

## Appendix B – Design Charrette

### SECTIONS

- 1) Program Book JCCC Charrette, April 2000
- 2) Charrette Design Team Submittals
- 3) Charrette DNR Submittal

## **Appendix B – Design Charrette**

### SECTION 1

Program Book JCCC Charrette, April 2000

# Jefferson City Correctional Center



## Program Book

Jefferson City Correctional Center  
**Redevelopment Plan Charrette**

**PROGRAM BOOK**

Table of Contents

Welcome ..... 1

Acknowledgments ..... 1

Schedule of Events ..... 2

Goals of the Charrette ..... 4

Problem Statement..... 5

History of the Prison ..... 6

Color Images ..... 9

Site Context..... 17

Redevelopment/Reuse Considerations ..... 20

Economic Considerations ..... 22

Environmental Considerations..... 23

Procedures ..... 24

Visiting Critics ..... 29

APPENDIX

    Report of the Redevelopment Task Force..... 32



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AIA Missouri, A State Council of the American Institute of Architects

“Jefferson City Correctional Center Redevelopment Charrette” Program Book

# Welcome!

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On behalf of the AIA Missouri Board of Directors I would like to thank you for offering your time to participate in the Jefferson City State Prison Charrette. We believe this event will be a wonderful opportunity for design professionals to showcase the creative talents and skills that we use everyday in developing living and working environments.

For those of you who also participated in the 1995 State Fair Charrette in Sedalia, you will be happy to know that the work produced during that event played a pivotal role in the eventual development of a masterplan for the State Fairgrounds. It is largely due to this success that the Division of Design and Construction sought to have a similar event occur to begin the process of evaluating the development potential for this large site just blocks from the State Capitol. AIA Missouri is happy to coordinate this effort, and with the assistance of the Division of Design and Construction we anticipate the results of this event will be well publicized.

The most important point to remember, as you prepare for your trip to Jefferson City, is to have fun. This is one of those rare opportunities where you will be able to create a vision for the future of a site without being overly constrained by a program, budget, or schedule.

We look forward to seeing you in Jefferson City on April 7<sup>th</sup>

Matt Kauffman, AIA  
President, AIA Missouri

## Acknowledgments

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### **AIA Missouri Charrette Committee:**

Jerry Hagerman, AIA - Chair  
Clark Davis, FAIA  
Craig Patterson, AIA  
Martha John, AIA - Charrette Director

### **Missouri Division of Design and Construction Liaison:**

Charlie Brzuchalski, AIA

### **The Charrette Committee wishes to express special thanks to the following:**

Dave Dormire, Jefferson City Correctional Center Superintendent  
Jefferson City Area Chamber of Commerce  
Jefferson City Convention and Visitors Bureau  
Jefferson City Correctional Center  
Jefferson City Correctional Center Redevelopment Task Force  
Jefferson City Correctional Center Oversight Committee  
Mark Schreiber, Assistant Division Director, Department of Corrections  
Missouri Department of Corrections  
Missouri Division of Design and Construction  
Office of Administration, Division of General Services, State Printing

## SCHEDULE OF EVENTS

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The Jefferson City Correctional Center Redevelopment Plan Charrette will take place over a period of three days, April 7-9, 2000. Most activities will take place in the Truman State Office Building in Jefferson City. The expected schedule of events will be as follows.

### Friday, April 7

- 10:30 a.m. On-site registration begins in the Truman Building Lobby (2<sup>nd</sup> Floor)
- Lunch (on your own) will be available in the Truman Building.
- 1:00 p.m. Welcome and Orientation. All team members will meet in Room 492 of the Truman Building.
- 2:00 - 5:00 p.m. Issues Fair - Truman Building Room 490. Representatives from several organizations will be on hand to answer questions and provide more in-depth information to team members about specific proposals or development programs that may be useful.
- 2:00 p.m. Inside Prison Tour. *One member only* from each team will be taken on a tour inside the walls of the Correctional Center. The tour will last about 1½ hours. Meet in the first floor lobby of the Truman Building.
- 3:00 p.m. General tour of areas outside the walls. Other team members may join this tour and will have an opportunity to walk around, take pictures, etc. Shuttles will leave every 15 minutes from the first floor lobby of the Truman Building. The last shuttle will return from Minor's Hill at 4:30.
- 5:30 p.m. Host Chapter Welcome Reception. AIA Mid-Missouri will host a reception in the Fourth Floor lounge for all those involved with the Charrette. Hope to see you there!

