long-term ecosystem success.
- > Protect Jefferson City's biodiversity and landscapes.



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# Land Use



Image Source: Jefferson City Convention and Visitors Bureau

## Introduction

Land use is the categorization of the built and natural environment. Land use maps act as a graphic tool to help implement the goals and strategies of comprehensive plans, neighborhood plans, and the zoning and subdivision code. This chapter highlights existing land use, past development patterns, and illustrates how the City plans to move forward with strengthening the built environment.

## Development History

Growth management largely deals with responding to various physical constraints and economic and social trends.

Understanding how Jefferson City has been shaped helps formulate strategic goals for future development and activity. The following highlights development patterns in Jefferson City since the 1960's.

### 1960's

Southwest Boulevard was constructed in the late 1950's, which opened up new areas for development on the western side of the City. Then in the 1960's development on the fringe of the City began to accelerate. Commercial development began to extend westward along Missouri Boulevard (previously named Dunklin Boulevard).

Several new factories and other industrial uses were constructed along Industrial Drive. For example, the Chesebrough-Ponds (currently Unilever) manufacturing plant on W. Truman Boulevard and the Scholastic Inc facility on E. McCarty Street were also constructed.

Construction of the new modern 4-lane highways, Highway 50/63 and Highway 54, provided for better transportation connections around Jefferson City and set the stage for continued expansion of the community over the following decades.

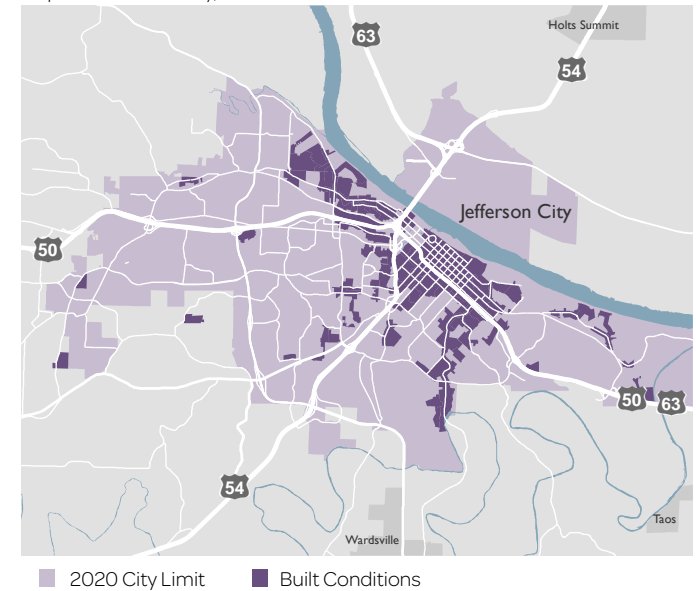
Major new residential developments included,

- Landwehr Hills subdivision on the east side of the city, which would continue to develop over the following three decades.
- Rose Valley and Roseland subdivisions on the south side of the city, in the vicinity of Moreau Heights Elementary School.
- Idlewood subdivision off of Idlewood Road south of the Conoco Phillips storage and distribution facility.
- Various subdivisions off of Vieth Drive.
- Frog Hollow subdivision on the western side of the city, near Southwest Boulevard and Edgewood Drive.
- Westwood subdivision west of Southwest Boulevard.
- Schellridge subdivision north of Highway 50 and south of Industrial Drive.
- Westwood Ridge subdivision off of Highway 179 at Sue Drive, which would continue to develop over the following decades.
- The first phase of the DeVille Southwest Properties apartment complex was constructed.

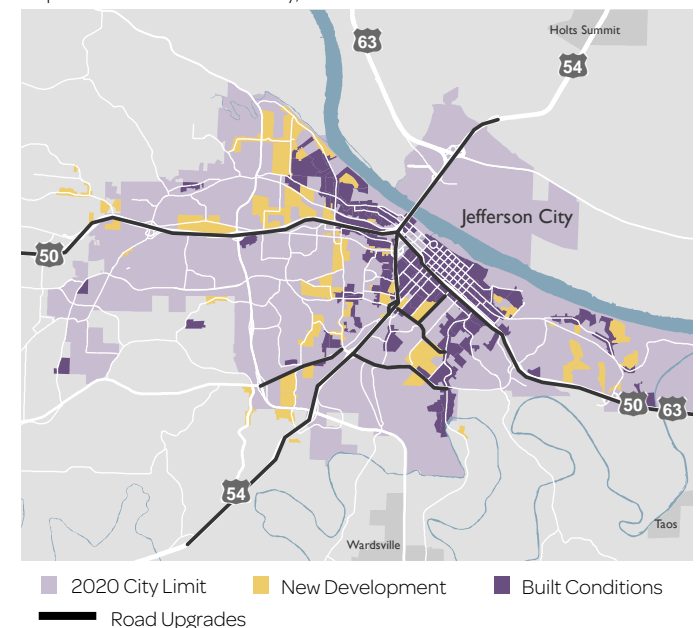
### 1970's

In the 1970's the City continued to expand into areas made accessible by new highway construction. Commercial development continued to expand westward along Missouri Boulevard, notably the major retail developments of K-Mart and Walmart. At this time, new commercial development progressed along the outer roads (Jefferson

Map 10: Jefferson City, Pre-1960s

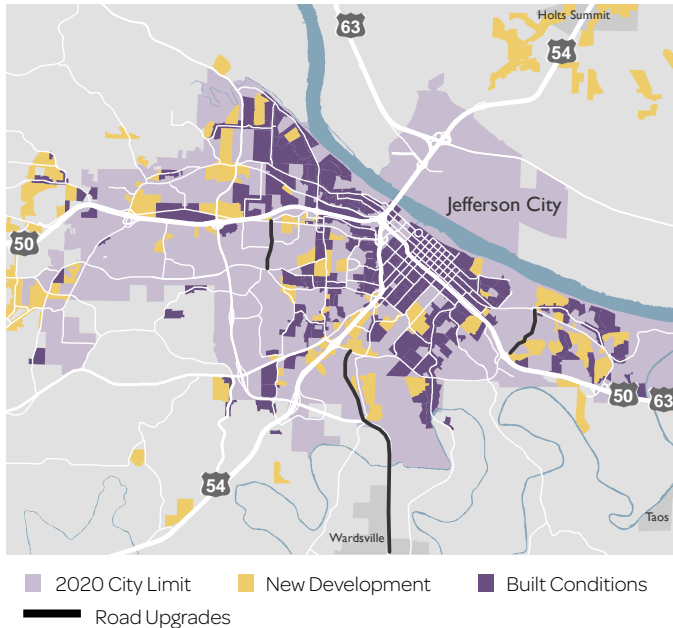


Map 11: Growth in Jefferson City, 1960s

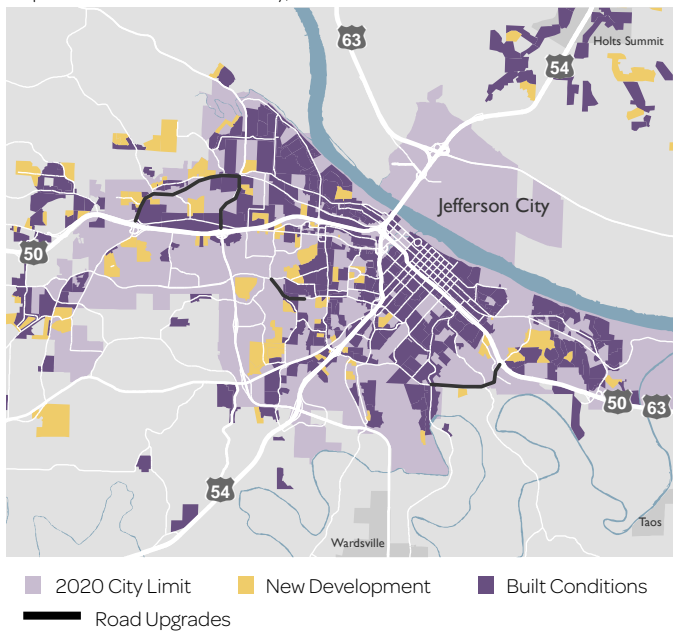




Map 12: Growth in Jefferson City, 1970s



Map 13: Growth in Jefferson City, 1980s



Street and Christy Drive) of Highway 54 on the south side of Jefferson City.

Commercial nodes started to develop due to the development of the intersection of Highway 54 and Southwest Boulevard/Ellis Boulevard and the Ellis Boulevard connection to Green Berry Road. The Stadium Boulevard connection between Highway 54 and Lafayette Street also developed, providing another valuable east/west connection on the south side of the City.

The Capital Mall was constructed in the late 1970s. Successive commercial and residential development surrounding this major commercial center occurred over the next couple of decades. Major new residential developments included,

- A variety of subdivisions on the north side of St. Louis Road.
- A variety of subdivisions between Highway 50 and E. McCarty Street.
- Englewood subdivision off of Ellis Boulevard.
- Camelot South subdivision off of Tanner Bridge Road, on the south side of the city.
- Continued expansion of subdivisions west of Southwest Boulevard.
- Lakewood subdivision west of Route CC (as of 2020, unincorporated).
- Chula Vista Hills and Fairland Village subdivision off of Fairgrounds Road/S. Country Club Drive.
- First phases of Westview Heights (as of 2020, unincorporated).
- Various subdivisions off of Rainbow Drive and in the Apache Flats area (as of 2020, unincorporated).
- Oak Valley and Valley Park West subdivisions on along (as of the 1970s, unconstructed) Highway 179 north of Highway 50.
- Jefferson West Apartment Complex off of Wildwood Drive was constructed.

## 1980's

The 1960's and 1970's were a period of rapid development for the Jefferson City area. A gradual development trend occurred in the 1980's. Commercial development in the 1980's largely consisted of the expansion of areas where development had begun in the previous two decades.

The westward development of commercial property along Missouri Boulevard continued. W. Truman Boulevard was constructed, providing a replacement to the previous N. Ten Mile Drive road connection between Industrial Drive and the Capital Mall area. The Stadium Boulevard connection between Missouri Boulevard and Edgewood Drive was also constructed, opening up another area for commercial development.

Highway 179 was extended from Truman Boulevard/Industrial Drive to Missouri Boulevard/Highway 50, providing for an important north/south connection on the western side of the City.

Major new residential developments included,

- Colonial Hills, Capital Hills, and Neutzlers Early American subdivisions west of Vieth Drive.
- Green and Lake Subdivision west of Southwest Boulevard.
- Fainwood Subdivision off of Frog Hollow Road (now Tree Valley Lane).
- Foxboro Subdivision off of S. Country Club Drive.
- Quail Valley Lake subdivision near the intersection of S. Country Club Drive and Route C (as of 2020, unincorporated).
- Forest Gate subdivision off of N. Ten Mile Drive.
- A variety of multi-family developments along Ventura Avenue and Amador Avenue (near the Capital Mall).

## 1990's

During the 1990's, construction of new roadways and highway interchanges opened up areas for commercial and residential development on the outskirts of the City. Walmart was rebuilt as a Walmart Supercenter and relocated near the intersection of Missouri Boulevard and Stadium Drive. Another big box retail store, Target, was also constructed near this node. This resulted in continued development of commercial property along Missouri Boulevard. The first phase of construction of W. Edgewood Drive was completed along with the southern extension of Wildwood Drive. The construction of Eastland Drive and a new highway interchange at Eastland and Highway 50 resulted in a new east/west link on the eastern side of the city and a commercial node developed at this interchange.

Major residential development included,

- Del Cerro subdivision, which would continue to develop over the next several decades.
- Schotthill Woods subdivision off of Eastland Drive.
- Sleep Hollow Estates, south of Seven Hills Road (as of 2020, unincorporated).
- Whitney Woods subdivision on the southern side of the City.
- The Diamonds subdivision off of W. Edgewood and Wildwood Drive.
- Country Club Estates, south of the Missouri Farm Bureau property on S. Country Club Drive.
- Bridgehampton subdivision north of the Apache Flats area (as of 2020, unincorporated).
- Emerald Ridge subdivision west of the W. Truman/Capital Mall area.
- Monticello Acres subdivision off of Constitution Drive north of S. Country Club Drive was constructed.

## 2000's

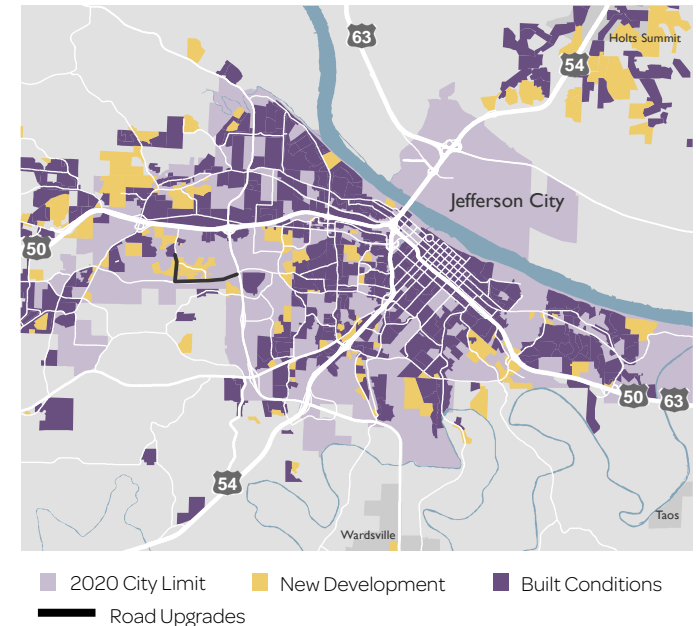
In the late 1990's to early 2000's, the W. Edgewood Drive expansion to Fairgrounds Road/S. Country Club Drive was completed, with accompanying commercial and residential development in the area. Commercial growth along Creektrail Drive, near the Stadium Boulevard/W. Edgewood intersection, rapidly occurred. Several large scale commercial retail developments also materialized on Missouri Boulevard near the intersection with Wildwood Drive. Notably, the first phase of the Stoneridge Village development near the W. Stadium Boulevard Walmart Supercenter occurred during this time.

A second Walmart Supercenter and associated intersection improvements were constructed on the eastern side of the City. A significant amount of redevelopment along Missouri Boulevard also occurred as commercial buildings along the corridor was replaced with more modern structures. Highway 179 was extended from Missouri Boulevard to Highway 54, providing for a much-needed north/south connection within the western portion of the City. Residential development north of the Missouri River in Holts Summit began to accelerate.

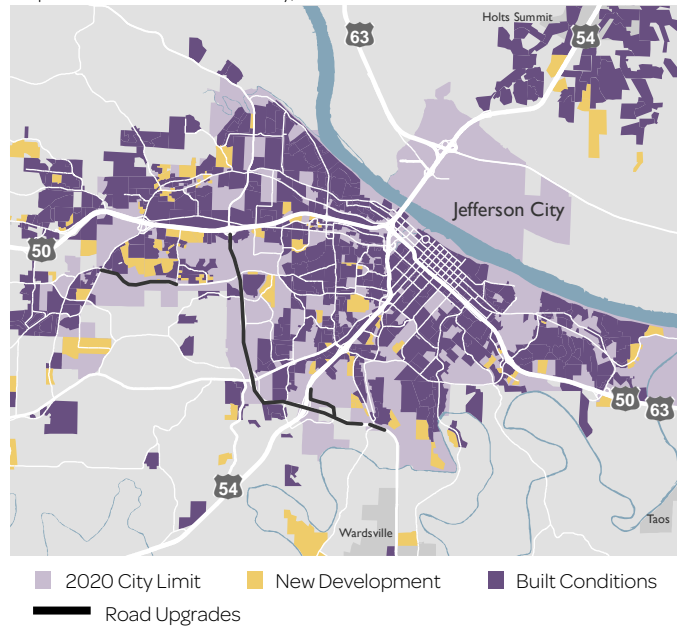
Major residential development included,

- The Duane Swift Parkway residential duplexes.
- Covington Gardens subdivision, which would continue to develop into the next decade.
- Pleasant Ridge Subdivision west of Westview Heights (as of 2020, unincorporated).
- Trails of Kauffman Hills north of the new W. Edgewood Drive.
- Deer Park subdivision and Natchez Trace Estates off of Henwick Lane (as of 2020, unincorporated).
- Parkview Meadows subdivision near St. Martins.

Map 14: Growth in Jefferson City, 1990s



Map 15: Growth in Jefferson City, 2000s



- Madelines Park subdivision off of N. Ten Mile Drive.
- Melody Hills subdivision off of Schumate Chapel Road.
- Chapel Hill Commons multifamily retirement age community was constructed in multiple phases.

### 2010's

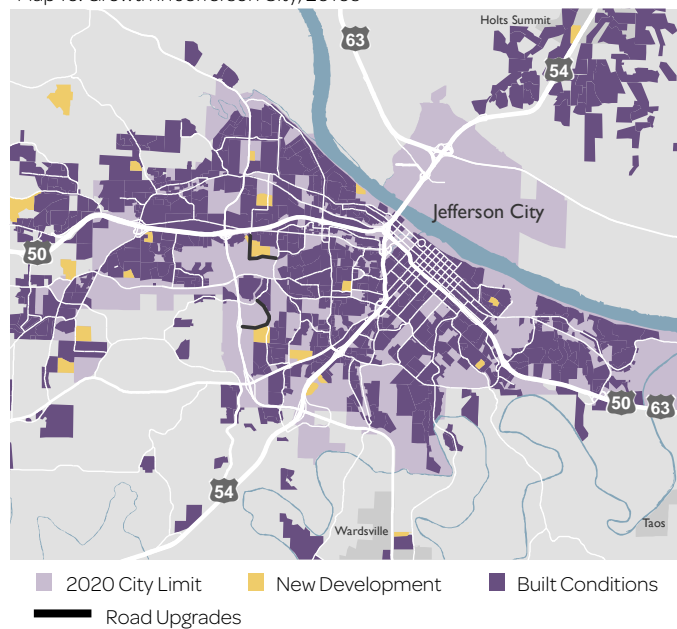
In the 2010's the Stoneridge Village development was expanded with two big box stores and infrastructure put in place for future development. The combination of aging commercial structures and lack of developable property in Jefferson City drove the continued trend of redevelopment along Missouri Boulevard. SSM Health St. Mary's Hospital and the new Mission Drive interchange at Highway 179 was completed. In 2019, Capital City High School was also developed along this node.

Residential growth within the city limits slowed down during the 2010's. However, an increasing amount of residential development occurred in unincorporated Cole County and in the Holts Summit area. This could be a result of flatter or easier to develop property within the Jefferson City limits being scarce and expensive.

Major residential development included,

- Lage Ridge subdivision off of Vieth Drive and Route C.
- Emily Lane and Turtle Creek subdivision off of S. Country Club Drive.
- Fairground Acres subdivision off of Fairgrounds Road.
- Paradigm and Pioneer Terrace subdivisions developed around the new Pioneer Trails Elementary School (as of 2020, unincorporated).

Map 16: Growth in Jefferson City, 2010s





## Existing Land Use

Land use planning and the associated design or density (zoning regulation) is used to maintain and strengthen the built and natural environment. Land use planning also helps create desired outcomes identified in city plans or policies. The following highlights Jefferson City's existing land use patterns. Map 17 classifies parcels according to their use in 2017-2018. A brief description of the categories is highlighted in Table 4.

Zoning regulations are the tool used to implement land use planning. For a linear representation on how land use categories translate into zoning districts and the built environment, review the infographic on pages 80-81. Understanding these nuances is important for envisioning future development.