### Saturday, April 8, 2000

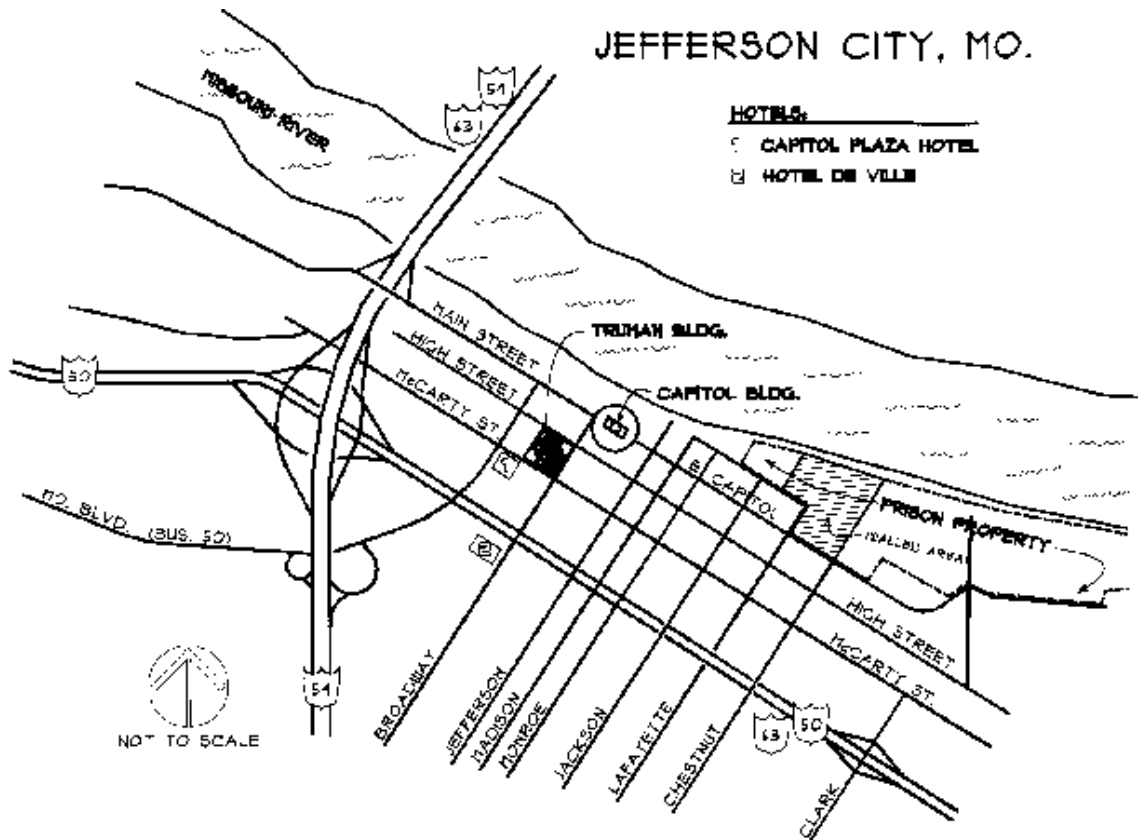
- 7:00 a.m. Breakfast will be available in the Truman Building for Charrette participants.
- 8:00 a.m. Teams will meet in their assigned rooms to begin working on the Charrette problem.
- Noon and evening meals will be provided in the Truman Building.
- 8:00 p.m. **All drawings must be sent to the plotter by this time.** At least one team member must remain to claim that team's drawings from the plotter when they are finished. If you wish to do additional hand work on your drawings (coloring,

mounting, etc.) you are welcome to continue to work. All submissions must be turned in to the Charrette Staff, ready for presentation, before teams leave for the night. Deadline is 10:30 p.m.

## Sunday, April 9, 2000

Teams may sleep in if they wish.

- 8:30 a.m. Visiting Critics will meet in a closed session to evaluate the solutions presented by the teams. One member from each team may be on hand to present the team's solution, if the team chooses.
- 12:00 p.m. Buffet Brunch and Exhibit of Submitted Work. AIA Missouri will host a brunch for charrette participants in the fourth floor lounge of the Truman Building. Team presentations will be on display in adjacent Room 490, available for browsing.
- 1:00 p.m. Public Forum. After a brief presentation of each submission by the teams, a panel discussion by the Visiting Critics will comment on some of the solutions presented and take questions related to the process and the proposed solutions. Civic and government leaders will be invited to attend, along with the teams and members of the public.