Table 4: Existing Land Use Characterizations

Land Use	Color	Approx. Coverage (% of the City)
<b>Residential Single-Family:</b> Detached single-family residential dwellings on individual lots.	Yellow	25%
<b>Residential Duplex:</b> Two-family (duplex) residential dwellings.	Tan	1%
<b>Residential Multi-Family/Mobile Homes:</b> Low-rise, mid-rise, and high rise apartments (three units or more) and mobile homes sharing a lot.	Orange	4%
<b>Commercial/Residential:</b> Residential use that accompanies commercial use in a non-residential structure.	Light Pink	0.5%
<b>Commercial:</b> Commercial development, including retail, service, and office uses.	Red	9.5%
<b>Industrial/Manufacturing:</b> Industrial development, including manufacturing and warehousing uses.	Purple	4.5%
<b>Recreation:</b> Park lands, golf courses, conservation areas, and other recreational uses.	Green	6%
<b>Institutional/Public:</b> Education facilities, churches, cemeteries, and similar sites. Government office buildings/complexes, state owned land, and postal offices are included in this category.	Blue	10%
<b>Parking/Transportation Center:</b> non-right-of-way, sites primarily used for parking or transportation facilities.	Light Grey	0.5%
<b>Utility:</b> Uses that provide utility services such as electricity, natural gas, sewage, ect.	Grey	1%
<b>Undeveloped/Agriculture:</b> Land remaining in primarily undeveloped areas, including rural (agriculture) residential properties.	Light Green	37%
<b>Mining-Quarrying:</b> Uses involved in the crushing, screening, or processing of materials excavated from the ground.	Brown	1%

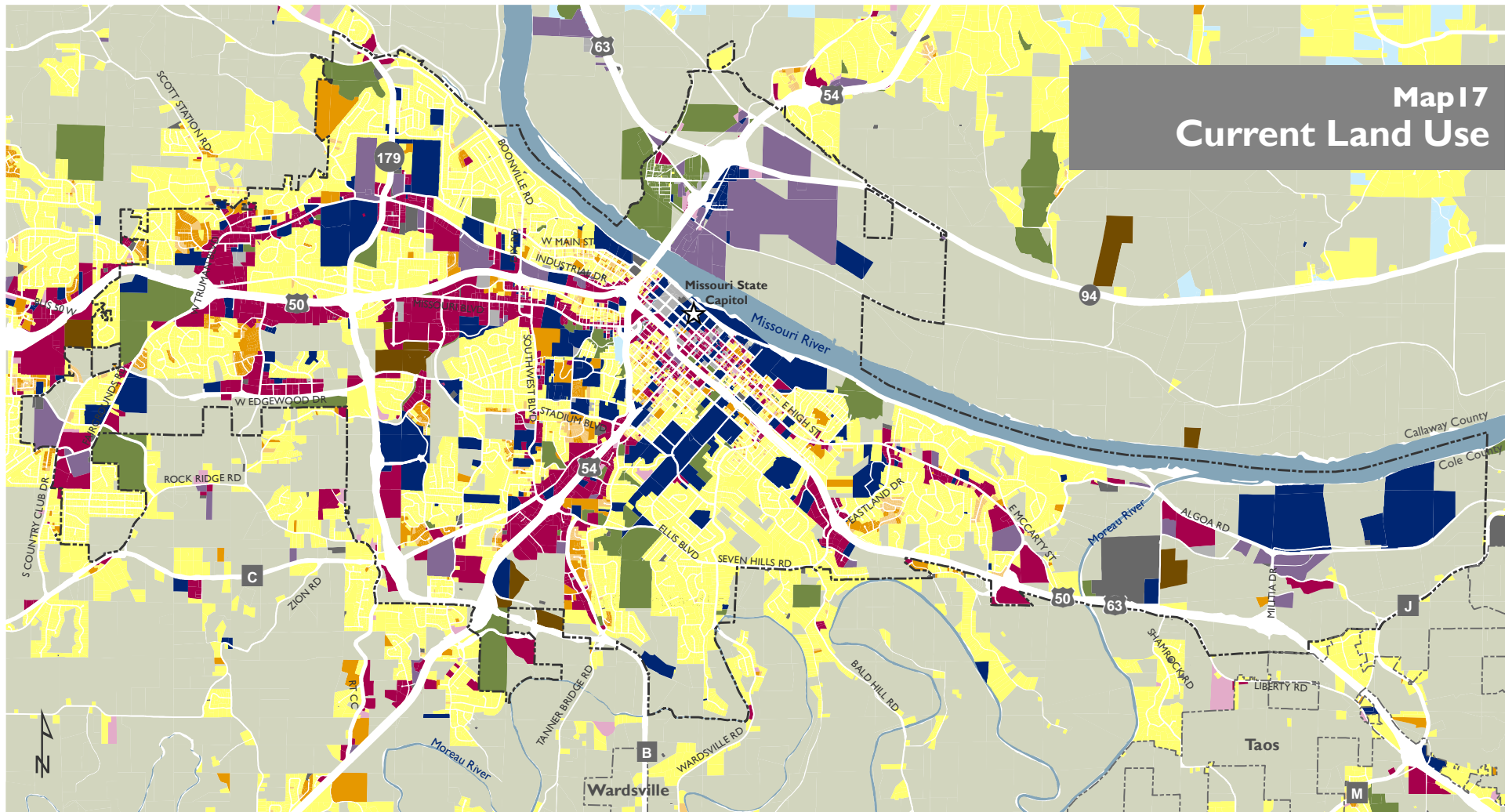
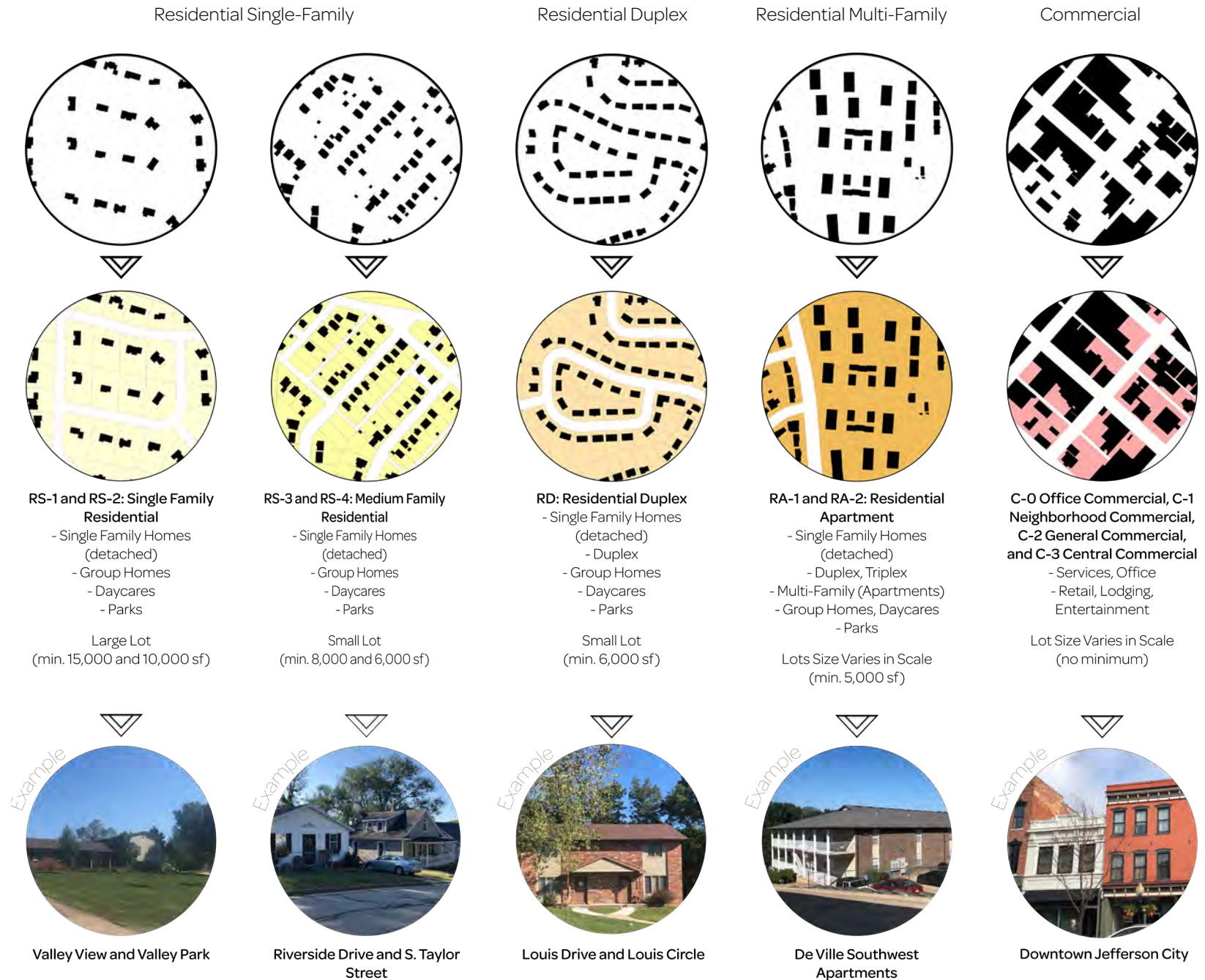


Figure 12: Land Use - Zoning Analysis





## Industrial/Manufacturing



**M-1 Light Industrial and M-2 General Industrial**  
 - Offices, Labs  
 - Parking  
 - Manufacturing and Production/Processing  
 - Warehouses

Lot Size Varies in Scale  
 (no minimum)



Industrial Drive

## Recreation



**Public Recreational Facilities are Permitted in all zoning districts**



Ellis-Porter Park

## Institutional



**Local, county, or state owned property, educational institutions, and churches are permitted in a variety of zoning districts, such as**

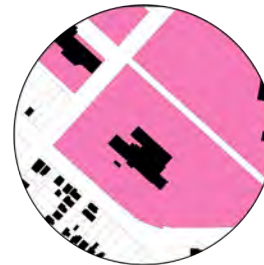
C-3 Central Commercial  
 RS-2 Single-Family Residential  
 PUD

Lot Size Varies in Scale



Capitol Complex

## Commercial/Residential



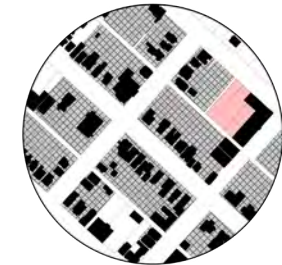
**PUD**

Provide land use and design flexibility in exchange for long-term community benefits.

Development standards reflect the standards most appropriate for proposed use(s).



International Shoe Factory



**MU-1: Mixed Use**

Various development

Capitol Avenue Overlay District: Encourage the enhancement and conservation of the built environment with design guidelines.

Lot Size Varies in Scale  
 (no minimum lot size)



Jackson Street and E. Capitol Ave

## Projections for Future Growth

Scenario planning is a proactive way to understand and prepare for future conditions. For example, incorporating resiliency into plans and other planning tools will create dynamic systems that will benefit the target community through population, ecosystem, and market changes. The planning profession applies this thought process to long-range and visioning projects.

CAMPO staff worked with a consulting firm and used scenario planning software to develop several land use scenarios. During the *CAMPO 2045 & Beyond (MTP)* planning process, four land use scenarios were created to explore future development patterns in Jefferson City. The preferred scenario, Trend Scenario, is explained on the right. This scenario was used to inform the goals and strategies of *CAMPO 2045 & Beyond (MTP)* and *Activate Jefferson City 2040*.

### Description of the Model

The model utilized a variety of attributes to determine the likelihood of development occurring in Jefferson City. The resulting data was then transformed into a grid map to show the general spread of development potential rather than property specific potential, which the confidence of the model was never expected to support. Three of the heaviest weighted factors for determining development potential were transportation access, sanitary sewer service connection, and suitability of the terrain (whether the property was flat or not).

The model forecasted development

over a large number of properties, with a rather small number of units applied to any individual property. The results of the model are best described as identifying areas where future residential development is likely to occur. Residential development would not be expected to occur everywhere the model results highlight because the growth rate of Jefferson City is not high enough to support that level of growth.

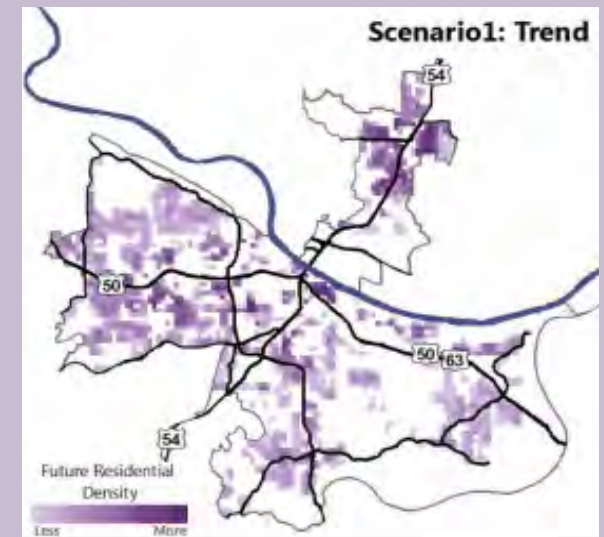
### Results of Model

The results of the model support development occurring toward the western part of the City. This trend has been occurring for several decades and is largely a result of the availability of flat land suitable for development. Also, the model predicated continued residential development in Holts Summit. Residential development within Holts Summit has been occurring at an accelerated pace over the past 20 years. Again, the availability of flat land, along with highway access and connection to sewer service, is a primary factor for expanding development in the Holts Summit area.

### Expected Development in the 2020's



**TREND:** This scenario reflects anticipated development patterns based on current trends. The Trend Scenario considered current land use, population growth 20 to 30 years into the future, adopted plans and policies in Jefferson City, zoning regulations, and stakeholder input.



New Residential Development	
Total Units	6,800
Multi-Family	367
Near Employment Centers	3,001
Part of a Mixed-Use Development	685

Several new residential subdivisions and commercial development could occur in the areas circled on the map below. A few of those areas are highlighted here, showcasing why they are ripe for development.

#### Edgewood Drive, between 179 and S Country Club Drive

- Greenway trail access.
- Capital City High School in close proximity.
- SSM Health St. Mary's Hospital in close proximity.
- Diverse housing in the area promotes mixed-income neighborhoods.
- The fairgrounds property with a recreational lake is in close proximity.

#### Walmart Supercenter, east Jefferson City on

#### HWY 50

- Well traveled corridor, especially for commuters coming from the east.
- Near industrial node along Algoa Road.

#### Stoneridge Village

- Existing commercial node.
- Potential for multi-modal connections.
- Continued expansion of big box commercial activity.

#### St. Mary's Redevelopment

- Local developers.
- City center location.
- Existing commercial node.
- Community buy-in.
- Greenway Trail access.

#### 179 Corridor, between Edgewood and RT C

- Nodal development around Capital City High School and SSM Health St. Mary's Hospital.
- Prominent north-south connection.

Map 18: Anticipated Areas for Development in Jefferson City

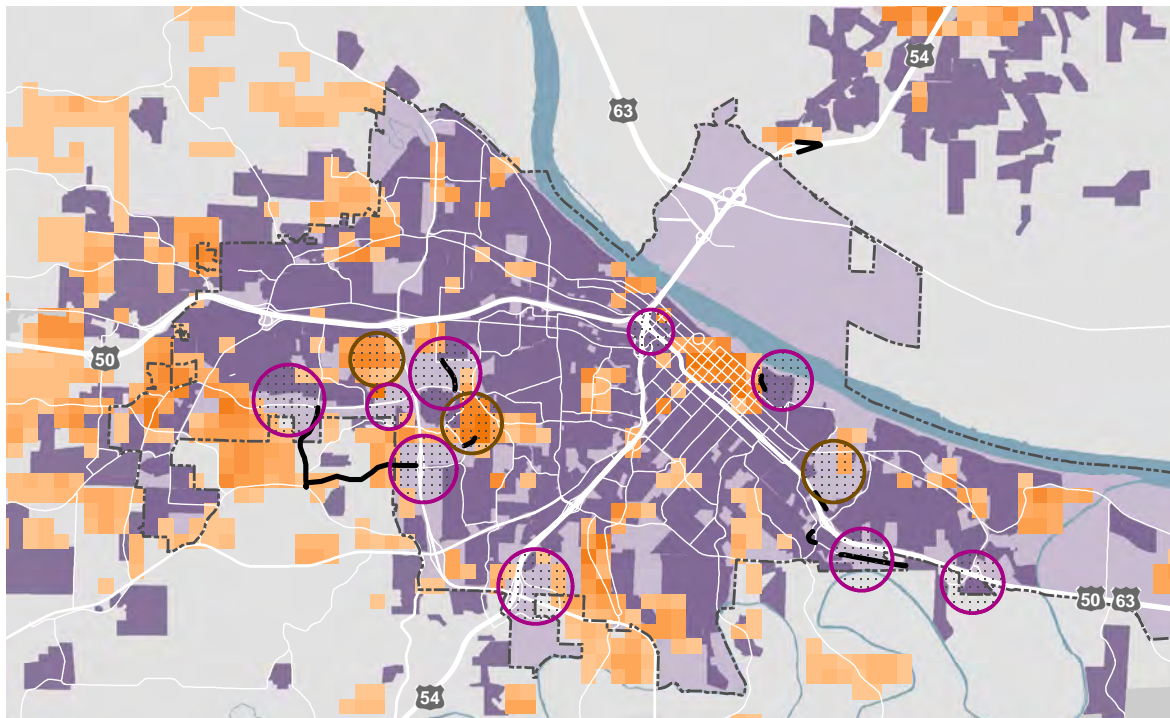


Table 5: Potential New Development in the Jefferson City Area

CAMPO Region Growth Projections			
	2017	2045	Change
Single-Family	20,479 units	27,279 units	33%
Multi-Family	9,738 units	10,105 units	4%
Commercial	11 million ft <sup>2</sup>	12.3 million ft <sup>2</sup>	12%
Industrial	9.2 million ft <sup>2</sup>	10.7 million ft <sup>2</sup>	16%

- Potential Residential Development
- Potential Commercial Development
- Future Roads
- Existing Development
- Anticipated Areas of Residential Development



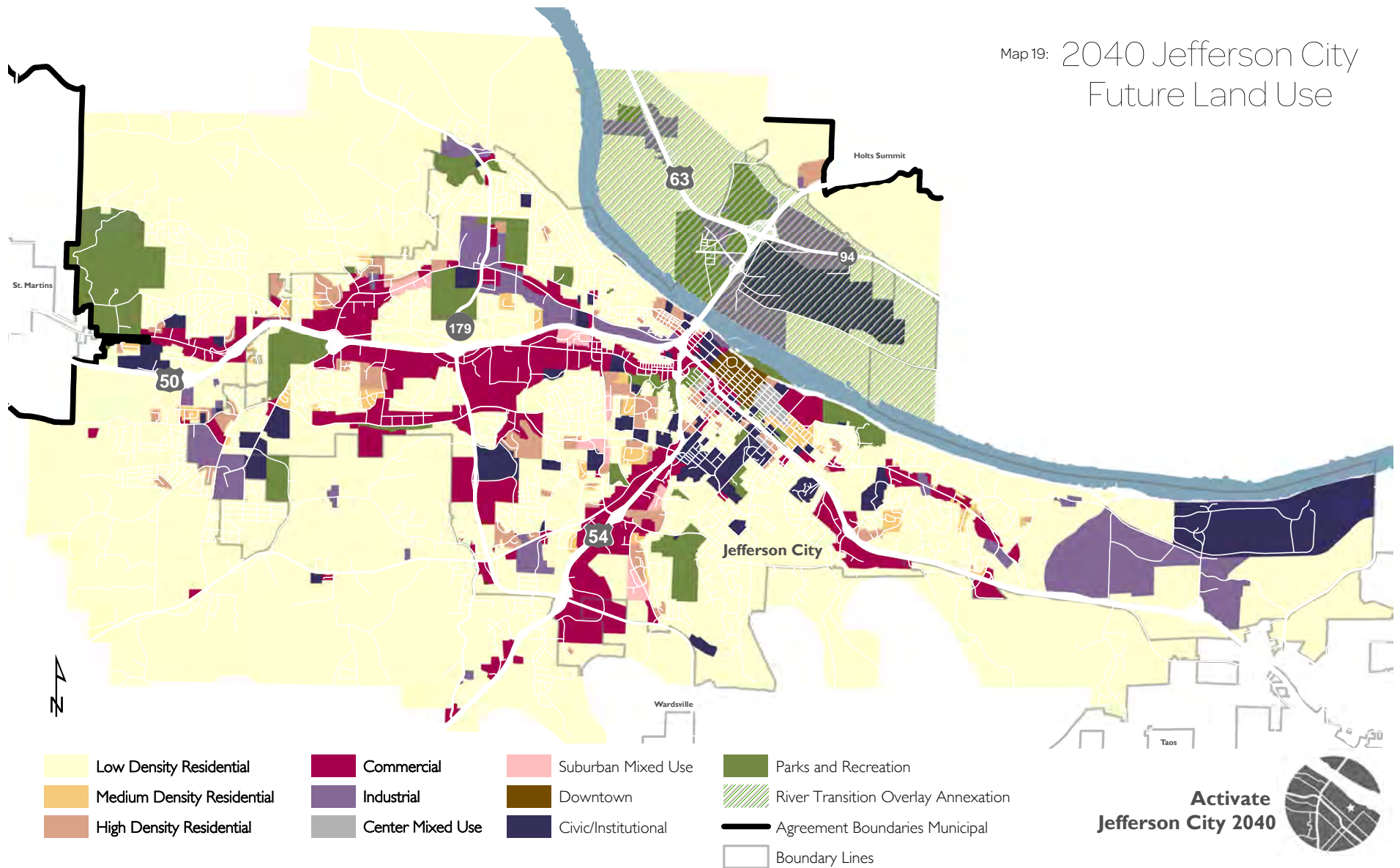
## Future Land Use

As Jefferson City evolves, accommodating growth and demand trends, new land uses and development patterns need to be considered. Taking into account the needs highlighted in the projections on page 83 and discussion topics consistently addressed during the community engagement processes, the Development Plan Map of the *1996 Comprehensive Plan* has been transformed into the Future Land Use Map shown on page 85. The table on the right outlines and describes the land use categories.

Table 6: Future Land Use Characterizations

Land Use	Color	Approx. Coverage (% of the planning area)
<b>Low Density Residential:</b> Residential neighborhoods, small and large lot single-family homes, that support low intensity single-family living, typical for suburban and urban densities.	Yellow	70%
<b>Medium Density Residential:</b> Transitioning into more walkable and dense environments, this duplex designation promotes affordable communities.	Bright Orange	3%
<b>High Density Residential:</b> Multi-family living environments, appropriate for urban and suburban densities. This designation facilitates dense living in close proximity to commercial or employment centers.	Orange	1.9%
<b>Commercial:</b> Built environments predominantly consisting of retail, service, office, entertainment, and lodging uses.	Red	7.4%
<b>Suburban Mixed-Use:</b> Local and regional districts with commercial uses blended with various high-density residential uses. Spaces with a diverse mix of uses and building types support equity and community development.	Pink	0.4%
<b>Center Mixed-Use:</b> This designation promotes storefront commercial and neighborhood mixed-uses to encourage main street corridors/nodes, typical for city center neighborhoods.	Grey	0.2%
<b>Downtown:</b> A vibrant mix of employment, civic, entertainment, and residential uses to support city center lifestyles. State capital properties are important to this category. See Figure 13.	Brown	0.3%
<b>Parks &amp; Recreation:</b> Public or semi-public recreational spaces, including open space and cemeteries.	Green	5.2%
<b>Civic/Institutional:</b> Nodes centered around schools, government, or religious uses.	Blue	5.9%
<b>Industrial:</b> Areas with concentrations of industrial, manufacturing, and related uses with supported infrastructure.	Purple	5.2%
<b>River Transition Overlay:</b> Adjacent to the Missouri River, areas that need additional scrutiny in regards to development in and around the flood plain, flood prone areas, or environmentally sensitive features.	Green Stripes	10%

Map 19: 2040 Jefferson City Future Land Use



**Activate  
Jefferson City 2040**

### Downtown Feature

Like in most communities, the downtown area is an admired district of economic and cultural activity. It is important to preserve and enhance downtown as a valued amenity with diverse commercial and residential opportunities. Downtown Jefferson City has been undergoing noticeable redevelopment since the early 2000's. The following highlight showcases a vision for how downtown Jefferson City can continue to be strengthened.

### Civic/Institutional

Potential Development

Farmers Market and Civic Square:  
A social space where patrons can buy local food and be a part of their community. A permanent pavilion would accommodate a year-round farmers market and public events. Public art should also be implemented in these spaces.

### Medium Density Residential

Potential Development

Apartment Buildings:  
Catering to an unmet need in Jefferson City, mid-rise apartment buildings in the city center allow individuals to work and play in a walkable environment. Parking should be located in the back of the structures or shared parking garages should be pursued. Streetscape design should also be prioritized.

### Main Street Development

Potential Development

Downtown Core:  
This development pattern creates vibrant spaces by joining compatible land uses such as storefront commercial, loft apartments, and offices at various scale together. Pedestrian friendly, high density, and well designed spaces will create a destination for residents and visitors.

### Commercial

Potential Development

City Center Businesses:  
Small-scale office and retail sales are appropriate for the downtown area. Off-street parking should be located in the back of the structures or shared parking garages featuring roof top public amenities should be developed. Signage should not be uncharacteristic to the historical style of the district.



Foothills Farmers Market Pavilion  
Shelby, North Carolina  
Image Source: localharvest.org



Downtown Marietta, Ohio  
Image (above) Source: bestchoicereviews.org  
Apartment Building  
Des Moines, Iowa  
Image (below) Source: theavenuesdsm.com



10th and Wyandotte Parking Garage  
Kansas City, MO  
Image Source: architectmagazine.com



Antler Arch  
Jackson Hole, Wyoming  
Image Source: travelingmel.com



Figure 13: Downtown Feature Illustration



## Redevelopment Areas

The American Planning Association (APA) refers to physically or economically obsolete properties as greyfields. In *Activate Jefferson City 2040*, the delineation of specific greyfield sites, or redevelopment areas, highlights situations where extreme renovation needs to occur.

### Impediments to Redevelopment

The following describes why redevelopment areas should be targeted for rehabilitation or demolition.

#### Physical obsolescence

- Structures surpassed functional lifespan.
- Outdated structures.
- Area better suited for different uses.
- Surrounding uses and structures have developed differently.

#### Economic obsolescence

- Disinvestment creates negative externalities for surrounding area.
- Higher revenue potential.
- Consumers or property owners advocate for new/diverse development.

#### Regulatory obsolescence

- Uncertainties when to promote redevelopment or preservation.
- Implementing building and zoning code updates will create more efficient spaces.

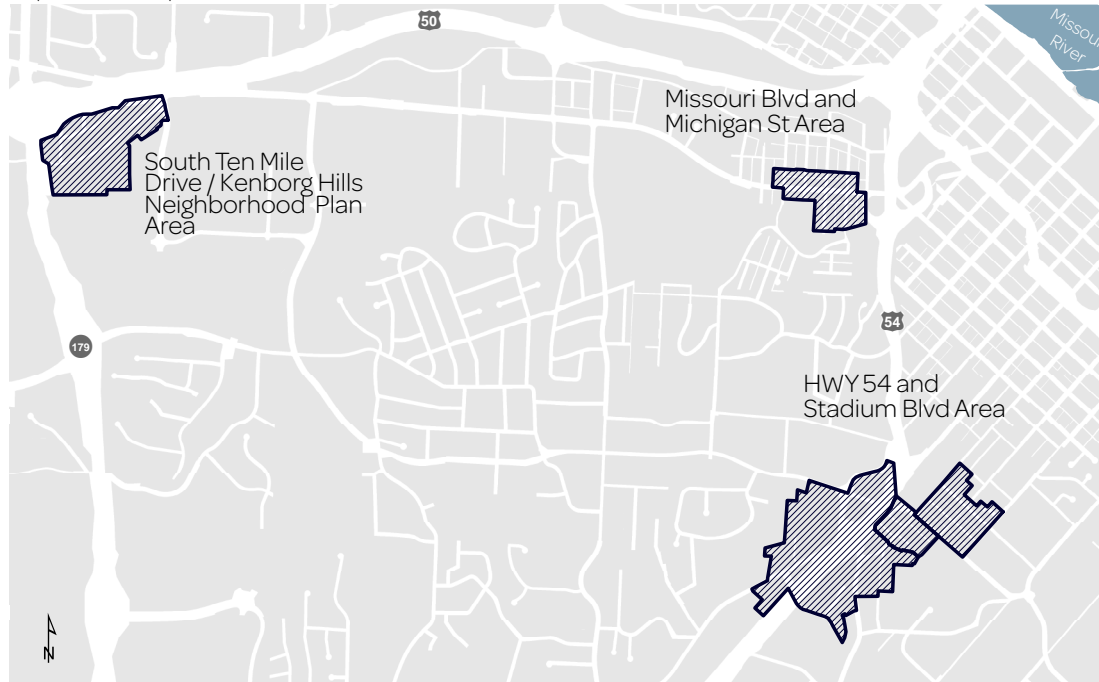
### Facilitating Redevelopment

The City of Jefferson and city stakeholders should use *Activate Jefferson City 2040* and subsequent policies and incentives to encourage redevelopment in the areas identified in Map 20.

The following approaches could also be pursued,

- Design guidelines. These voluntary tools can be used by neighborhoods, commercial nodes, and landmarks to inform development or redevelopment. Aesthetically appealing and effective places promote use of the space.
- Revise the “Old Town” boundary. The municipal code identifies the Old Town District. Programs were created to spur investment and removal of slum and blight in this area. These programs need to support the strategically monitored neighborhoods identified in *Activate Jefferson City 2040*.
- Community Improvement District’s (CID’s). See highlight on page 40 for more information about CID’s in Jefferson City.
- Business and Neighborhood Associations. Formal groups, dedicated to the success of commercial and residential areas, help with long-term investment.

Map 20: Redevelopment Areas



# Land Use Goals

## Principle

Land use and zoning regulation improve quality of life by protecting the health, safety, and welfare of the community.

### Goal:

Enrich the city center environment.

### Objectives:

- > Stabilize existing neighborhoods to prevent deterioration of the built and natural environment.
- > Determine best practices for managing and reclaiming vacant and blighted properties.

### Goal:

Create robust commercial and employment centers.

### Objectives:

- > Encourage attractive multi-modal and mixed use commercial corridors and districts.
- > Leverage neighborhood commercial districts to promote local or small-scale development.

### Goal:

Maintain and create responsible, practical, and resilient growth.

### Objectives:

- > Promote and develop Jefferson City neighborhoods as viable options for long-term residential living.
- > Stay up to date with current development trends by systematically amending the Jefferson City municipal code.



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# Capital Culture and Healthy Living



## Introduction

The community health and culture centered factors that help build neighborhoods will be highlighted in this chapter. It is very important to promote fair and equitable societies that don't lose sight on how amenities, community experience, and security play into the way residents prosper.

## Health

There are several indicators that attribute to a community's health: medical variables, education, crime, active lifestyles, culture, etc. Local health factors, policies, and programs also paint a picture of a community's health. The following provides a snapshot of existing conditions in Jefferson City and Cole County. Health data is collected at the County level. Information is sourced from the County Health Rankings and Roadmaps produced by the Robert Wood Johnson Foundation. The 2020 County Health Rankings use data from 2016 - 2018.

### Current Conditions

Health Factors represent things that can be modified to improve the length and quality of life for a resident. For example, health behaviors (diet and exercise, alcohol and drug use), clinical care, social and economic conditions (education, income, community safety), and the physical environment (housing, air and water quality).

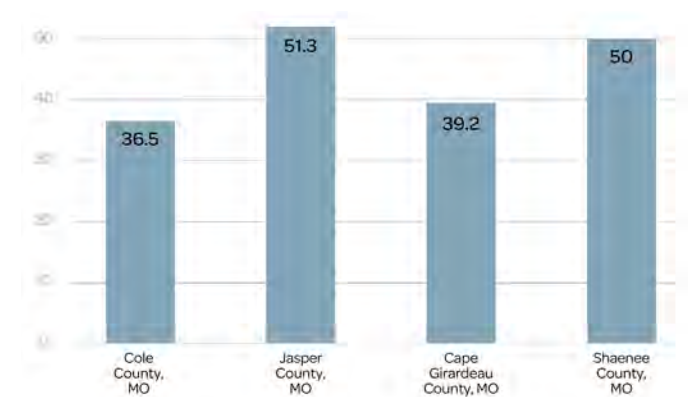
- Cole County ranks 8 out of 115 counties in Missouri in overall health factors. 1 (best) to 115 (worst).

- Cole County has the lowest death of despair rate, 2014 - 2018, compared to Midwest peer counties/cities of Cape Girardeau County (Cape Girardeau, MO); Jasper County (Joplin, MO); and Shawnee County (Topeka, KS). Deaths of despair include deaths from suicide, drug or alcohol overdose, and alcoholic liver disease.

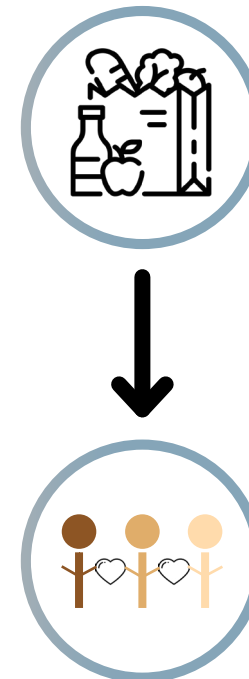
### Healthy Food Access

- Cole County has a food environment index of 7.5, 0 (worst) to 10 (best). Food environment index considers food insecurity and an individual's distance from a grocery store or supermarket. Cole County has a better food environment index than the state of Missouri (6.8).
- During the community engagement processes many participants advocated for a better grocery store and a farmers market

Figure 14: Deaths of Despair, crude rate (per 100,000 pop.)



Source: Centers for Disease Control and Prevention, National Vital Statistics System (2014 - 2018)



Facilitating a Healthy Food Environment

+ Public Health

+Equitable Active Lifestyle Opportunities

+ Environmental Stewardship

Productive and Happy Residents

+ Public Health

+ Local Economy



option in the city center.

## Crime and Safety

Certain built environment and social conditions affect crime and safety issues. For example, blighted properties, street lighting, and racial disparities influence real and perceived crime in a neighborhood. These influences then impact investment into a community, quality of life, and health. The following highlights elements of Jefferson City's crime and safety environment.

### Current Conditions

Most frequently, the Jefferson City Police Department responds to incidents involving traffic violations, well-being checks, or assisting other officers, agencies, or residents with various tasks. The number of incidents/activities reported have decreased since 2014.

- According to the Missouri Highway Patrol, the amount of reported violent crime cases have decreased 23% since 2014.
- In peer communities of Topeka, KS and Cape Girardeau, MO, the amount of reported aggravated assault cases have increased since 2014. Whereas in Jefferson City, the amount of reported aggravated assault cases have decreased 37%.

According to the 2020 County Health Rankings, Cole County had 257 violent crimes per 100,000 of the population. This statistic is lower compared to peer counties/cities of Cape Girardeau County (Cape Girardeau, MO), Jasper County (Joplin, MO), and Shawnee County (Topeka, KS). However, the frequency of violent crimes have been slowly rising since 2014.

- The amount of reported weapons cases, including dangerous and personal weapons, have increased 30% since 2018.

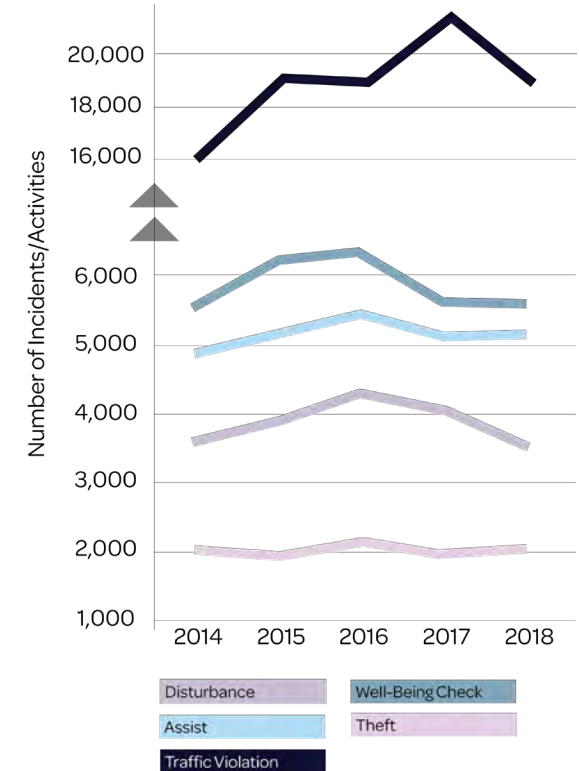
- A significant amount of the weapon offenses that occur in the City take place in the Southside neighborhood.
- City center neighborhoods and commercial districts, such as properties around Missouri Blvd and in the Southside/Eastside neighborhoods, are subject to more property destruction and vandalism related incidents than newer suburban parts of the City.
- Jefferson City Code Enforcement frequently responds to residential properties on the east side of Jefferson City, in between Chestnut and Grant streets, with an average of 1 case every acre.
- During the community engagement processes, participants indicated that they are proud of Jefferson City's emergency response services.

Nationally, racial disparities are an ongoing issue within the criminal justice system. According to The Sentencing Project, as of 2018, more than 60% of the people in prison are people of color.

- According to the 2018 Opportunity Insights, 26% of incarcerated male residents in Cole County are either black or hispanic. This statistic is higher than midwest peer counties/cities.
- According to the 2019 Vehicle Stops Report, 21% of the Jefferson City population are people of color (Asian, Black, Hispanic, Native American, or other). Out of total stops, 32% of stops are attributed to people of color.
- Stops made in response to reasonable suspicion of criminal activity is considered an "investigative stop". According to the 2019 Vehicle Stops Report, 5% of total stops of people of color are attributed to investigative stops. Whereas, 4% of total stops attributed to the white population are for investigative reasons.

Figure 15: Jefferson City Police Department Incident Trends

Source: Jefferson City, MO Police Department



## A New Approach to Community Policing

Before diving into methods that can aid in solving crime and safety issues, there should be a common understanding of crime and safety terminology.

### Community Policing

- According to the U.S. Department of Justice, community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the conditions that escalate public safety issues such as crime, social disorder, and fear of crime and law enforcement.
- There are many community outreach programs and partners that aid in community policing efforts in Jefferson City. The following list highlights a few examples, (1) Crime Free Multi-Housing, (2) City of Jefferson Code Enforcement, (3) Rape and Abuse Crisis Service (RACS), (3) Heroin Overdoes Prevention & Education (H.O.P.E) Campaign, (5) Citizens Police Academy.

### Procedural Justice

- According to "The Presidents Task Force on 21st Century Policing" report, procedural justice is a methodology based on: (1) treating people with dignity and respect, (2) giving individuals "voice" during encounters, (3) being neutral and transparent in criminal and civic decision making, and (4) all persons conveying trustworthy motives.

Crime and safety issues that Jefferson City faces are not unique. Nationally, the need for a different perspective on solving crime and safety issues is evident. Jefferson City should use *The Presidents Task Force on 21st Century Policing* report to guide efforts improving crime and safety in our community. In 2015, the task force was created to strengthen community policing strategies, procedural justice, and encourage effective trust between law enforcement and the community. The report uses the following underlying themes to guide recommendations;

- Changing the culture of policing.
- Embrace community policing.
- Ensure fair and impartial policing.
- Building community capital.
- Paying attention to officer wellness and safety.
- Staying up-to-date with technology.





## Parks and Recreation

Throughout the community engagement processes the Jefferson City's parks and recreation facilities were consistently praised. Residents appreciate and consider Jefferson City's parks and recreational opportunities as one of the top strengths of the community. Jefferson City currently has 18 parks and 40 miles of trails connecting different amenities together. See map on page 96.

The long-term vision for Jefferson City's parks, recreation, and open space showcase the community's commitment to enjoying the outdoors. With over 16 miles of Greenway being built since 2000 and park improvements occurring every year, the parks, recreation, and open space system is one of the most beneficial amenities in Jefferson City.

Supporting resident's access to parks and recreational opportunities is a huge priority. From an environmental and community health perspective, continuing to strengthen these amenities will benefit existing and new residents.



## Jefferson City Parks, Recreation, & Forestry Master Plan

The 2018 *Jefferson City Parks, Recreation, & Forestry Master Plan* updates the last formal parks master plan, which was completed in 1952. This much needed update acts as a guide for the development of the municipal parks system for the next 10 – 20 years. The strategies and techniques within this plan strive to maintain quality parks and recreational facilities for current and future residents.

Vision: "We envision an interconnected and accessible system of vibrant public spaces and natural areas that support a diversity of recreation opportunities and ensure a healthy, active, and beautiful place to live, work, and play."

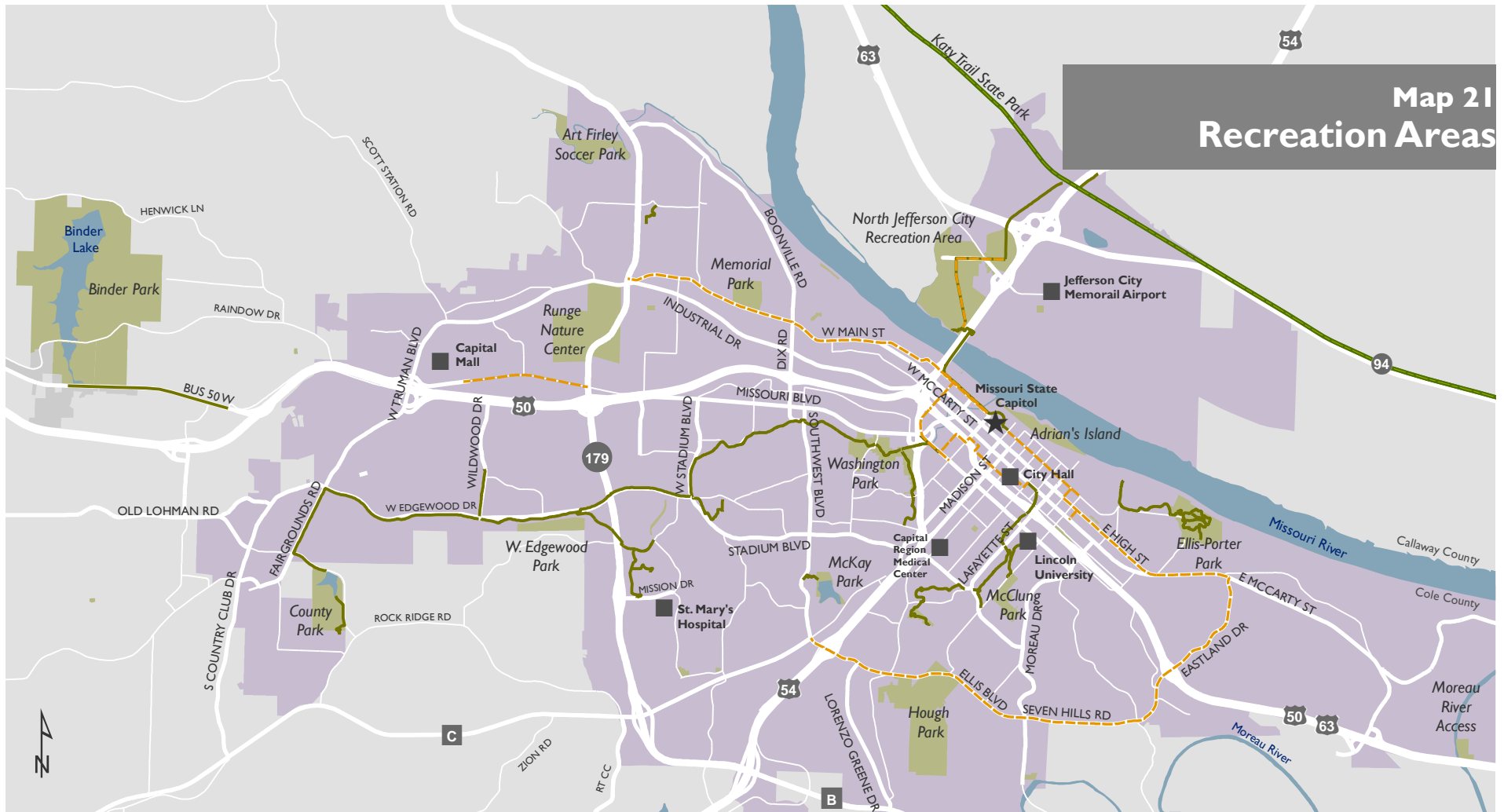
### Notable Goals/Guiding Principles

- Provide/Create a tourism draw with positive economic impact through scheduled sports tournaments and unique regional parks.
- Capitalize on the Katy Trail by providing amenities and activities for visitors.
- Provide something in the parks and recreation system that does not currently exist in other locations to draw others to the City.
- Improve safety within parks.
- Ensure parks and programs are inclusive (age, race, and economic status).

### Successes since the plan's adoption

- The 2020 Community Park renovations included a splash pad, new playground equipment, and large pavilion.
- Ellis Porter - Riverside Park is set to be renovated in 2021, improvements include an updated amphitheater, community gardens, and expanded parking.
- In 2021 a mural commissioned by Alex Eickhoff was installed in McClung Park.





## Historic Preservation

As the capital city, Jefferson City has an abundance of historical assets. Visitors flock to Jefferson City and residents strategically invest in neighborhoods because of historical assets. The following identifies why historic preservation is key to long-term sustainability in Jefferson City.

- Culture: Historic preservation maintains and promotes community character and appearance. Historic preservation promotes general city culture by acknowledging sub-cultures and groups, giving the community a distinct identity, and fostering quality of place.
- Economic Vitality: Unique investment opportunities and tourism coincide with historic preservation. A wide range of projects can spread financial benefits through the community whether it's a renovated single-family home or major redevelopment project of an old factory. Heritage tourism also generates multiple sources of revenue for the community through additional spending with lodging, eating out, and shopping.
- Environmental Benefits: There is a high cost associated with sprawl. Low density residential and commercial developments can struggle to financially support the infrastructure and public facilities needed to service the area, comparatively to dense neighborhoods. There is also a pollution issue when the automobile dominates neighborhoods. Investment in older neighborhoods or buildings is associated with sustainable practices because it promotes dense, walkable, and mixed-use nodes.