## GOALS OF THE CHARRETTE

The decommissioning of the historic Jefferson City Correctional Center offers the city and the state an outstanding opportunity. Many different, sometimes competing, ideas have been advanced for the redevelopment of the site. While a task force has studied and ranked these ideas, the teams that participate in the charrette can help that task force refine and graphically delineate the ideas into the basis of an overall master plan. The goals of the charrette are:

- To synthesize a myriad of issues into a coherent overall plan.
- To take a multi-disciplinary approach to this process.
- To relate the resulting plan to the surrounding city and site.
- To apportion the land in a reasonable way to the stewardship of various entities and organizations.
- To help create the tools needed as the basis for an overall master plan which will be presented to the Governor and State Legislature in the future.



## PROBLEM STATEMENT

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The decommissioning and subsequent redevelopment of the Jefferson City Correctional Center site provides both a unique challenge and a rare opportunity. It is not often that such a large site so close to the center of a state capital becomes available. The range of redevelopment options offered for the site is wide and quite varied. The site also includes widely diverse existing facilities, from quite old and arguably historic buildings to recent utilitarian structures to undeveloped land, and many things in between. Many members of the immediate neighborhood and of the community have voiced strong opinions about the eventual disposition of the site, particularly as it relates to the surrounding area and the needs of the Jefferson City community. Some options preclude others. The Redevelopment Task Force has worked for months to identify the possibilities and come to some consensus about the relative priority for each choice available.

Charrette teams will be asked to use all the available information - from the Task Force, from the groups presenting information at the Issues Fair, and from your own observations - to determine the highest and best possible use of the overall site. Using a multi-disciplinary approach, teams must synthesize a myriad of issues into a coherent plan. The final master plan may include several different uses, but the whole site must be integrated into Jefferson City in the best possible way. Teams will need to consider such things as traffic and transportation, local neighborhood context, the mix of public/private uses, land planning, historic preservation issues, utility infrastructures, etc. Financial feasibility of the proposed redevelopment must also be considered, so teams will be asked to evaluate and recommend a variety of strategies available to accomplish their proposed solution - such things as Tax Increment Financing, Brownfield Redevelopment Programs, Historic Tax Credits, Enterprise Zones, etc.



View toward the Upper Yard

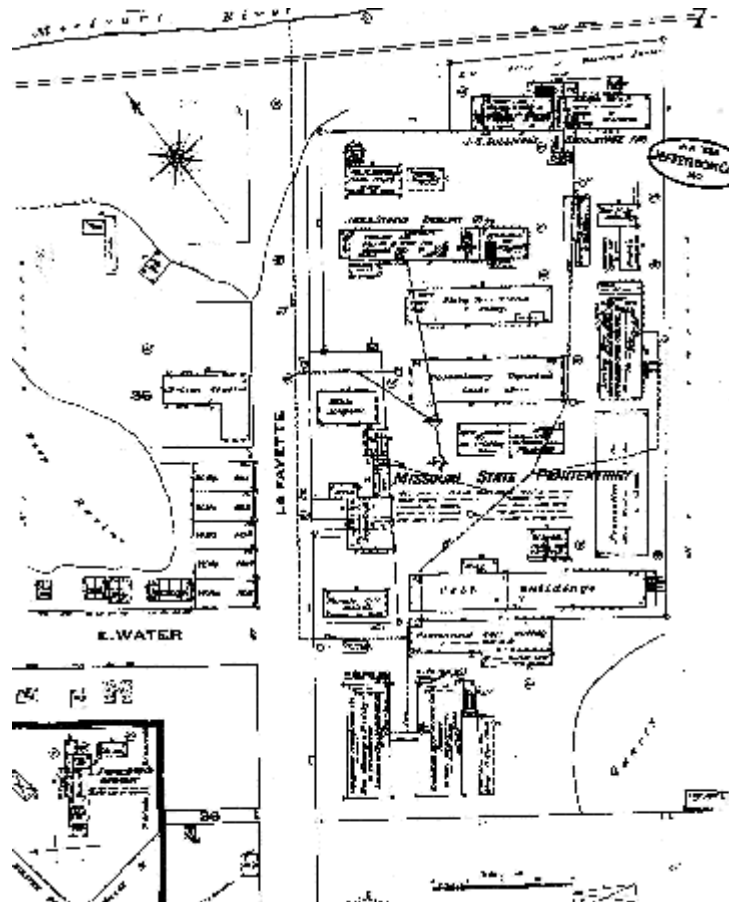
The resulting solutions from each team will be returned to the Redevelopment Task Force and will be collected together in a public display and a published report of the results. The Task Force will use these results in their search for a consulting firm to develop a master plan for the site. That consulting firm will be expected to make use of the ideas presented in the charrette solutions in the development of the final master plan. This master plan is scheduled to be presented to the Governor and the Legislature prior to the next legislative session.