## Jefferson City Historic Preservation Plan

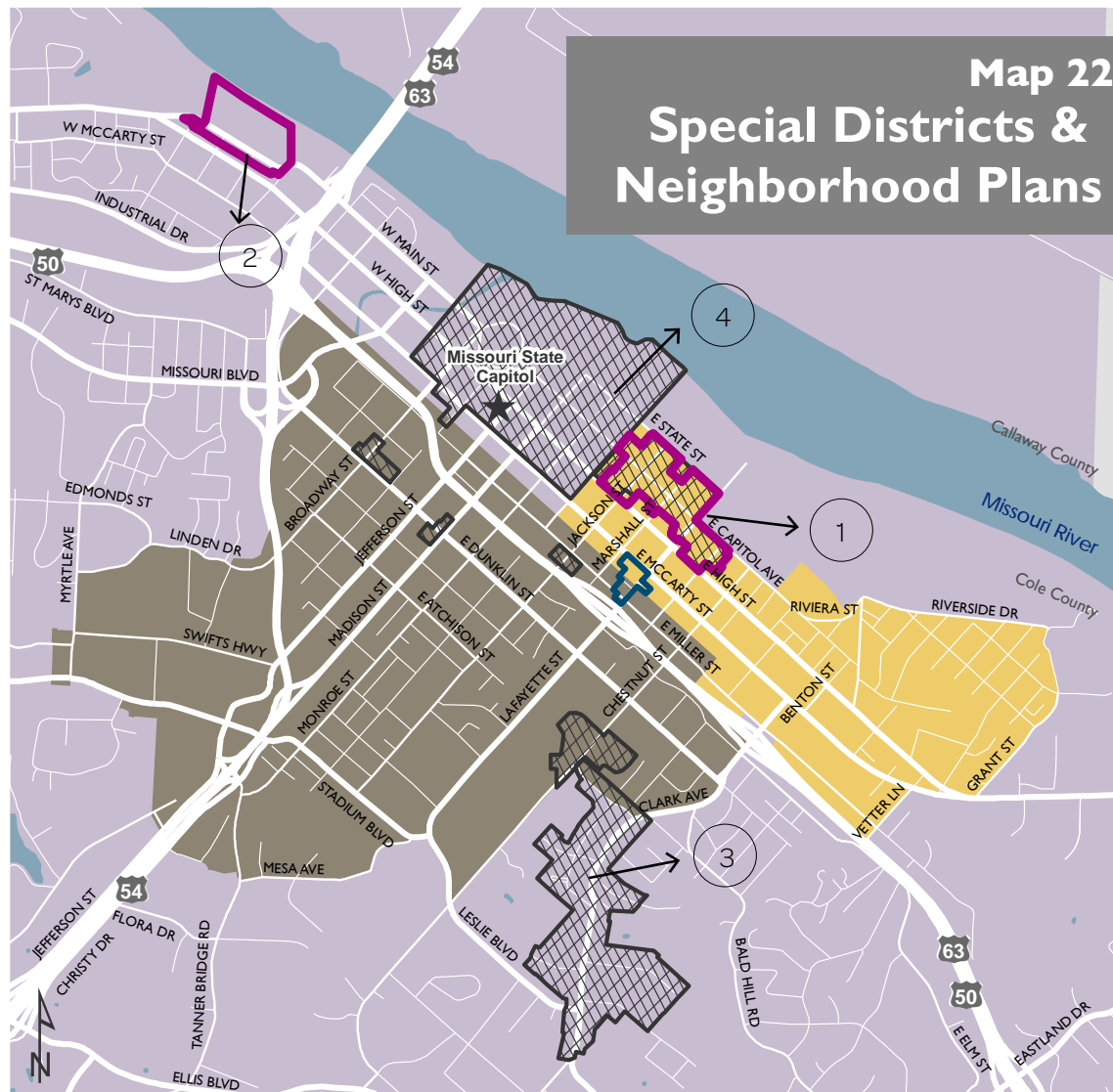
This plan provides the community with a focused document, specifically concentrating on Jefferson City's unique issues and opportunities, to guide historic preservation efforts throughout the City. Leveraging historical assets can capture economic and quality of life benefits.

### Goals

1. Reinforce the role of Jefferson City's historic core as central to the City's identity and long-term economic development strategy – emphasize quality of place.
2. Activate and revitalize Jefferson City's historic commercial centers and residential neighborhoods as distinctive places for living and investing.
3. Connect the City's historic core to its outlying suburban neighborhoods through transportation enhancements, parks, open space, trails, bikeways, programming, public facilities, and other initiatives.
4. Use the City's historic preservation, neighborhood services, and planning programs strategically to stimulate private investment in the revitalization of historic areas.
5. Actively engage residents and visitors with information, interpretation, and programming that reinforces community identity and tells the City's stories.

### Notable Strategies

- Provide public information and resources on the appropriate maintenance and treatment of historic properties.
- Incorporate a Rental Inspection Program into the City Code.
- Cultivate the establishment and effectiveness of local neighborhood associations as a vehicle for sparking engagement by local residents.
- Collaborate in the citywide program of heritage tourism – welcoming visitors to Missouri's Capital City.



### 1 Capitol Avenue Historic District + Capitol Avenue Overlay District

As of the 2005 application, this area consists of 107 contributing buildings and 12 noncontributing buildings. Periods of significance include the 1870s through 1947. The accompanying overlay district was established to promote the unique design aesthetics of the area.

### 2 Lower Jefferson Conservation District

With the goal of preserving the unique historical qualities of the residential neighborhood along W Main Street, in between Havana and Brooks Street, the Lower Jefferson Conservation District establishes design guidelines to promote the neighborhoods distinct character. This area is primarily comprised of late 19th and early 20th century single-family residences and duplexes.

### 3 Moreau Drive Historic District

This district was established in 2013. There is a total of 252 contributing buildings and 54 noncontributing buildings. Periods of significance range from 1847 through 1950. This neighborhood consists of beautiful bungalow and foursquare homes.

### 4 Missouri State Capitol Historic District

This district encompasses more than nine full blocks surrounding the State Capitol and downtown Jefferson City. Significant sites include, (1) Missouri State Capitol building and grounds, (2) Governor's Mansion, (3) Cole County Historical Society building, (4) Lohman's Landing, (5) Cole County Courthouse and Jail-Sheriff's House.



# Capital Culture and Healthy Living Goals

## Principle

Social and physical vibrancy is key to Jefferson City's quality of life.

### Goal:

Enhance Jefferson City's culture, focusing on diversity and quality of place.

### Objectives:

- > Solidify Jefferson City's branding and identity.
- > Strengthen Jefferson City's "small town" characteristics.

### Goal:

Sustain a thriving and diverse parks and recreation system.

### Objectives:

- > Promote the community's connection to parks, greenways, and other outdoor or recreational opportunities.
- > Ensure that physical activity opportunities cater to residents and visitors of all ages and abilities.

### Goal:

Increase access to social well-being and physical health amenities.

### Objectives:

- > Expand the presence of art in public and private spaces.
- > Provide public safety and health services and policies equitably throughout Jefferson City.
- > Develop systems that help government agencies and the public mitigate crime/safety issues in the built environment.

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# Action Plan



Photo by Mary Williams











## Introduction

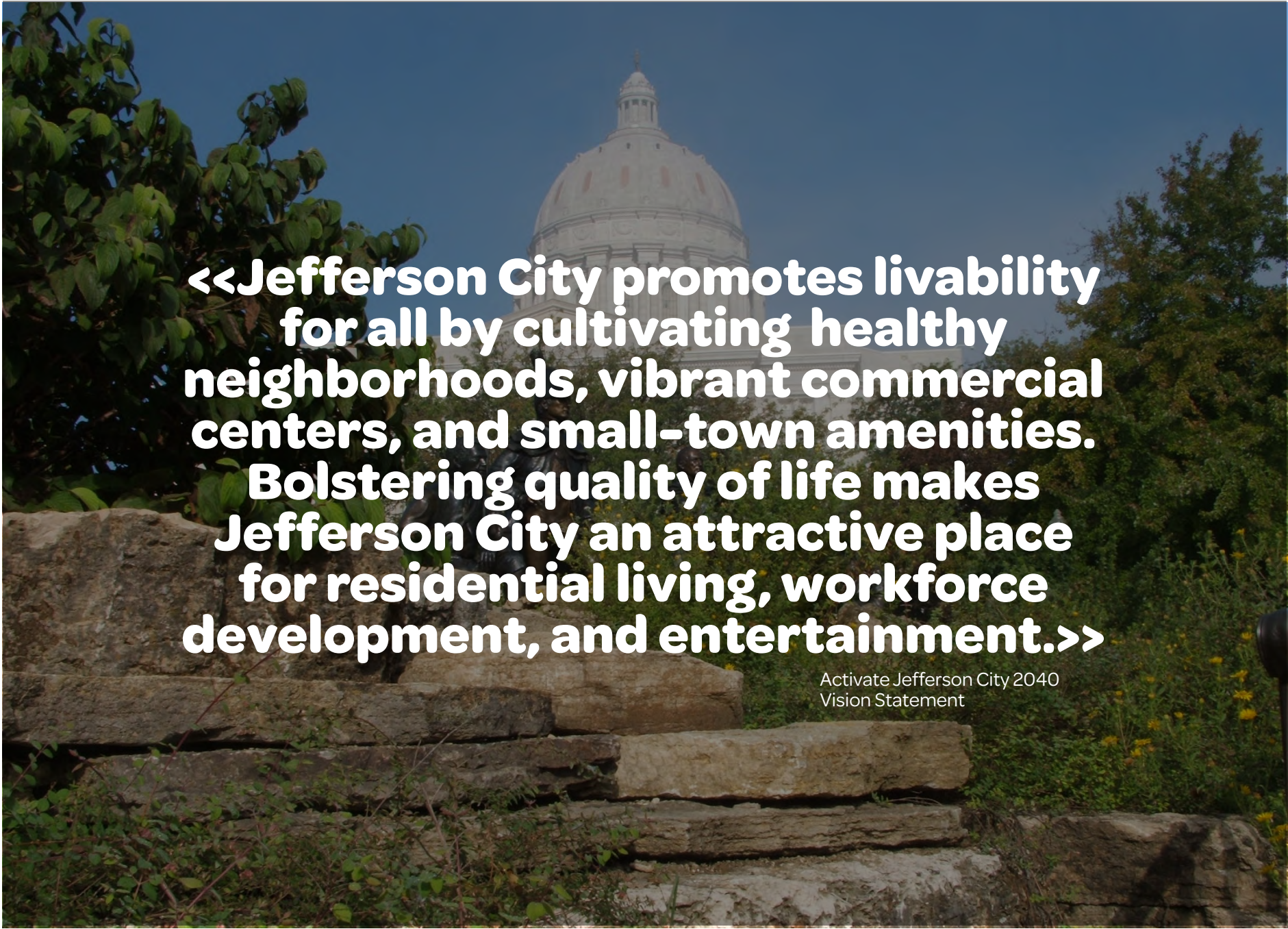
*Activate Jefferson City 2040* is a dynamic long-range plan. In order to execute these recommendations, there will need to be a combination of stakeholder support and appropriate funding sources in the community.

The following implementation program lists ways in which the goals of this plan can become a reality. There is a combination of specific and broad policy-based actions. This allows the plan to look at the “big picture” and be resilient to trends or unexpected changes.

Note the symbols associated with certain strategies; this indicates an action that accomplishes goals across themes.

Note the resource roadmap, in chapter 10, for additional tools in executing the action items.

Theme	Symbol	Page
<b>Housing &amp; Neighborhoods:</b> Quality of life is greatly effected by housing conditions. Strategies associated with this theme focus on affordability, diversity, and stability in the housing environment.		104 - 108
<b>Economic Development:</b> Strategies associated with this theme support economic sustainability in Jefferson City.		109 - 114
<b>Transportation:</b> A complete and diverse transportation system benefits the whole community. Strategies associated with this theme focus on promoting efficiency, safety, and access in the Jefferson City transportation system.		115 - 118
<b>Environmental Resiliency:</b> Sustainable communities benefit from strategies that create harmony between people and the ecosystem.		119 - 123
<b>Land Use:</b> Image, character, and functionality form livable spaces. Strategies associated with this theme promote regulatory methods to enhance the physical environment.		124 - 128
<b>Capital Culture and Healthy Living:</b> Strategies associated with this theme support Jefferson City through the promotion of healthy lifestyles and cultural/social vibrancy.		129 - 133







**<<Jefferson City promotes livability  
for all by cultivating healthy  
neighborhoods, vibrant commercial  
centers, and small-town amenities.  
Bolstering quality of life makes  
Jefferson City an attractive place  
for residential living, workforce  
development, and entertainment.>>**

Activate Jefferson City 2040  
Vision Statement

## Housing & Neighborhoods



Principle: An equitable housing environment benefits all of Jefferson City residents across different incomes and lifestyles.

<p>Goal A1: Enhance Jefferson City's housing environment, catering to the diverse needs of its residents.</p>		
<p>Objectives:</p> <ul style="list-style-type: none"> <li>&gt; Promote the development and maintenance of affordable housing, rental and ownership options, throughout the City.</li> <li>&gt; Stimulate infill development and redevelopment to encourage density and productive use of infrastructure.</li> <li>&gt; Create tools to increase quality housing stock in Jefferson City.</li> <li>&gt; Encourage an open and transparent process about building codes, city regulations, and code enforcement to increase the public's understanding of development and maintenance standards.</li> </ul>		
Strategies	Details	Corresponding Theme(s)
Implement a rental inspection program (exterior and interior) to guide the proactive maintenance of the City's housing stock.	<p>Time: Medium-Term</p> <p>Anticipated Partners: City of Jefferson Mid-Missouri Apartment Association Jefferson City Area Board of Realtors</p>	
Assist developers in producing mixed-income communities by connecting them to tax credits, grants, and an efficient development review process.	<p>Time: Medium-Term</p> <p>Anticipated Partners: City of Jefferson Jefferson City Area Chamber of Commerce Missouri Housing Development Commission</p>	 
Prepare brochures, toolkits, and guides about rehabilitating historic structures, new construction, and property maintenance.	<p>Time: Ongoing</p> <p>Anticipated Partners: City of Jefferson Jefferson City Area Board of Realtors Historic City of Jefferson</p>	



## Housing & Neighborhoods

Principle: An equitable housing environment benefits all of Jefferson City residents across different incomes and lifestyles.

<p>Goal A1:</p> <p>Enhance Jefferson City's housing environment, catering to the diverse needs of its residents.</p>		
<p>Objectives:</p> <ul style="list-style-type: none"> <li>&gt; Promote the development and maintenance of affordable housing, rental and ownership options, throughout the City.</li> <li>&gt; Stimulate infill development and redevelopment to encourage density and productive use of infrastructure.</li> <li>&gt; Create tools to increase quality housing stock in Jefferson City.</li> <li>&gt; Encourage an open and transparent process about building codes, city regulations, and code enforcement to increase the public's understanding of development and maintenance standards.</li> </ul>		
Strategies	Details	Corresponding Theme(s)
<p>Amend the Jefferson City Zoning Code to promote more styles of residential living across the City. For example,</p> <ul style="list-style-type: none"> <li>- Duplexes</li> <li>- Micro/tiny homes</li> <li>- Accessory dwelling units (ADUs)</li> <li>- Residential units in commercial structures</li> </ul>	<p>Time: Short-Term</p> <p>Anticipated Partners: City of Jefferson Downtown Jefferson City Association Central Missouri Community Action</p> <p>Resource Roadmap: pg 139</p>	
<p>Develop incentives for developers to incorporate universal design elements into residential and mixed-use projects.</p>	<p>Time: Long-Term</p> <p>Anticipated Partners: City of Jefferson</p> <p>Resource Roadmap: pg 138</p>	
<p>Promote regulatory and programming actions that create temporary and permanent supportive housing for individuals and families in need.</p>	<p>Time: Medium-Term</p> <p>Anticipated Partners: City of Jefferson Central Missouri Community Action</p> <p>Resource Roadmap: pg 137</p>	

## Housing & Neighborhoods






Principle: An equitable housing environment benefits all of Jefferson City residents across different incomes and lifestyles.

Goal A2:

Promote neighborhood stabilization through the rehabilitation and maintenance of residential properties.

Objectives:

- > Target creative reinvestment strategies towards strategically monitored neighborhoods.
- > Establish and cultivate neighborhoods as distinctive places.
- > Educate the public about preserving neighborhoods and housing stock.

Strategies	Details	Corresponding Theme(s)
<p>Determine how the City and other city stakeholders can pursue targeted investment and rehabilitation in strategically monitored neighborhoods. For example,</p> <ul style="list-style-type: none"> <li>- Revise or eliminate the “Old Town” boundary.</li> <li>- Special code enforcement projects.</li> <li>- Community development focused growth management.</li> <li>- Special restoration and demolition projects.</li> <li>- Main Street placemaking.</li> </ul> <p>See page 32 for map.</p>	<p>Time: Short-Term Anticipated Partners: City of Jefferson Local neighborhood associations</p>	  
<p>Amend the Jefferson City Zoning Code to establish strict standards for the conversion of single-family structures into multi-family dwellings.</p>	<p>Time: Medium-Term Anticipated Partners: City of Jefferson</p>	
<p>Create and design systems, such as a land bank program, to acquire and manage blighted, vacant, or underutilized properties.</p>	<p>Time: Medium-Term Anticipated Partners: City of Jefferson Central Missouri Central Action Resource Roadmap: pg 139</p>	  

## Housing & Neighborhoods





Principle: An equitable housing environment benefits all of Jefferson City residents across different incomes and lifestyles.

Goal A2:

Promote neighborhood stabilization through the rehabilitation and maintenance of residential properties.

Objectives:

- > Target creative reinvestment strategies towards strategically monitored neighborhoods.
- > Establish and cultivate neighborhoods as distinctive places.
- > Educate the public about preserving neighborhoods and housing stock.

Strategies	Details	Corresponding Theme(s)
Conduct outreach programs to build support for low- to moderate-income housing opportunities.	Time: Short-Term Anticipated Partners: Central Missouri Community Action Housing Authority of Jefferson City Habitat for Humanity City of Jefferson Resource Roadmap: pg 138, 139	
Develop neighborhood plans and/or engage in neighborhood planning throughout Jefferson City.	Time: Medium-Term Anticipated Partners: City of Jefferson Local neighborhood associations	 
Encourage neighborhoods to adopt design standards or align themselves with design guidelines when appropriate.	Time: Long-Term Anticipated Partners: City of Jefferson Local neighborhood associations Resource Roadmap: pg 137	



## Housing & Neighborhoods





Principle: An equitable housing environment benefits all of Jefferson City residents across different incomes and lifestyles.

Goal A3:

Encourage proactive neighborhood health throughout Jefferson City.

Objectives:

- > Maintain and foster neighborhood pride, community support, and small-town spirit.
- > Enhance the “public realm” through beautification and safety improvements.

Strategies	Details	Corresponding Theme(s)
Support the formation and maintenance of neighborhood associations to encourage community education and social interaction.	Time: Short-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 137	
Enhance the Jefferson City Neighborhood Improvement Program to help residents fund the development and repair of sidewalks.	Time: Short-Term Anticipated Partners: City of Jefferson	
Encourage the development of Neighborhood Improvement Districts (NIDs) to construct signage, landscaping improvements, or other infrastructure.	Time: Short-Term Anticipated Partners: City of Jefferson Local neighborhood associations	 

## Economic Development




Principle: Productive economic activity is an elixir for improving quality of life.

Goal B1:

Enhance Jefferson City's workforce opportunities.

Objectives:

- > Create a variety of housing options suitable for residents of all income levels.
- > Develop and strengthen commercial corridors and nodes across the City.
- > Support growing job fields and industries to promote job diversity.

Strategies	Details	Corresponding Theme(s)
Incorporate live/work regulations into the Jefferson City Zoning Code to promote small business operations.	Time: Medium-Term Anticipated Partners: City of Jefferson Jefferson City Area Chamber of Commerce	
Partner with and support educational institutions to strengthen workforce opportunities.	Time: Short-Term Anticipated Partners: Jefferson City Area Chamber of Commerce City of Jefferson Jefferson City Convention and Visitors Bureau	
Encourage mixed-use development around Lincoln University to build a "university town" node.	Time: Long-Term Anticipated Partners: Lincoln University City of Jefferson Resource Roadmap: pg 137	
Continue to strengthen, diversify, and expand commercial and employment centers in Jefferson City to ensure the community remains a hub in mid-Missouri.	Time: Ongoing Anticipated Partners: City of Jefferson Jefferson City Area Chamber of Commerce	

## Economic Development




Principle: Productive economic activity is an elixir for improving quality of life.

Goal B2:

Stimulate economic growth through the pursuit of local and regional projects.

Objectives:

- > Promote intergovernmental and stakeholder partnerships to encourage responsible growth and activity.
- > Leverage financial tools and incentives to aid in the materialization of vibrant business opportunities.

Strategies	Details	Corresponding Theme(s)
Advocate for issues that support the City's ability to create a productive work environment for state employees.	Time: Ongoing Anticipated Partners: City of Jefferson Jefferson City Area Chamber of Commerce State of Missouri Office of Administration	
Continue to use Community Improvement Districts (CIDs) to strengthen unique commercial nodes.	Time: Ongoing Anticipated Partners: City of Jefferson Local neighborhood and business associations	
Advertise Jefferson City's workplace environment as a place to grow and learn professional skills.	Time: Ongoing Anticipated Partners: Jefferson City Area Chamber of Commerce City of Jefferson Jefferson City Convention and Visitors Bureau	
Create educational and recreational spaces that encourage all ages of the population to be a part of the community.	Time: Medium-Term Anticipated Partners: City of Jefferson Jefferson City Public Schools District Resource Roadmap: pg 138	



## Economic Development




Principle: Productive economic activity is an elixir for improving quality of life.

Goal B3:

Prioritize creative placemaking and unique investment opportunities in Jefferson City's city center.

Objectives:

- > Make landmarks, such as the Missouri State Penitentiary, pivotal to Jefferson City's economy.
- > Encourage adaptive reuse to bring activity and investment to underutilized structures.

Strategies	Details	Corresponding Theme(s)
Update the <i>Central East Side Neighborhood Plan</i> .	Time: Long-Term Anticipated Partners: City of Jefferson Jefferson City East Side Business Association	
Utilize existing and create new revitalization incentives specifically for properties around the Missouri State Penitentiary site.	Time: Medium-Term Anticipated Partners: City of Jefferson Jefferson City Convention and Visitors Bureau Missouri State Penitentiary Master Developer Team	
Establish a new local program to promote adaptive reuse in Jefferson City.	Time: Medium-Term Anticipated Partners: City of Jefferson Jefferson City Board of Realtors Local neighborhood and business associations Resource Roadmap: pg 139	

## Economic Development



Principle: Productive economic activity is an elixir for improving quality of life.

Goal B3:

Prioritize creative placemaking and unique investment opportunities in Jefferson City's city center.

Objectives:

- > Make landmarks, such as the Missouri State Penitentiary, pivotal to Jefferson City's economy.
- > Encourage adaptive reuse to bring activity and investment to underutilized structures.

Strategies	Details	Corresponding Theme(s)
Continue investing in downtown Jefferson City to strengthen its quality of place and economic potential.	Time: Ongoing Anticipated Partners: Downtown Jefferson City Association Jefferson City Area Chamber of Commerce Missouri River Regional Library City of Jefferson	
Create an "endangered buildings" list in Jefferson City to prioritize creative development.	Time: Medium-Term Anticipated Partners: Historic City of Jefferson City of Jefferson	
Pursue the assessment, inventory, and redevelopment of brownfield sites when appropriate.	Time: Medium-Term Anticipated Partners: City of Jefferson State of Missouri Department of Economic Development Resource Roadmap: pg 137	

## Economic Development


Principle: Productive economic activity is an elixir for improving quality of life.

Goal B4:

Grow Jefferson City's economic market while understanding the complexities of commuter communities.

Objectives:

- > Develop assets that will highlight Jefferson City's unique position as the seat of state government.
- > Develop unique recreation and entertainment amenities that will attract and retain visitors and residents.
- > Promote and maintain industries that support the wider mid-Missouri area.

Strategies	Details	Corresponding Theme(s)
<p>Develop a farmer's market pavilion and civic square in the city center.</p> <p>See page 86-7 for map and further detail about project.</p>	<p>Time: Short-Term</p> <p>Anticipated Partners: City of Jefferson</p> <p>Resource Roadmap: pg 137</p>	
<p>Promote the development and sustainability of a convention center.</p>	<p>Time: Long-Term</p> <p>Anticipated Partners: Jefferson City Area Chamber of Commerce</p> <p>Jefferson City Convention and Visitors Bureau</p> <p>City of Jefferson</p>	
<p>Broaden the tax base by focusing on diverse and resilient tools to spread wealth throughout the community.</p>	<p>Time: Long-Term</p> <p>Anticipated Partners: City of Jefferson</p>	



## Economic Development




Principle: Productive economic activity is an elixir for improving quality of life.

Goal B4:

Grow Jefferson City's economic market while understanding the complexities of commuter communities.

Objectives:

- > Develop assets that will highlight Jefferson City's unique position as the seat of state government.
- > Develop unique recreation and entertainment amenities that will attract and retain visitors and residents.
- > Promote and maintain industries that support the wider mid-Missouri area.

Strategies	Details	Corresponding Theme(s)
Improve Jefferson City's telecommunications infrastructure and services to ensure the community's technological advancements.	Time: Long-Term Anticipated Partners: Utility Providers City of Jefferson	 
Encourage and support the growth of big box retail centers, medical parks, and other commercial service centers to serve the community and region.	Time: Ongoing Anticipated Partners: City of Jefferson Jefferson City Area Chamber of Commerce Resource Roadmap: pg 139	

## Transportation





Principle: Efficient and safe transportation systems are vital to local and regional quality of life factors.

Goal C1:

Strengthen Jefferson City as a vibrant regional hub through intermodal connections.





Objectives:

- > Utilize access to the Missouri River for recreation and commercial transportation purposes.
- > Support diverse regional transportation connections throughout mid-Missouri.

Strategies	Details	Corresponding Theme(s)
Encourage the development of a port along the Missouri River in Jefferson City.	Time: Long-Term Anticipated Partners: City of Jefferson Missouri Department Transportation Heartland Port Authority of Central Missouri Commission Jefferson City Area Chamber of Commerce	
Support the implementation of the <i>Jefferson City Memorial Airport Master Plan</i> .	Time: Medium-Term Anticipated Partners: City of Jefferson Missouri Department of Transportation	
Strengthen and capitalize on Jefferson City rail service corridors, including the development of a full-service train station.	Time: Ongoing Anticipated Partners: City of Jefferson Missouri Department of Transportation Railroad companies	
Ensure efficient movement of freight, including truck management, through investment in infrastructure and economic development.	Time: Ongoing Anticipated Partners: City of Jefferson Missouri Department of Transportation	

## Transportation




Principle: Efficient and safe transportation systems are vital to local and regional quality of life factors.

Goal C2: Promote an accessible and well-connected Jefferson City.		
Objectives: > Encourage multi-modal transportation options in Jefferson City. > Extend local connections to improve mobility.		
Strategies	Details	Corresponding Theme(s)
Reevaluate parking requirements in the Jefferson City Zoning Code, including, but not limited to; <ul style="list-style-type: none"> <li>- Off-street parking for redevelopment and infill projects.</li> <li>- Shared parking allowances.</li> <li>- Exceptions to the number of required parking spaces for unique properties.</li> <li>- Parking lot materials to mitigate stormwater.</li> <li>- Minimum number of spaces for specific uses.</li> </ul>	Time: Medium-Term Anticipated Partners: City of Jefferson	  
Expand the bicycle and pedestrian network by connecting recreation and essential routes together.	Time: Long-Term Anticipated Partners: City of Jefferson	
Identify areas in Jefferson City where livable streets should be implemented. Make sure to prioritize, <ul style="list-style-type: none"> <li>- Areas ripe for development or redevelopment, focusing on reorienting buildings and pedestrian features towards the street as opposed to parking lots fronting the street.</li> <li>- Educational nodes, higher and lower education.</li> <li>- Healthcare nodes.</li> </ul>	Time: Medium-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 137, 139	



# Transportation

Principle: Efficient and safe transportation systems are vital to local and regional quality of life factors.

Goal C2: Promote an accessible and well-connected Jefferson City.		
Objectives: > Encourage multi-modal transportation options in Jefferson City. > Extend local connections to improve mobility.		
Strategies	Details	Corresponding Theme(s)
Construct and repair sidewalks to achieve greater compliance with Americans with Disabilities Act standards.	Time: Medium-Term Anticipated Partners: Missouri Department of Transportation City of Jefferson	 
Seek innovative and supplementary funding sources in order to efficiently improve road and bridge infrastructure, public transportation facilities, and service hours for public transportation.	Time: Ongoing Anticipated Partners: City of Jefferson Central Missouri Community Action	

## Transportation





Principle: Efficient and safe transportation systems are vital to local and regional quality of life factors.

Goal C3:

Provide Jefferson City residents and visitors with a transportation system that serves their needs.

Objectives:

> Ensure that the transportation system efficiently connects residential areas with employment/commercial centers.

Strategies	Details	Corresponding Theme(s)
Continue to partner with transportation stakeholders to enhance transportation infrastructure and connections in the region.	Time: Ongoing Anticipated Partners: City of Jefferson	
Continue to make improvements to the JEFFTRAN system including service areas, infrastructure and equipment, hours of operation, and education materials.	Time: Ongoing Anticipated Partners: City of Jefferson	
Develop a corridor study and plan for Missouri Blvd.	Time: Medium-Term Anticipated Partners: City of Jefferson Missouri Department of Transportation	
Encourage the siting of electric car stations throughout Jefferson City.	Time: Long-Term Anticipated Partners: City of Jefferson	

## Environmental Resiliency





Principle: Environmental resiliency in Jefferson City, or the way individuals use and interact with the natural and human-made environment, is essential for protecting life and property.

Goal D1: Prepare and adapt Jefferson City for natural and human-made disasters.		
Objectives: > Promote environmental justice in disaster preparedness and recovery processes.		
Strategies	Details	Corresponding Theme(s)
Provide education materials, digital and print resources, for all residents and property owners about disaster and recovery processes.	Time: Medium-Term Anticipated Partners: City of Jefferson Long-Term Recovery Committee Mid-Missouri Regional Planning Commission Resource Roadmap: pg 138	
Develop a policy recovery plan to aid in problem solving systems important to pre- and post-disaster processes.	Time: Medium-Term Anticipated Partners: City of Jefferson Long-Term Recovery Committee	
Support the implementation of the <i>Cole County/Jefferson City Hazard Mitigation Plan</i> .	Time: Ongoing Anticipated Partners: City of Jefferson Long-Term Recovery Committee	
Raise the flood protection level and increase ability of the Capital View Levee to withstand sustained high water levels of the Missouri River.	Time: Medium-Term Anticipated Partners: Capital View Drainage District	





## Environmental Resiliency

Principle: Environmental resiliency in Jefferson City, or the way individuals use and interact with the natural and human-made environment, is essential for protecting life and property.

Goal D2: Utilize infrastructure and facility improvements to support the existing population and meet new development needs.		
Objectives: > Enhance and protect Jefferson City waterways. > Promote an efficient utility system, aiding municipal and other utility providers.		
Strategies	Details	Corresponding Theme(s)
Encourage the use of rain gardens and other stormwater management features in residential and commercial areas by allowing for more flexibility in the location and design of such features in the Jefferson City municipal code.	Time: Medium-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 137	 
Update the <i>Jefferson City Stormwater Master Plan</i> and investigate methods to fund stormwater projects.	Time: Short-Term Anticipated Partners: City of Jefferson	
Diligently educate the public and development community about floodplain and stormwater best practices.	Time: Ongoing Anticipated Partners: City of Jefferson Missouri Department of Public Safety	 

## Environmental Resiliency

Principle: Environmental resiliency in Jefferson City, or the way individuals use and interact with the natural and human-made environment, is essential for protecting life and property.

<p>Goal D2: Utilize infrastructure and facility improvements to support the existing population and meet new development needs.</p>		
<p>Objectives:</p> <ul style="list-style-type: none"> <li>&gt; Enhance and protect Jefferson City waterways.</li> <li>&gt; Promote an efficient utility system, aiding municipal and other utility providers.</li> </ul>		
Strategies	Details	Corresponding Theme(s)
Continue to require annexation agreements with unincorporated subdivisions connecting to the municipal sanitary sewer system.	Time: Ongoing Anticipated Partners: City of Jefferson Cole County Public Works	
Encourage intergovernmental partnerships when developing and implementing Jefferson City capital improvement planning.	Time: Ongoing Anticipated Partners: City of Jefferson Cole County Public Works	
Integrate watershed planning into city planning, development, infrastructure design, and when establishing local policies.	Time: Ongoing Anticipated Partners: City of Jefferson Cole County Public Works Callaway County - Road and Bridge Department	
Proactively prevent development in the floodplain or flood prone areas, including the buyout of property and deed restrictions in flood affected areas.	Time: Ongoing Anticipated Partners: City of Jefferson Resource Roadmap: pg 139	

## Environmental Resiliency





Principle: Environmental resiliency in Jefferson City, or the way individuals use and interact with the natural and human-made environment, is essential for protecting life and property.

Goal D3:

Expand environmentally sustainable and energy efficient practices across Jefferson City.

Objectives:

- > Establish standards that promote sustainable practices into the Jefferson City municipal code.
- > Educate the public and development community about environmental stewardship and its importance for long-term ecosystem success.
- > Protect Jefferson City's biodiversity and landscapes.

Strategies	Details	Corresponding Theme(s)
Ensure that residential, commercial, institutional, and industrial uses have access to recycling and composting options.	Time: Long-Term Anticipated Partners: City of Jefferson Utility Providers Resource Roadmap: pg 137, 138	
Build the capacity to implement energy efficient building standards in Jefferson City.	Time: Long-Term Anticipated Partners: City of Jefferson Jefferson City Area Chamber of Commerce Resource Roadmap: pg 138	  
Produce creative, print and electronic, educational materials and resources to promote sustainable practices and connect the public to "green" development incentives.	Time: Long-Term Anticipated Partners: City of Jefferson Jefferson City Area Chamber of Commerce	



## Environmental Resiliency




Principle: Environmental resiliency in Jefferson City, or the way individuals use and interact with the natural and human-made environment, is essential for protecting life and property.

Goal D3:

Expand environmentally sustainable and energy efficient practices across Jefferson City.

Objectives:

- > Establish standards that promote sustainable practices into the Jefferson City municipal code.
- > Educate the public and development community about environmental stewardship and its importance for long-term ecosystem success.
- > Protect Jefferson City's biodiversity and landscapes.

Strategies	Details	Corresponding Theme(s)
Continue to enforce and update landscaping regulations in the Jefferson City Municipal Code. For example address, but not limited to; <ul style="list-style-type: none"> <li>- Options for native plantings.</li> <li>- Home vegetable and flower gardens.</li> <li>- Landscaping in right-of-way.</li> </ul>	Time: Ongoing Anticipated Partners: City of Jefferson	
Assess and inventory natural features in Jefferson City, such as trees and native landscapes.	Time: Long-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 139	
Participate in urban forestry management to enhance and protect the natural features key to Jefferson City's character.	Time: Long-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 139	

## Land Use




Principle: Land use and zoning regulation improve quality of life by protecting the health, safety, and welfare of the community.

Goal E1:

Enrich the city center environment.

Objectives:

- > Stabilize existing neighborhoods to prevent deterioration of the built and natural environment.
- > Determine best practices for managing and reclaiming vacant and blighted properties.

Strategies	Details	Corresponding Theme(s)
Conduct a study of city-wide vacant and deteriorating property.	Time: Short-Term Anticipated Partners: City of Jefferson	 
Connect residential neighborhoods with commercial and educational nodes using appropriate signage, nonautomotive infrastructure, and placemaking features.	Time: Medium-Term Anticipated Partners: City of Jefferson Local neighborhood associations Resource Roadmap: pg 139	
Develop design standards for Downtown Jefferson City.	Time: Short-Term Anticipated Partners: City of Jefferson Downtown Jefferson City Association Resource Roadmap: pg 137	

## Land Use





Principle: Land use and zoning regulation improve quality of life by protecting the health, safety, and welfare of the community.

Goal E2:

Create robust commercial and employment centers.

Objectives:





- > Encourage attractive multi-modal and mixed use commercial corridors and districts.
- > Leverage neighborhood commercial districts to promote local or small-scale development.

Strategies	Details	Corresponding Theme(s)
Connect commercial nodes with sidewalks and the greenway trail network.	Time: Long-Term Anticipated Partners: City of Jefferson	 
Develop design best practices for commercial areas of various scale.	Time: Long-Term Anticipated Partners: City of Jefferson	
Update programs administered by the City of Jefferson that improve the built environment, especially programs that target strategically monitored neighborhoods.	Time: Long-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 139	







# Land Use

Principle: Land use and zoning regulation improve quality of life by protecting the health, safety, and welfare of the community.

Goal E2: Create robust commercial and employment centers.		
Objectives: > Encourage attractive multi-modal and mixed use commercial corridors and districts. > Leverage neighborhood commercial districts to promote local or small-scale development.		
Strategies	Details	Corresponding Theme(s)
Continue to participate in analysis and visioning activities for major commercial corridors in Jefferson City in order to influence future investment and improvement projects.	Time: Ongoing Anticipated Partners: City of Jefferson Resource Roadmap: pg 139	  
Continue to host pre-development meetings to encourage transparency and responsible development.	Time: Ongoing Anticipated Partners: City of Jefferson	 




## Land Use

Principle: Land use and zoning regulation improve quality of life by protecting the health, safety, and welfare of the community.

Goal E3: Maintain and create responsible, practical, and resilient growth.		
Objectives: > Promote and develop Jefferson City neighborhoods as viable options for long-term residential living. > Stay up to date with current development trends by systematically amending the Jefferson City municipal code.		
Strategies	Details	Corresponding Theme(s)
Promote the development of cluster and compact housing subdivisions.	Time: Short-Term Anticipated Partners: City of Jefferson	
Pursue updates to Chapter 32, 33, and 35 of the Jefferson City municipal code, for example address; - Enforcement provisions - Temporary uses, buildings, and structures - Expanding multi-family uses in commercial districts - Scale, type, and density of uses in commercial districts. - Sidewalk development	Time: Medium-Term Anticipated Partners: City of Jefferson	 
Develop intermunicipal agreements to ensure infrastructure and public safety best practices outside of city limits.	Time: Ongoing Anticipated Partners: City of Jefferson Cole County Public Works	 

## Land Use

Principle: Land use and zoning regulation improve quality of life by protecting the health, safety, and welfare of the community.

Goal E3: Maintain and create responsible, practical, and resilient growth.		
Objectives: > Promote and develop Jefferson City neighborhoods as viable options for long-term residential living. > Stay up to date with current development trends by systematically amending the Jefferson City municipal code.		
Strategies	Details	Corresponding Theme(s)
Consider the use of tiered impact fees as a means for supporting the development of appropriate public infrastructure throughout the community.	Time: Long-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 138	
Use the Long-Range Annual Report to track progress and re-evaluate comprehensive plan action items as needed.	Time: Short-Term Anticipated Partners: City of Jefferson	
Utilize the mixed-use zoning in more parts of the City.	Time: Short-Term Anticipated Partners: City of Jefferson Resource Roadmap: 139	 



## Capital Culture and Healthy Living



Principle: Social and physical vibrancy is key to Jefferson City's quality of life.

Goal F1:

Enhance Jefferson City's culture, focusing on diversity and quality of place.

Objectives:

- > Solidify Jefferson City branding and identity.
- > Strengthen Jefferson City's "small town" characteristics.

Strategies	Details	Corresponding Theme(s)
Ensure that digital and print materials, advertising, and wayfinding signage is cohesive throughout the City, and update when appropriate.	Time: Short-Term Anticipated Partners: Jefferson City Convention and Visitors Bureau City of Jefferson	
Support the implementation of the <i>Jefferson City Historic Preservation Plan</i> .	Time: Ongoing Anticipated Partners: City of Jefferson Historic City of Jefferson	
Expand heritage tourism and state capital amenities, such as tours, exhibits, food festivals, and lecture series across the City.	Time: Long-Term Anticipated Partners: Jefferson City Convention and Visitors Bureau Missouri State Museum City of Jefferson Resource Roadmap: pg 138	
Investigate the integration of a public art budget into development tools such as CID and TIF agreements.	Time: Long-Term Anticipated Partnerships: City of Jefferson Capital Arts	

## Capital Culture and Healthy Living





Principle: Social and physical vibrancy is key to Jefferson City's quality of life.

Goal F2:

Sustain a thriving and diverse parks and recreation system.

Objectives:

- > Promote the community's connection to parks, greenways, and other outdoor or recreational opportunities.
- > Ensure that physical activity opportunities cater to residents and visitors of all ages and abilities.

Strategies	Details	Corresponding Theme(s)
Expand the Greenway network around Jefferson City.	Time: Long-Term Anticipated Partners: City of Jefferson	
Implement more interpretative signage into parks and on the greenway network, displaying information about the area and its history.	Time: Medium-Term Anticipated Partners: City of Jefferson	
Support the implementation of the <i>Parks, Recreation, and Forestry Master Plan</i> .	Time: Ongoing Anticipated Partners: City of Jefferson	 
Develop more opportunities for residents and visitors to engage in leisure activities along the Missouri River.	Time: Short-Term Anticipated Partners: City of Jefferson	

## Capital Culture and Healthy Living


Principle: Social and physical vibrancy is key to Jefferson City's quality of life.

Goal F3:

Increase access to social well-being and physical health amenities.

Objectives:




- > Expand the presence of art in public and private places.
- > Provide public safety and health services and polices equitably throughout Jefferson City.
- > Develop systems that help government agencies and the public mitigate crime/safety issues in the built environment.

Strategies	Details	Corresponding Theme(s)
Develop community murals in underutilized spaces.	Time: Medium-Term Anticipated Partners: City of Jefferson Capital Arts	
Incorporate principles of Crime Prevention Through Environmental Design (CPTED) into Jefferson City design and development guidelines or standards.	Time: Medium-Term Anticipated Partners: City of Jefferson Resource Roadmap: pg 139	
Enhance community policing and code enforcement efforts, for example; <ul style="list-style-type: none"> <li>- Increase division budgets.</li> <li>- Expand opportunities for public safety and code enforcement to interact with Jefferson City residents, building public trust.</li> <li>- Increase visibility of crime and safety data, supporting the development of polices that improve public safety.</li> </ul>	Time: Short-Term Anticipated Partners: City of Jefferson NAACP, Jefferson City Chapter Jefferson City Racial Equity Group Moms Demand Action for Gun Sense in America Building Community Bridges	




## Capital Culture and Healthy Living

Principle: Social and physical vibrancy is key to Jefferson City's quality of life.

<p>Goal F3: Increase access to social well-being and physical health amenities.</p>		
<p>Objectives:</p> <ul style="list-style-type: none"> <li>&gt; Expand the presence of art in public and private places.</li> <li>&gt; Provide public safety and health services and polices equitably throughout Jefferson City.</li> <li>&gt; Develop systems that help government agencies and the public mitigate crime/safety issues in the built environment.</li> </ul>		
Strategies	Details	Corresponding Theme(s)
<p>Build capacity for events/programs that encourage effective and appropriate communication/understanding of all members of the public. For example,</p> <ul style="list-style-type: none"> <li>- CMCA poverty simulation.</li> <li>- "Anytown".</li> <li>- Using public art as a community engagement tool.</li> </ul>	<p>Time: Long-Term Anticipated Partners: Central Missouri Community Action (CMCA) City of Jefferson NAACP, Jefferson City Chapter Jefferson City Racial Equity Group Building Community Bridges Missouri River Regional Library</p>	
<p>Use community gardens as an opportunity to fill underutilized spaces, increase access to healthy foods, and foster social interaction.</p>	<p>Time: Long-Term Anticipated Partners: City of Jefferson Capital Arts Missouri River Regional Library Resource Roadmap: pg 137</p>	
<p>Support a quality grocery store in Jefferson City's city center, accompanied with pedestrian and public transportation facilities.</p>	<p>Time: Medium-Term Anticipated Partners: City of Jefferson</p>	 

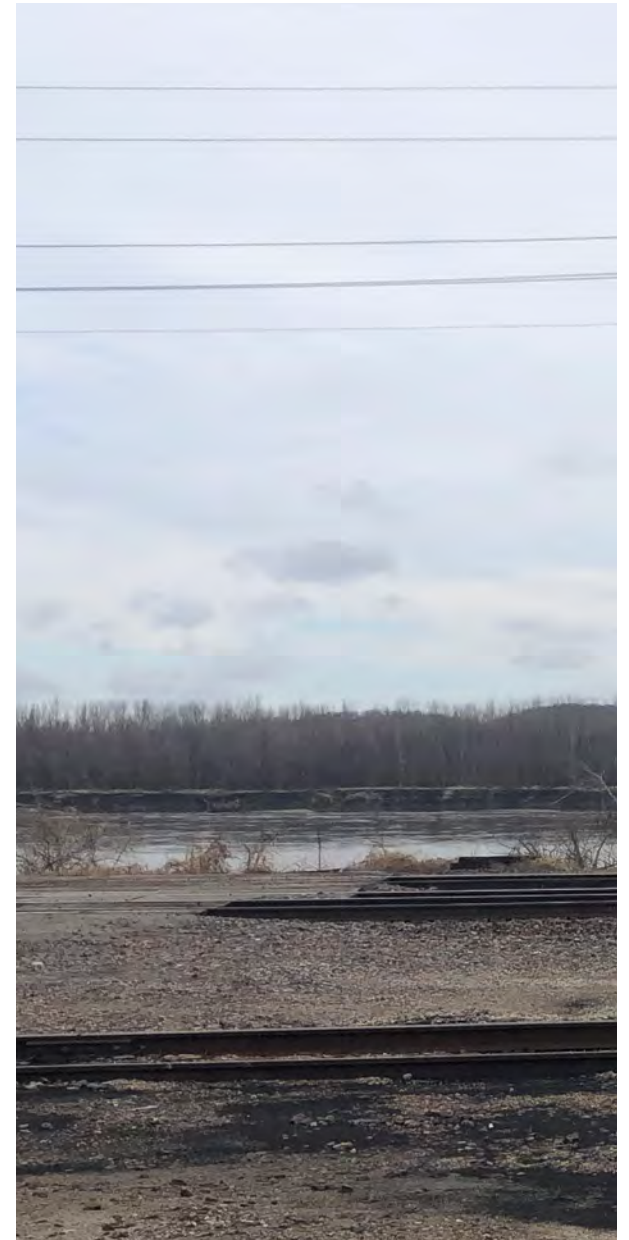
# Capital Culture and Healthy Living

Principle: Social and physical vibrancy is key to Jefferson City’s quality of life.

Goal F3: Increase access to social well-being and physical health amenities.		
Objectives: > Expand the presence of art in public and private places. > Provide public safety and health services and polices equitably throughout Jefferson City. > Develop systems that help government agencies and the public mitigate crime/safety issues in the built environment.		
Strategies	Details	Corresponding Theme(s)
Enhance community engagement and empowerment opportunities, promoting procedural justice, for the public and stakeholders involved in equity issues.	Time: Ongoing Anticipated Partners: City of Jefferson NAACP, Jefferson City Chapter Jefferson City Racial Equity Group Building Community Bridges Central Missouri Community Action Missouri River Regional Library	
Create a City of Jefferson staff position to be responsible for city-wide community engagement and volunteer efforts, public relations, and interrelation with the public.	Time: Ongoing Anticipated Partners: City of Jefferson	

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# Annual Reporting





## Introduction

Productive plans don't help anyone if they just sit on a shelf. The City of Jefferson is dedicated to the proactive implementation of *Activate Jefferson City 2040*. The long-range annual report process outlined in this chapter will support the City, stakeholders, and the public make this plan's vision a reality. On a yearly basis, monitoring and evaluating efforts made on the goals outlined in this comprehensive plan, or sub-area plans, will also help create accountability for progress.

## Process

Developing this comprehensive plan is just the first step to creating change. Especially since political, social, and environmental factors can evolve, the long-range annual report process described on the right will allow for proactive flexibility and implementation of *Activate Jefferson City 2040*.

This yearly system also helps with succession planning. It is only natural for stakeholders, city staff, and public leaders to transition to other roles. Consistent and established systems help pass institutional knowledge to individuals new in their positions.

## Tool-Kit

The following items can be used to help with implementation of *Activate Jefferson City 2040*.

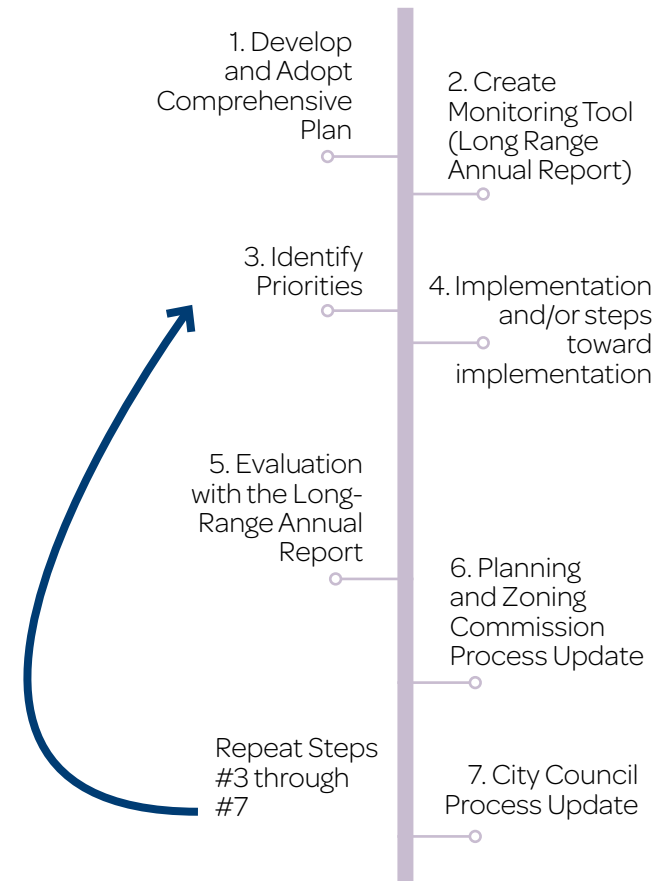
### Long-Range Annual Report

A template for the annual reporting can be found in Appendix E. This document, or a similar tool, will help City staff manage and record progress made on *Activate Jefferson City 2040*.

### Resource Roadmap

The tables on page 137 - 139 list various resources that can aid in the implementation of this plan. This list is intended to be a starting point for implementation. This resource list is not comprehensive or all encompassing; additional resources may be necessary and should be updated when appropriate through the long-range annual report process.

Figure 16: Suggested Long Range Annual Report Timeline



## Monitoring – Project Management for Planners

“Quite often, unannounced internal or external influences cause a deviation from the cost, schedule, or scope of a project. In fact, these kinds of changes are to be expected. As planners, we know that it is rare when a plan is perfectly followed from beginning to end. It is the same for project plans.

Since these kinds of change are unannounced and usually unanticipated, the project manager must have a way to know when deviations to the project plan are occurring. The project manager needs a regular monitoring and reporting system on the progress of the project plan.

The sophistication of the monitoring system will generally reflect the complexity of the project. Complex projects require complex monitoring systems; relatively simple projects can use less complex monitoring systems... The important point to remember is that the project manager must perform periodic checks between actual and planned expenditures and schedules.” Terry A. Clark, ACIP, PMP

Table 7: Resource Roadmap

Resource	Source & Administrator	Description	Possible Uses (Goal#)
Master Gardener	University of Missouri Extension	The Missouri Master Gardener Extension Program empowers volunteers to help their communities learn and engage in gardening and environmental practices.	Food system development (F3) Stormwater Management (D2)
Lincoln University Cooperative Extension (LUCE)	Lincoln University, Jefferson City, MO	The LUCE enhances the quality of life of diverse, limited-resource audiences in Missouri through various education and engagement programs. Unique opportunities revolve around urban agriculture; including, but not limited to, composting, innovative small farmers' outreach, agricultural economics and marketing, and horticulture.	Food system development (B4 + F3) Environmental sustainability (D3)
Planning and Urban Design Standards	American Planning Association	This comprehensive reference book on urban planning, design, and development is a good tool for urban planning professionals and lay persons. Illustrative and straight forward information can quickly guide mapping, plan, and development projects.	General planning reference
A Field Guide to American Houses	Virginia Savage McAlester	This illustrative and informational resource showcases many architectural styles of residential environments. Understanding these details is key in preserving and enhancing historically significant areas.	Design guidelines and standards (A2 + E1)
Safer Streets, Stronger Economies: Complete Streets project outcomes from across the country	Smart Growth America	City leaders and community stakeholders should understand how a community benefits from an investment in livable streets. This study showcases how livable street, or complete street, projects achieve transportation goals in affordable methods.	Livable street implementation (C2)
Zoning Practice Report: Zoning for Temporary Land Uses	American Planning Association	The need for temporary structures and uses is more prevalent in today's environment and development culture. This report explores common types of temporary uses, reasonable zoning regulations and procedures, and recommends appropriate zoning actions.	Zoning amendments regarding temporary land uses and structures (A1)
Design: Main Street Approach Handbook	Main Street America	This report guides city leaders and community stakeholders in people-centered design processes. Best practices, in regards to design implementation, will support an aesthetic and efficient built environment.	Neighborhood and node beautification (A3 + B1)
Brownfield Remediation Program	State of Missouri Department of Economic Development	Provides economic incentives towards the redevelopment of commercial and/or industrial properties in Missouri that are either brownfield sites or have been abandoned/underutilized for at least three years.	Brownfield redevelopment (B3)

Table 7: Resource Roadmap

Resource	Source & Administrator	Description	Possible Uses (Goal#)
2018 International Green Construction Code	International Code Council	This model code provides a foundation towards protecting the environment, public health, safety, and welfare through requirements for building, construction, and site design with a lens of sustainable and environmental stewardship.	Energy efficiency and “green” development standards (D3)
2018 International Energy Conservation Code	International Code Council	This model code provides design and construction standards, promoting conservation of energy in commercial and residential structures. Climate zones identify appropriate requirements, depending on location within the United States.	Energy efficiency and “green” development standards (D3)
7 Principles of Universal Design	Centre for Excellence in Universal Design	The seven principles of universal design are intended to guide the development of environments, products, policies, communication materials, ect. The principles were developed by a working group of architects, product designers, engineers, and environmental design researchers.	Universal design in residential and mixed use environments (A1 + A2)
Planning for Post-Disaster Recovery: Next Generation	American Planning Association (PAS Report 576)	This report highlights city planning's role in disaster preparedness and recovery, emphasizing the importance of resilient systems despite the unknown factors involved with recuperating after a disaster. In fact, case studies included in this report showcase how planning tools aid in proactive transformations after a disaster.	Natural and human-made disasters (D1)
Homeward Bound: The Road to Affordable Housing	National League of Cities	This report highlights factors that impact housing issues, case studies of communities using innovative solutions, and possible implementation strategies for local and federal leaders.	Housing development and redevelopment (A2)
Planning for Sustainable Material and Waste Management	American Planning Association (PSA Report 587)	It's critical for city leaders and community stakeholders to understand the opportunities and challenges related to effective waste and material management. The content of this report helps outline how waste systems can achieve sustainability, economic efficiency, and social goals.	Material and waste management, including recycling and landfill best practices (D2 + D3)
Social Impact of the Arts Study: How arts impact King County communities	ARTSFUND	Arts and culture amenities bring economic, neighborhood health, and social benefits to a community. Considering the case of King County, WA, this study highlights the social impact arts bring to a community and showcases why these amenities need to be prioritized.	Arts and culture development (F1)
APA Policy Guide on Impact Fees	American Planning Association	This report describes the city planning perspective on the use of impact fees. APA states that “impact fees, when based on a comprehensive plan and used in conjunction with a sound capital improvement plan, can be an effective tool for ensuring adequate infrastructure to accommodate growth where and when it is anticipated.”	Impact fee implementation (E3)

Table 7: Resource Roadmap

Resource	Source & Administrator	Description	Possible Uses (Goal#)
Quick Notes: Community CPTED	American Planning Association	This report highlights the 10 principles of CPTED (Crime Prevention Through Environmental Design) and highlights why the principles are important to community development.	Crime Prevention Through Environmental Design (F3)
Chapter 353 Tax Abatement	Missouri Department of Economic Development	This website presents information to cities with urban redevelopment corporations so incentives to redevelop blighted areas can be accessed.	Community development and city center revitalization (A2 + B3 + E1)
The Art of Designing a Two- to Five-Acre Missing Middle Site Plan	Opticos Design	This report will help stakeholders and developers conceptually understand elements needed to promote “missing middle” housing. Promoting “missing middle” housing is economically and socially beneficial for communities to pursue. “Keep in mind that there is always a delicate balance between yield and placemaking. In our (OpticosDesign) experience, we have found that we can usually generate a higher yield with a better plan and better unit types.”	Housing development and redevelopment (A2 + A1)
Build a Better Burb	Congress for the New Urbanism	This website promotes re-imaging suburban development. The resources and/or success stories gleaned from this site will help city stakeholders who desire to retrofit automobile dominant environments, and promote diverse, well-connected, and mixed-use communities.	Suburban Mixed Use Development (B4 + E1 + E3)
i-Tree	USDA Forest Service	i-Tree is a forestry analysis and benefit assessment tool that quantifies forest structures and the environmental benefits the trees provide. Sub-tools of i-Tree include landscape, design, and hydrology analysis.	Urban forest management and advocacy activities (D3)
FloodFactor.com	First Street Foundation	This tool identifies properties at risk for flooding hazards, within or adjacent to the federally regulated flood plain. For example, this tool identifies the level of risk, potential damage, and solutions to protect the property.	Stormwater management (D2)
Planning for Equity Policy Guide	American Planning Association (APA)	This report highlights how equity can specifically be addressed from a planning perspective. Planning is naturally interrelated, and inequity affects all aspects of life. For example, planning and development actions such as redlining and urban renewal negatively effect underserved populations. Planners and non-planners can use this tools as a benchmark for making communities more equitable.	General planning reference
Safe Routes to School Programing	Safe Routes to School	Safe Routes to School programing can effectively increase physical activity and reduce injuries around educational institutions. With a focus on education, encouragement, engineering, equity, and evaluation; safe routes to school amplifies quality of life for communities.	Non-automotive safety (C2)



## Measuring Success

How will city leaders know if progress is being made towards achieving goals set forth in *Activate Jefferson City 2040*? There are many indicators of success, a few quantitative and qualitative measures to track are highlighted in this section. These metrics are not intended to holistically measure success, but set up a framework for traversing implementation strategies.

## Housing & Neighborhoods

### Goals:

- Enhance Jefferson City's housing environment, catering to the diverse needs of its residents.
- Promote neighborhood stabilization through the rehabilitation and maintenance of residential properties.
- Encourage proactive neighborhood health throughout Jefferson City.

### Pathway to success:

One quantitative measure to track "Housing & Neighborhood" chapter goals includes the amount of cost-burdened households within Jefferson City.

The diagram below identifies a benchmark for 2040, the amount of Jefferson City's households who are extremely cost burdened declining. According to the national standard, monthly household expenses should not exceed 30% of their income. When residents

have affordable housing, appropriate for their lifestyle, other aspects of life can receive attention. Imagine the positive externalities if more residents have allowances for non-necessity spending?

### Definitions:

Extremely cost burdened - monthly household expenses exceed 50% of a households income.

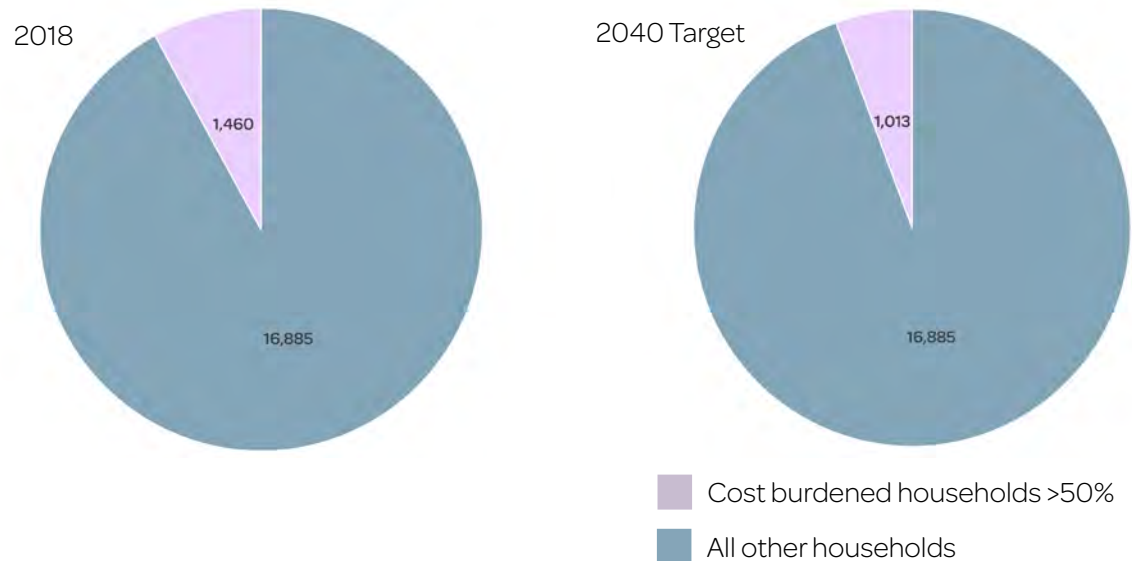
Housing affordability - residential dwellings appropriate for the tenant(s) or property owners finances. Monthly household expenses include rent/mortgage, insurance, taxes, utilities, and maintenance, not exceeding 30% of the households income.

### Sources:

*2018 Analysis of Impediments to Fair Housing Choice for Jefferson City, Mo*

*Most and Least Severely Housing Cost-Burdened Cities*, Ben Geler, CEPF smartasset.com

Figure 17: Measuring "Housing & Neighborhood" Success



## Economic Development

### Goals:

- Enhance Jefferson City's workforce opportunities.
- Stimulate economic growth through the pursuit of local and regional projects.
- Prioritize creative placemaking and unique investment opportunities in Jefferson City's city center.
- Grow Jefferson City's economic market while understanding the complexities of commuter communities

### Pathway to success:

One quantitative measure to track "Economic Development" chapter goals includes workforce inflow/outflow.

The diagram below identifies a benchmark for 2040, Jefferson City's workforce inflow/outflow ratio involving persons who work in Jefferson City but live outside city limits declining. More people

living and working in Jefferson City will have a positive effect on the local economy.

Additionally, the completion of major development projects such as the Missouri State Penitentiary (MSP) and St. Mary's Redevelopment sites would suggest progress towards economic development goals. These projects will promote tourism, create jobs, and enhance local spending.

### Definitions:

Inflow/outflow analysis - generates results showing the count and characteristics of workers in to, out of, and within the section area.

### Sources:

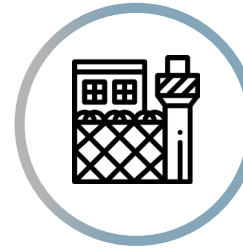
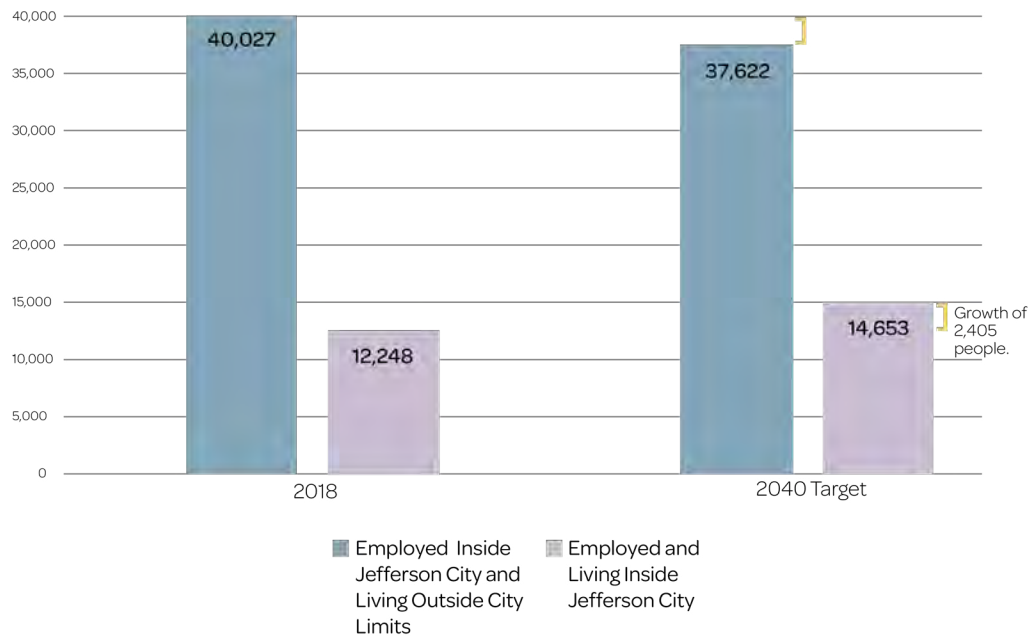
U.S. Census Bureau, Center for Economic Studies, LEHD

*CAMPO 2045 & Beyond (MTP)*

### Community Engagement Results:

According to the Jefferson City Area Chamber of Commerce Community and Economic Development Strategy planning process, 58% of community survey participants live in Jefferson City because of employment opportunities or a spouse's employment opportunities. 22% of community survey participants live in Jefferson City because of family or friends.

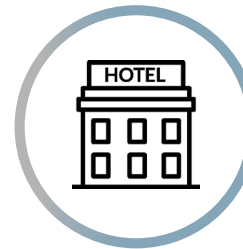
Figure 18: Measuring "Economic Development" Success



### MSP Redevelopment

Benefits include,

- Adaptive reuse.
- Greenway connection.
- Conference center.



### St. Mary's Redevelopment

Benefits include,

- Hotel.
- Restaurants.

## Transportation

### Goals:

- Strengthen Jefferson City as a vibrant regional hub through intermodal connections.
- Promote an accessible and well-connected Jefferson City.
- Provide Jefferson City residents and visitors with a transportation system that serves their needs.

### Pathway to success:

One quantitative measure to track “Transportation” chapter goals includes the Walkability Index.

The diagram below identifies a benchmark for 2040, Jefferson City’s Walkability Index increasing. In 2010, most of Jefferson City had a below average or least walkable index score. More of the city with an above average walkable score suggests an increase in pedestrian infrastructure and an improved culture surrounding non-

personal automotive options.

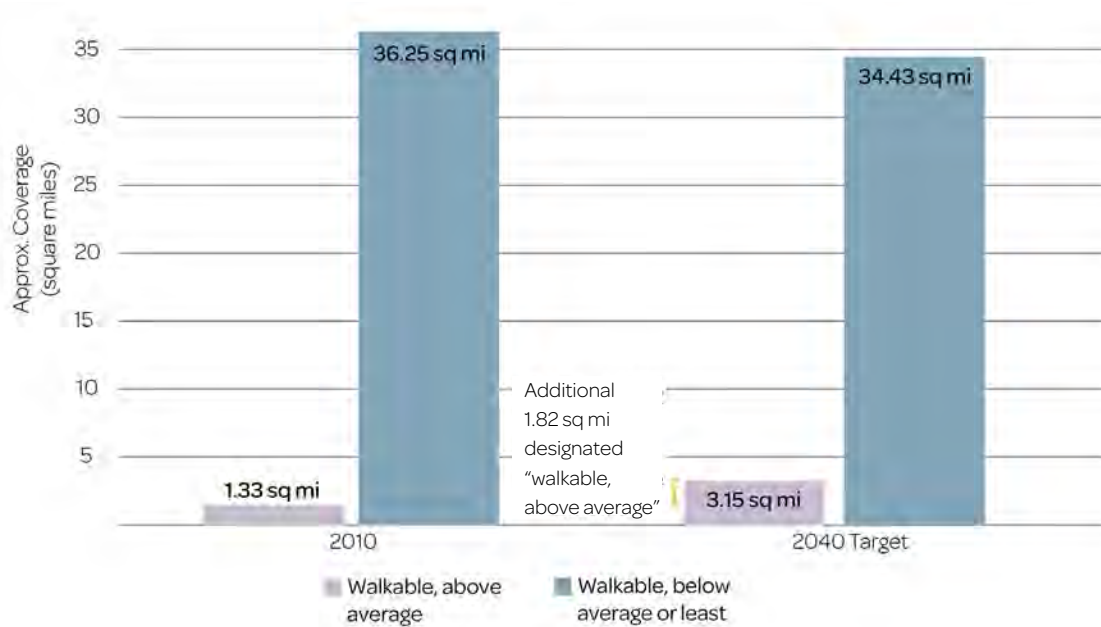
### Definitions:

Walkability Index - a score based upon characteristics of the built environment that influence the likelihood of walking being used as a mode of travel.

### Sources:

US Environmental Protection Agency  
National Walkability Index Interactive Map Viewer

Figure 19: Measuring “Transportation” Success



## Environmental Resiliency

### Goals:

- Prepare and adapt Jefferson City for natural and human-made disasters.
- Utilize infrastructure and facility improvements to support the existing population and meet new development needs.
- Expand environmentally sustainable and energy efficient practices across Jefferson City.

### Pathway to success:

Realistically, addressing issues highlighted in the “Environmental Resiliency” chapter will occur on a longer time horizon than *Activate Jefferson City 2040* covers. This makes anticipating measures of success for hazard mitigation and preparedness, stormwater management, and sustainability difficult. However, City leaders and stakeholders know what needs to be avoided. As the environment and weather patterns change, flood risks increase. According to FloodFactor.

com the Jefferson City area can suffer from \$6.1 million in flood related damages over the next 30 years if action is not taken to improve environmental related conditions in the community. FloodFactor.com identifies some community solutions that help municipalities avoid accruing monstrous damage to life and property, these recommendations are highlighted below. Similar topics are also addressed in the “Action Plan” of *Activate Jefferson City 2040*.

### Sources:

FloodFactor.com

### Community Engagement Results:

78% of community survey participants from the *Parks, Recreation, & Forestry Master Plan* planning process indicated the need for natural areas and trail improvements.



Maintain and create **open spaces**, when appropriate.

Open space = dedicated space for managed flooding, free of homes and commercial properties. These spaces can include parks and trails.



Stay up-to-date with stormwater best practices and **maintenance** projects.

As infrastructure deteriorates, such as storm drains and gutters, proactive maintenance helps mitigate recurring problems. A stormwater utility fee assists municipalities in needed stormwater projects.



Install **rain gardens** and **bioswales**.

Rain gardens and bioswales = a type of green infrastructure that reduces flash flooding by collecting rainwater and allowing time for stormwater to be absorbed or carried away. Bioswales are larger rain gardens but a part of a larger stormwater drainage system.



Develop **plans** and policies to aid in hazard preparedness and mitigation.

Community Response Plan = a document that identifies local needs and concerns so municipalities and city stakeholders can assess vulnerabilities, promote communication, and coordinate action.



## Land Use

### Goals:

- Enrich the city center environment.
- Create robust commercial and employment centers.
- Maintain and create responsible, practical, and resilient growth.

### Pathway to success:

One quantitative measure to track “Land Use” chapter goals includes the percent of mixed use zoning in Jefferson City. The diagram below identifies a benchmark for 2040, the amount of zoning districts that allow a mixture of commercial and multi-family uses in Jefferson City increasing. Promoting mixed use development benefits “Economic Development”, “Housing & Neighborhoods”, and “Transportation” chapter goals.

Additionally, it is natural for municipal codes to be updated as economic, social, and environmental conditions change. Consistent and appropriate updates to the Jefferson City municipal code suggests that progress is being made to implement this comprehensive plan, stay up-to-date with development standards, and city staff and leaders reevaluating the successes and pitfalls of bureaucracy.

### Definitions:

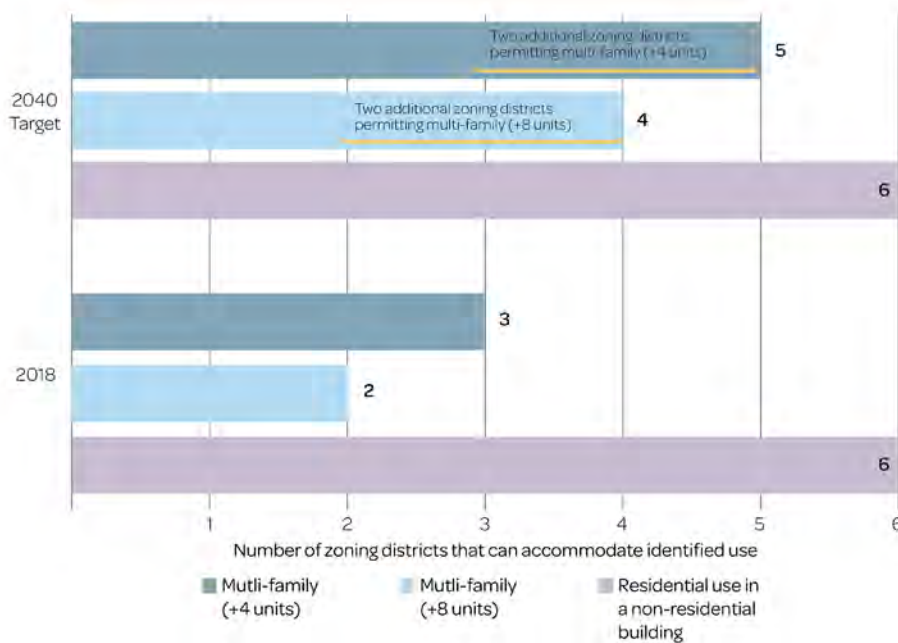
Land use - the designation of districts to guide future development. Land use planning makes assumptions about density, use relationships, and other development standards.

Mixed use development - urban environments that combine compatible uses, amenities, and infrastructure together, at various scales.

Source:

*Planning and Urban Design Standards,*  
American Planning Association (APA)

Figure 20: Measuring “Land Use” Success



## Capital Culture and Healthy Living

### Goals:

- Enhance Jefferson City's culture, focusing on diversity and quality of place.
- Sustain a thriving and diverse parks and recreation system.
- Increase access to social well-being and physical health amenities.

### Pathway to success:

Quantitative measures that showcase progress related to this theme include food insecurity and miles of Greenway. The reduction of food insecure residents in Jefferson City suggests that more people have access to healthy foods. The increase of Greenway suggest that residents have access to healthy lifestyle amenities. This amenity also fulfills "Environmental Resiliency" and "Transportation" chapter goals.

From a qualitative perspective, a decrease in weapons offenses and increase in historic preservation activities highlight achievement towards action items set forth in this comprehensive plan. A decrease in the amount of reported weapons offenses suggests safer city center neighborhoods, where most of the weapons offenses take place. Paired with appropriate revitalization, redevelopment, and historic preservation efforts; creating safer city center neighborhoods also fulfills "Housing & Neighborhood" and "Economic Development" chapter goals.

### Definitions:

Food insecurity - access to adequate food for active and healthy living is limited by lack of money and other resources (example, location of healthy options).

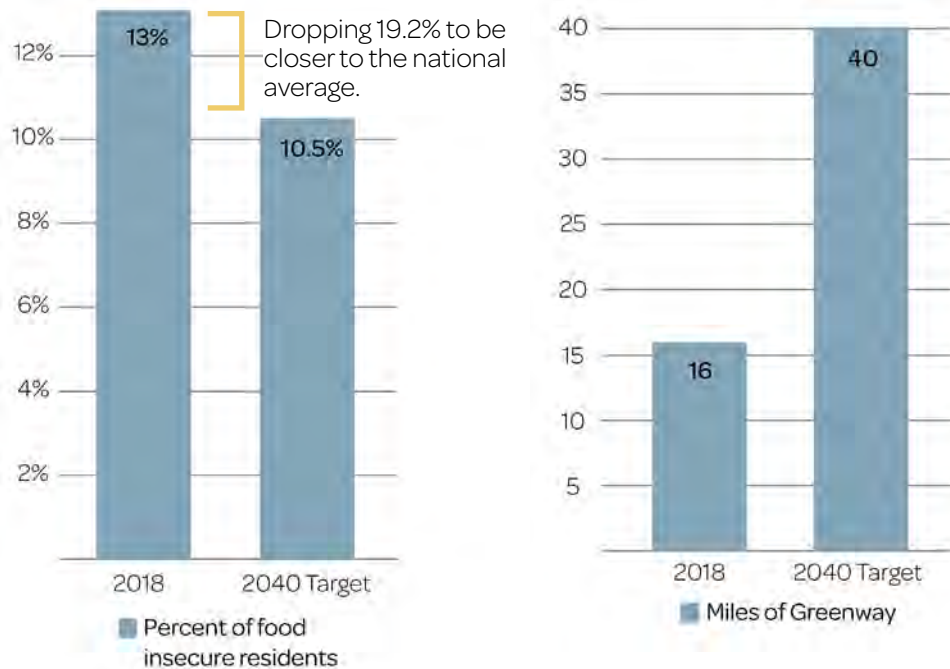
### Community Engagement Results:

80% of responses from the *Parks, Recreation, & Forestry Master Plan* community survey indicated that walking and biking trails are the most important parks and recreation facility.

### Sources:

USDA. In 2019, 89.5% of U.S. households were food secure throughout the year. The remaining 10.5% of households were food insecure at least some time during the year, including 4.1% that had a very low food security.

Figure 21: Measuring "Capital Culture and Healthy Living" Success



### Increase in Historic Preservation Activities

For example,

- Local landmark designations.
- Architectural surveys.
- National Register designations.

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# Appendices



Photo by Mary Williams





## Adopted Components of the Jefferson City Comprehensive Plan, 2021 update

AA.1: 1996 Annexation Plan, adopted 1996

AA.2: Central East Side Neighborhood Plan, adopted in 2006

\* Land Use Plan updated by the Future Land Use Map of *Activate Jefferson City 2040*

AA.3: Greenway Master Plan, adopted 2007

AA.4: Historic Southside | Old Munichburg District & Neighborhood Plan, adopted 2017

\* Land Use Plan updated by the Future Land Use Map of *Activate Jefferson City 2040*

AA.5: Capital Area Pedestrian & Bicycle Plan, adopted 2016

AA.6: Jefferson City Historic Preservation Plan, adopted 2019

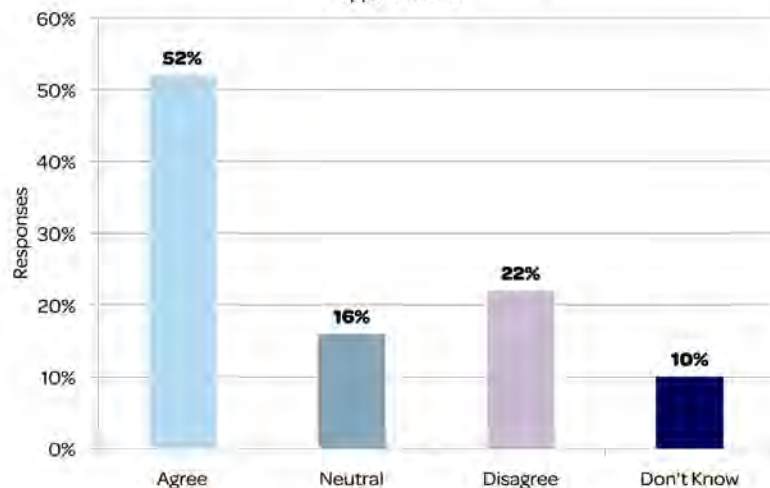
AA.7: City of Jefferson, Missouri Parks, Recreation, & Forestry Master Plan, adopted by the Parks & Recreation Commission in 2018

AA.8: South Ten Mile Drive - Kenborg Hills Neighborhood Plan, adopted 2010

## Online Survey Results - Community Engagement Phase 2

1.A

Jefferson City has a variety of housing options, including rental and ownership opportunities.



*Selective follow-up comments*

Online respondents advocated for ...

- affordable housing
- quality rental properties
- tiny homes
- code enforcement
- connections to outdoor amenities

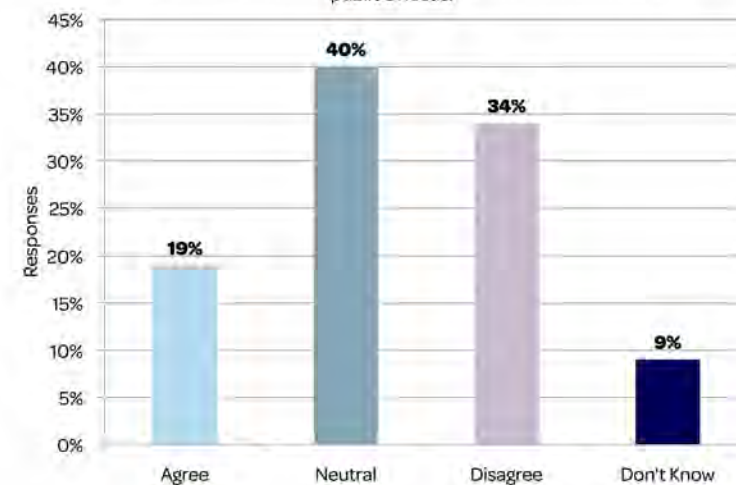
1.B

Please indicate how satisfied you are with Jefferson City ...

	Satisfied	Moderately Satisfied	Dissatisfied
As a place to live	43%	<b>47%</b>	8%
As a place to raise children	<b>48%</b>	31%	8%
As a place to work	<b>44%</b>	39%	14%
As a place to attend school	<b>37%</b>	33%	21%
As a place to retire	<b>35%</b>	<b>35%</b>	14%

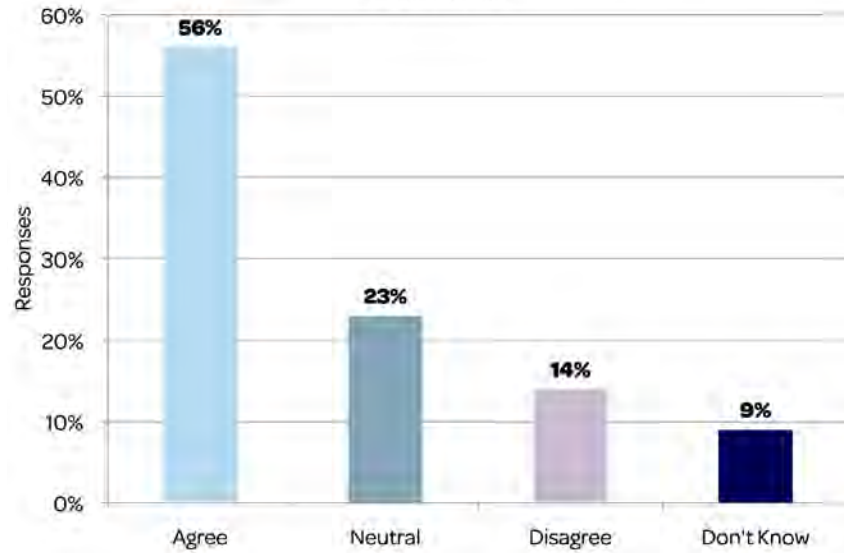
2

Jefferson City has appropriate infrastructure and facilities that are suitable for the public's needs.



3.A

New development (or redevelopment) in Jefferson City enhances the built environment.

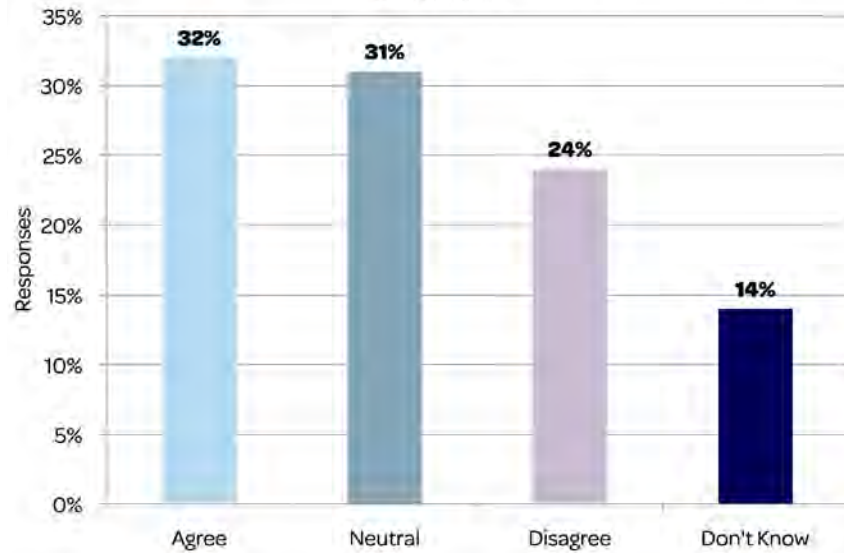


*Selective follow-up comments*

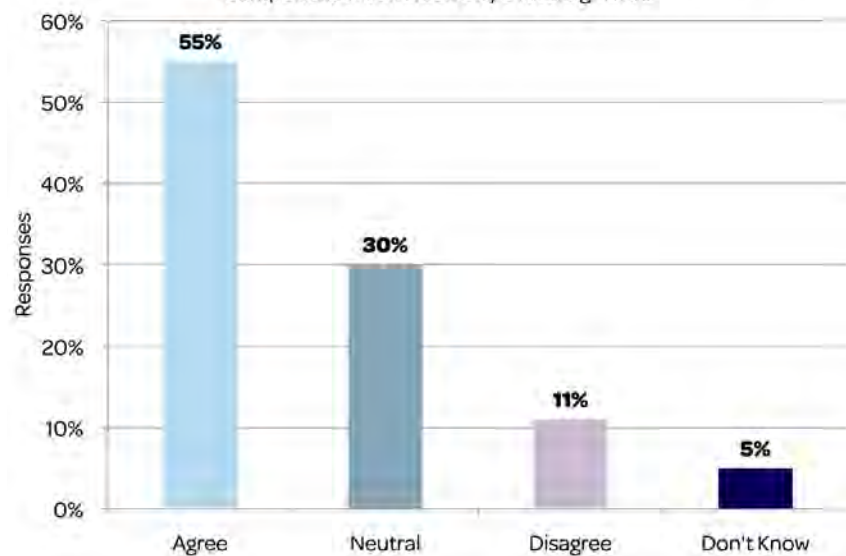
Online respondents advocated for ...  
 more entertainment opportunities  
 city center redevelopment  
 proactive historic preservation  
 Missouri State Penitentiary redevelopment

3.B

New development (or redevelopment) in Jefferson City respects the natural environment.



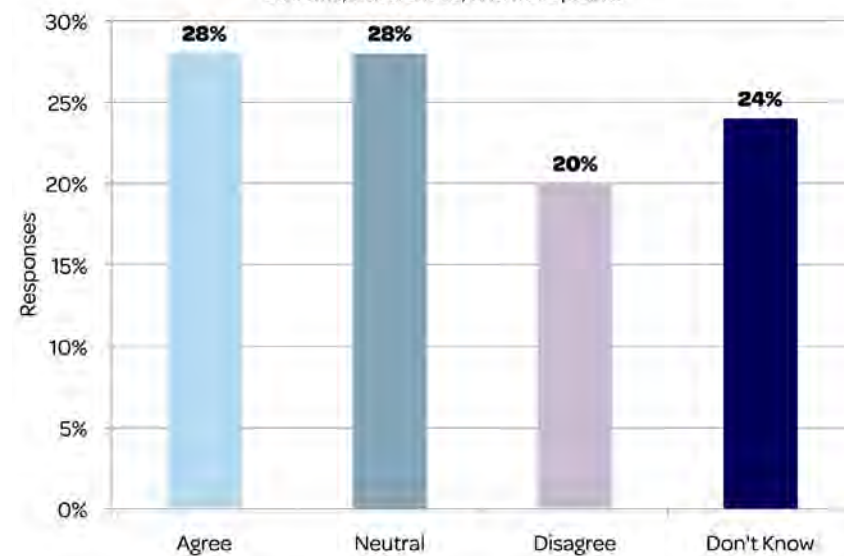
- 4 Implementing green building design, infrastructure, and practices is an important component of Jefferson City's future growth.



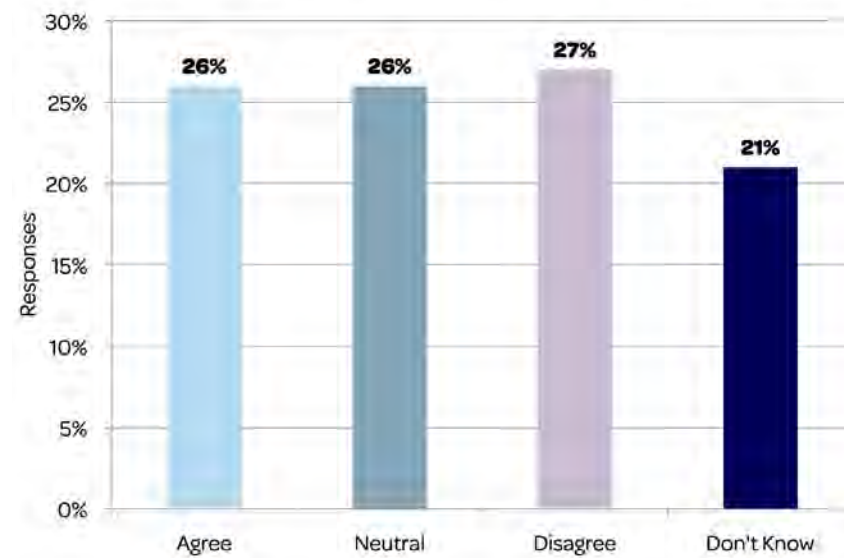
Online respondents advocated for ...  
more recycling opportunities  
neighborhood cleanup projects (trash, brush, ect.)  
solar power infrastructure  
rain gardens

*Selective follow-up comments*

- 5 Jefferson City encourages good water quality resource management by protecting streams, watersheds, and floodplains.

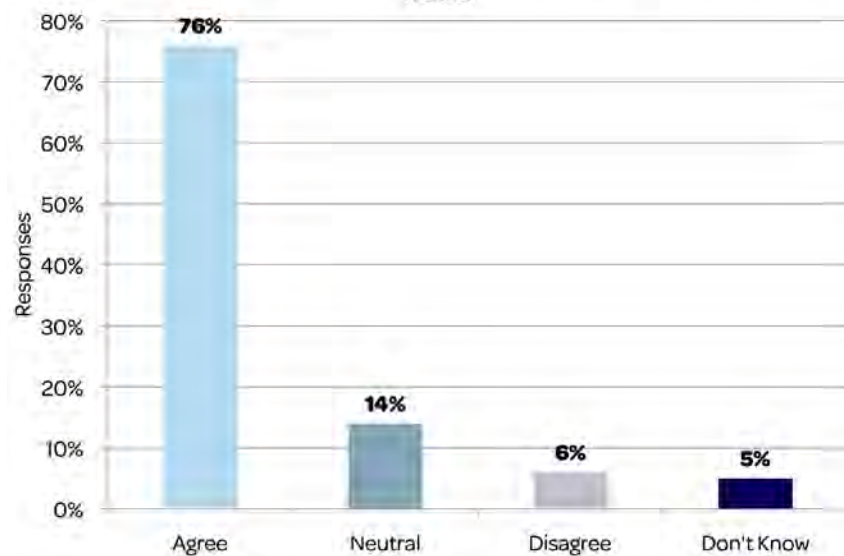


- 6 Grass-root economic development and revitalization is encouraged in Jefferson City.

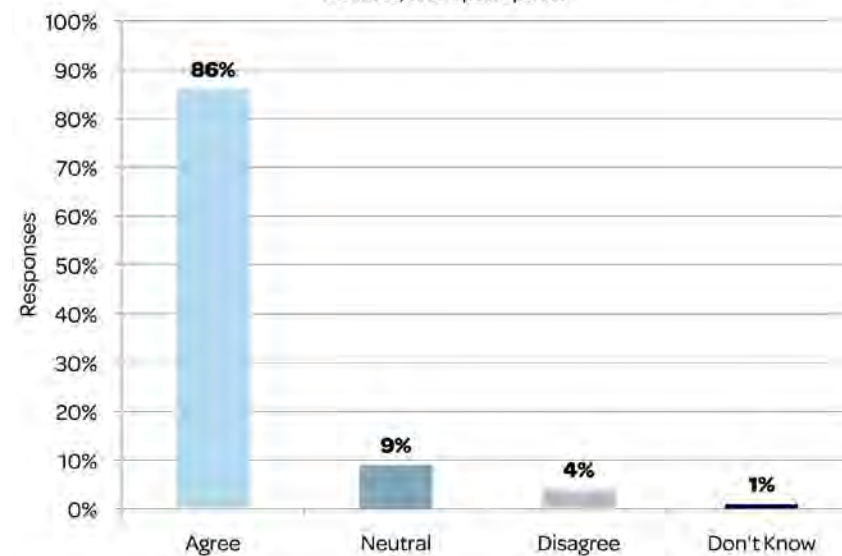




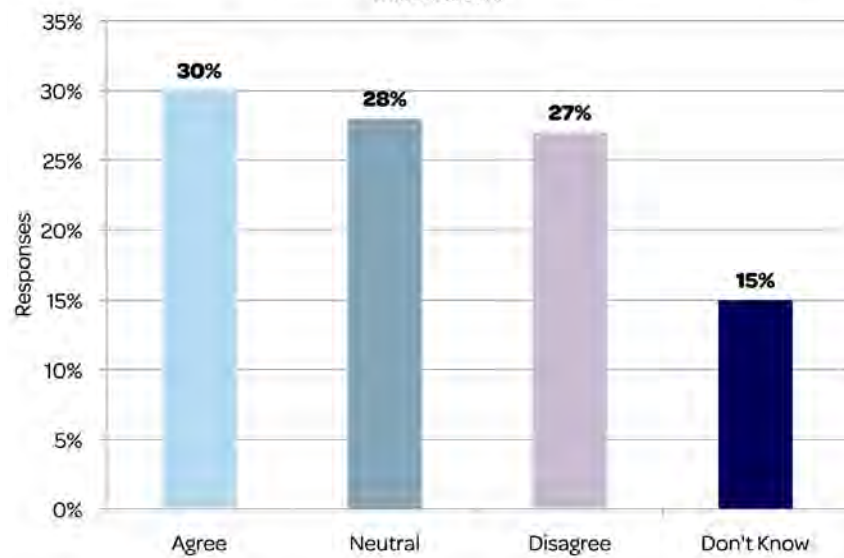
- 7 Economic success depends on Jefferson City accommodating growth and demand trends.



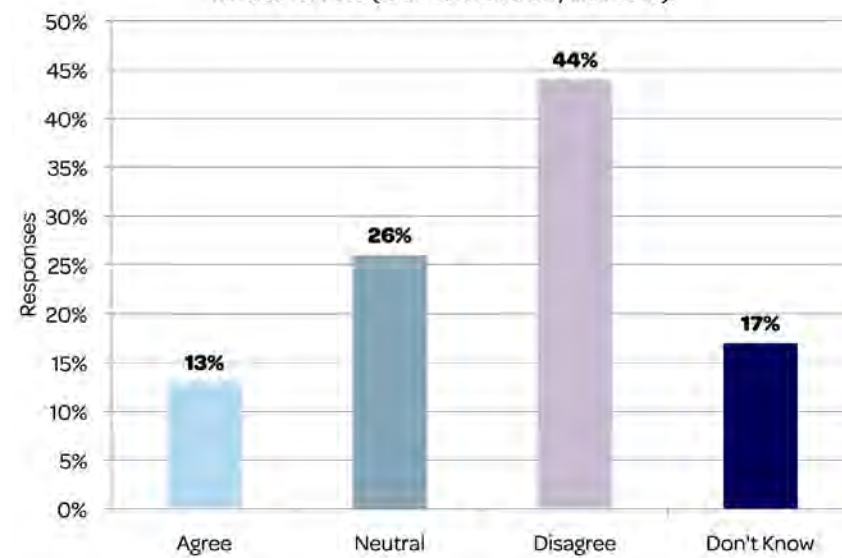
- 9 Quality of life, in Jefferson City, is affected by accessibility to parks, recreation facilities, and open space.



- 8 Jefferson City is efficiently connected to regional activity centers and communities in mid-Missouri.



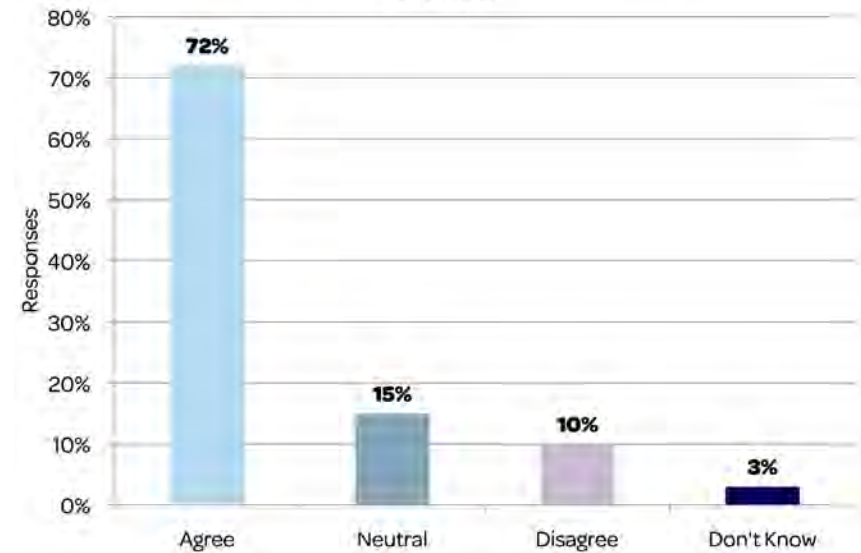
- 10.A Jefferson City has transportation infrastructure/services connecting jobs and other needed services (recreation and daily life needs).



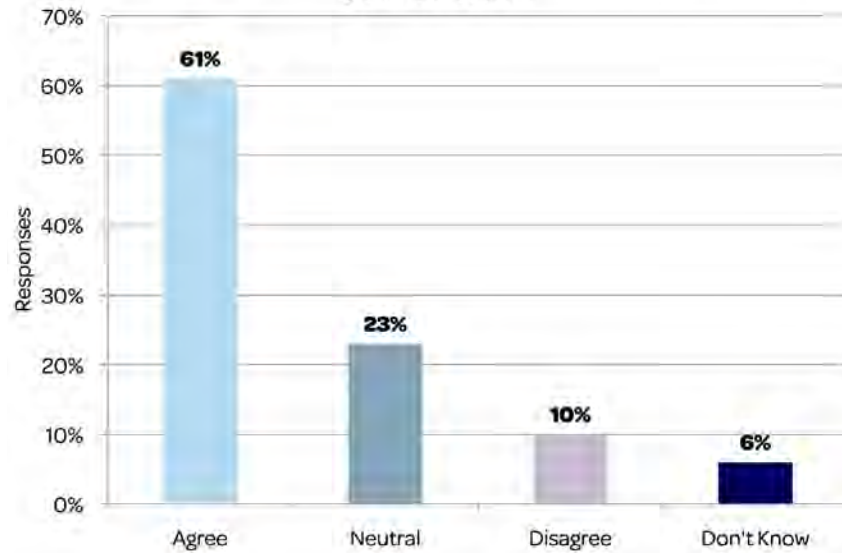
10.B Please indicate how satisfied you are with the following transportation issues.

	Satisfied	Moderately Satisfied	Dissatisfied
Condition of roadways	13%	<b>50%</b>	35%
Availability of sidewalks	5%	45%	<b>48%</b>
Condition of sidewalks	9%	<b>45%</b>	44%
Availability of bike lanes	21%	26%	<b>34%</b>
Quality of bike and scooter share program (SPIN)	25%	<b>28%</b>	10%
Accessibility/safety of sidewalks or bike lanes	14%	<b>37%</b>	33%
Public transportation (bus) service	13%	21%	<b>38%</b>

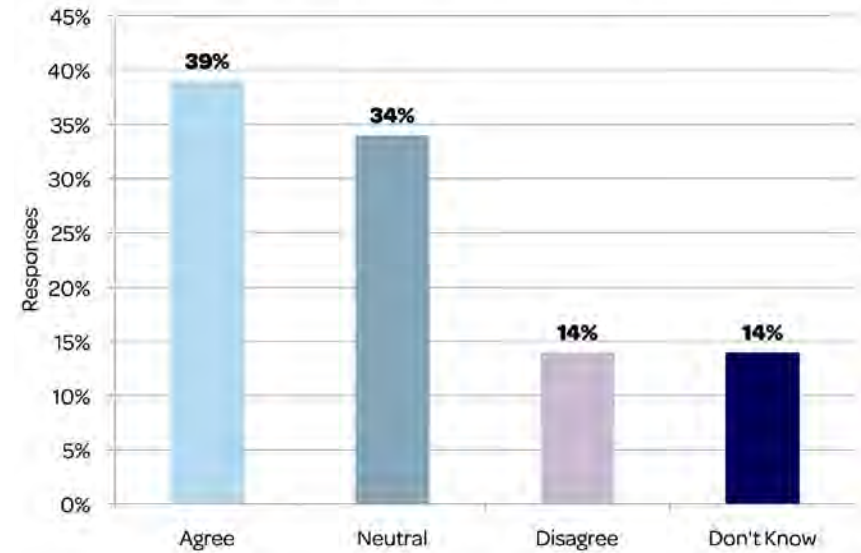
11.B Quality of life, in Jefferson City, is affected by accessibility to arts and cultural amenities.



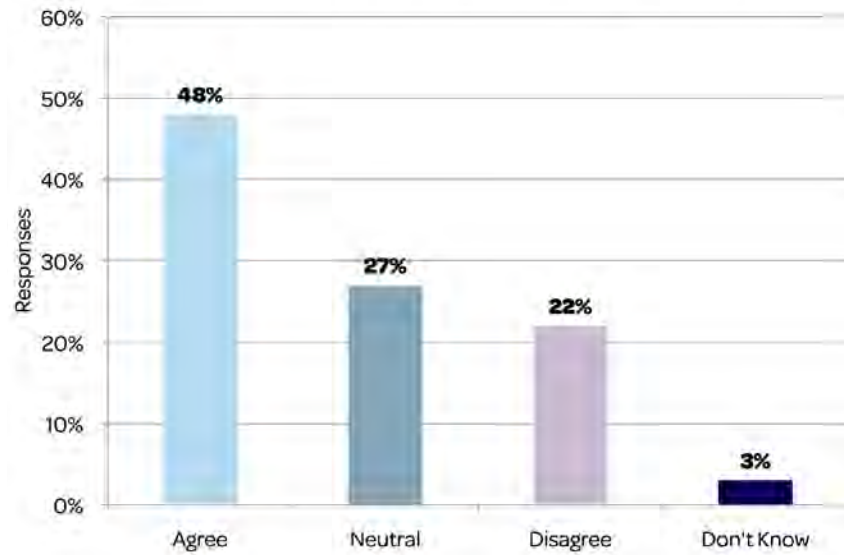
11.A Quality of life, in Jefferson City, is affected by accessibility to healthy and locally grown food options.



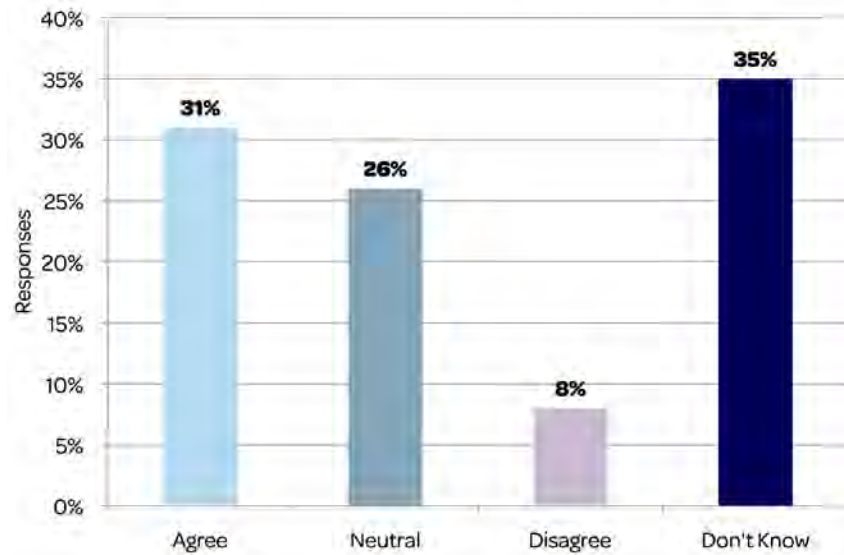
12.A Access to a variety of quality public services is a strength of Jefferson City.



12.B Access to a variety of quality health care options is a strength of Jefferson City.



13 Hazard mitigation and recovery is efficient in Jefferson City.



*Selective follow-up comment*

"It's a good thing that we (Jefferson City) have loving and caring people to help one another. We were impressed with the number of people who helped others and worked on the clean up (after the May 2019 tornado)."

## Stakeholder Interview Summary

Planning staff hosted 21 stakeholder interviews during the comprehensive plan's public engagement processes. Stakeholder interviews comprised of City staff, City Council members, and professionals in the community. The following highlights a summary of those discussions.

Stakeholders believe that Jefferson City is a beautiful, river adjacent small town with a lot of committed residents. Everyone has a significant amount of pride in Jefferson City and wants to make the community a better place. These assets make Jefferson City special and appealing to live in. Jefferson City is like a hidden secret; if you are from mid-Missouri you understand and appreciate what Jefferson City has to offer. But, if you are from another community it can be hard to see the benefits. Stakeholders identify Jefferson City's housing stock, eroding tax base, and lack of diverse amenities as some of Jefferson City's weaknesses.

The following list highlights some of Jefferson City's strengths:

- Location in mid-Missouri
- Public services
- Low cost of living
- Historical assets
- State government

When considering possibilities for growth, stakeholders considered the strengths listed above and associated them to public and private investment opportunities. Building a convention center, redeveloping the Missouri State Penitentiary site, and increasing workforce housing and education opportunities were among the top responses of stakeholders. However maintaining/encouraging healthy city center neighborhoods, young-professional attraction/retention, perception of the Jefferson City community, and sustainability in local/state revenues pose challenges to quality of life standards within Jefferson City. Prioritizing economic development, housing, and public infrastructure will help us achieve Jefferson City's goals.

Stakeholders believe that increasing affordable and rental options can improve housing conditions in Jefferson City. Individuals or families that can afford large to medium-sized single family homes have plenty of options. But, if you need an affordable "starter" home or rental property, your options are much more limited. There is also a prevalence of landlords letting their properties deteriorate overtime. Stakeholders identify poor quality living conditions or not enough housing options as detriments to the social and environmental health of Jefferson City neighborhoods. Stakeholders also recognize that keeping up with infrastructure improvements will help maintain the quality of our community. Stormwater improvements, sidewalk development, and recycling opportunities are things that stakeholders believe should be prioritized.

As the state capital, Jefferson City is in a unique position to leverage tourism and history for economic development purposes. Stakeholders don't think that the town needs to be reinvented, but better utilize what exists. Access to the Missouri River, state capital tourism, historic sites (such as the Downtown, Capitol Avenue, and Missouri State Penitentiary areas), and small town amenities can be used to strengthen Jefferson City's competitive advantage in mid-Missouri.

**"Jefferson City is your home, it is the place in which your children or grand-children will have foundational life experiences that will impact the trajectory of their lives. We are all very much responsible for creating the place in which we live and, whether we recognize it or not, that place and the experiences it affords creates the people that we become."**  
**- Stakeholder**



## References

1. Jefferson City 2018 Analysis of Impediments to Fair Housing Choice  
Mid-Mo Regional Planning Commission
2. Urban Sprawl: Causes, Consequences, and Policy Responses  
Edited by Gregory D. Squires
3. Jefferson City 2019 – 2023 Consolidated Action Plan  
Department of Planning and Protective Services – Neighborhood Services Division
4. Smartasset.com Cost of Living Comparison Tool  
Sources: US Census Bureau 2018 American Community Survey  
MIT Living Wage Study  
Bureau of Labor Statistics 2018 Consumer Expenditure Survey
5. Special Report on Climate Change and Land  
The Intergovernmental Panel on Climate Change (IPCC)
6. Environmental Factors & Business Outcomes: An Evaluation for the Lewis & Clark Workplace  
Dr. Sue Weidemann, (Past President, and Director of Research for BOSTI Associates)  
CP & Associates, Architects & Planners, Kansas City, MO

## Jefferson City Long-Range Planning Annual Report – Year

Responsible Parties: 1			
Goal: 2			
Objective	Strategy	Action	Status
3		4	

### Proposed Changes

Plan: 5			
Responsible Parties:			
Goal:			
Objective	Strategy	Action	Status

### (Next Year) Actions

Plan: 6			
Responsible Parties:			
Goal:			
Objective	Strategy	Action	Status

- 1 Identify all agencies, organizations, or stakeholders that primarily participated in executing the implementation strategies.
- 2 List the specific goal being tackled.
- 3 List the associated objective(s), and/or strategy(s) used in executing that goal.
- 4 List significant actions and the status of those actions being used to make that goal a reality.
- 5 Need to add or change anything in the plan? Changes can be triggered because of a natural disaster and political or economic shift. Though rare, amendments brought forward from city staff or the public still need to go through the appropriate public processes. Tracking changes through this manner helps keep the process transparent and aligns implementation strategies from other adopted plans.
- 6 List action items tentatively appropriate for the upcoming year.