## HISTORY OF THE PRISON

The Missouri State Penitentiary was the first prison built west of the Mississippi River. It was authorized in 1832 and approved by the General Assembly in 1833. By the time the first prisoner arrived in 1836 it covered a four-acre tract on the eastern edge of Jefferson City. Through the early years they tried many different methods of management at the prison, including leasing it out for private management, and arrangements for contracting the prisoners out as a labor force. Eventually the latter of these options became the normal way of operation. Many buildings and improvements in the Jefferson City area were built using such prison labor.

As the years passed, capacity was periodically increased. By 1900 the property had grown to almost a third of its present size. There were 15 acres within the walls, and several buildings. Only three of these buildings currently remain: Housing Units 4 and 8 and the Shoe Factory. Housing Unit 4 is a stone building, designed by the warden (who was also an architect) in 1868. Housing Unit 8, built of brick in 1889, later served as one of many factory buildings on the grounds. The Shoe Factory was also brick, also built in 1889.

A grand stone "main building" was built in 1905 to house women prisoners. Now known as Housing Unit 1, this building has several significant historical features. Another new stone building, Housing Unit 3, was built in 1915. A warden who was an architect also designed this building. A disciplinary barracks, known as the I-Hall (and no longer in use), was built in 1927 to house disruptive and escape-prone inmates. At the time, stone quarrying was going on within the prison precincts and prisoners were sometimes able to steal explosives, so this building was constructed of heavy reinforced concrete in an attempt to thwart the use of dynamite as a potential escape tool.



1885 Map of the Prison

By the late 1930's, a century after the penitentiary had opened, the walled area of the prison had grown to its current 47-acre size and the housing units were woefully overcrowded. At that time a building

program was undertaken, with the assistance of the WPA, providing many new buildings and replacing other, badly dilapidated buildings. Buildings remaining from that time include Housing Unit 7, the Furniture Factory, the License Plate Factory and the Chemical Products Building (1936), the Old Powerhouse, Housing Unit 6, the Hospital Building, and the Garage (1937), and the Administration, Food Service and Canteen Buildings and Housing Units 2A & B and 5A & B (1938).

Also built at this time was the Gas Chamber (1937), which was Missouri's instrument of capital punishment from 1938 until 1989. Thirty-nine people were executed between 1938 and 1965, when a hiatus in executions began. The fortieth and last person to be executed in that building, in January 1989, was the first in the state to be executed by lethal injection. After that, "death row" moved to the correctional center at Potosi.

In September of 1954, the Missouri State Penitentiary gained unpleasant national notoriety. On the evening of Wednesday, September 22, a riot broke out in one of the housing units and quickly spread to the grounds and other housing units. The rampage went on for 15 hours before prison guards and State Troopers finally brought it under control. The riot left seven buildings destroyed by fire, five prisoners dead, and a number of guards and inmates injured. Property damage was estimated between \$3 and \$5 million.

The riot also sparked an effort at penal reform in Missouri which would, however, take many more years to complete. The fire destruction allowed part of the industrial area to be rebuilt, but individual violence within the prison population was increasing. In 1963 legislators held committee hearings to look at the problem of inmate violence, prompted by three inmate murders in one 24-day period. During those hearings, legislators heard that hospital records in the prison showed 145 stabbings in a little more than two years.

An even worse incident occurred in June of 1964. Until that time the residential units of the prison had been racially segregated. Because the building used to house black inmates was severely overcrowded and in poor condition, officials decided to close that building down and integrate the other cell blocks. To begin with, they moved a handful of black inmates from the black unit into two other housing units. For several days everything remained quiet. Then on June 9 the explosion came. Inmates returning from the yard were set upon in a corridor by a dozen inmates with pillowcases over their faces, stabbing, cutting and cursing. One black inmate was killed and three were seriously wounded. Trouble flared again in late August, and continued throughout the autumn of that year. When a new Missouri Governor was elected in November, things began to change for the prison.

In 1965 the new Governor appointed a new Director of the Department of Corrections who would begin a comprehensive process of reform for the prison. Not only were new rules made and new programs begun, new buildings were built. A new recreation building (1966) joined the new gymnasium that had been completed in 1965. A grandstand was built in 1966 at the athletic fields in the lower recreation yard. A Warehouse (1972) was added to the industrial area.

More recent construction inside the walls has included the All-Faith Chapel (1980) and the Education Building (also 1980) built on the foundation of a building burned in the 1954 riot. The most recent building in the compound is the 1982 Housing Unit 5C, also known as "Super-Max." This is a maximum-security unit for the most unruly prisoners.



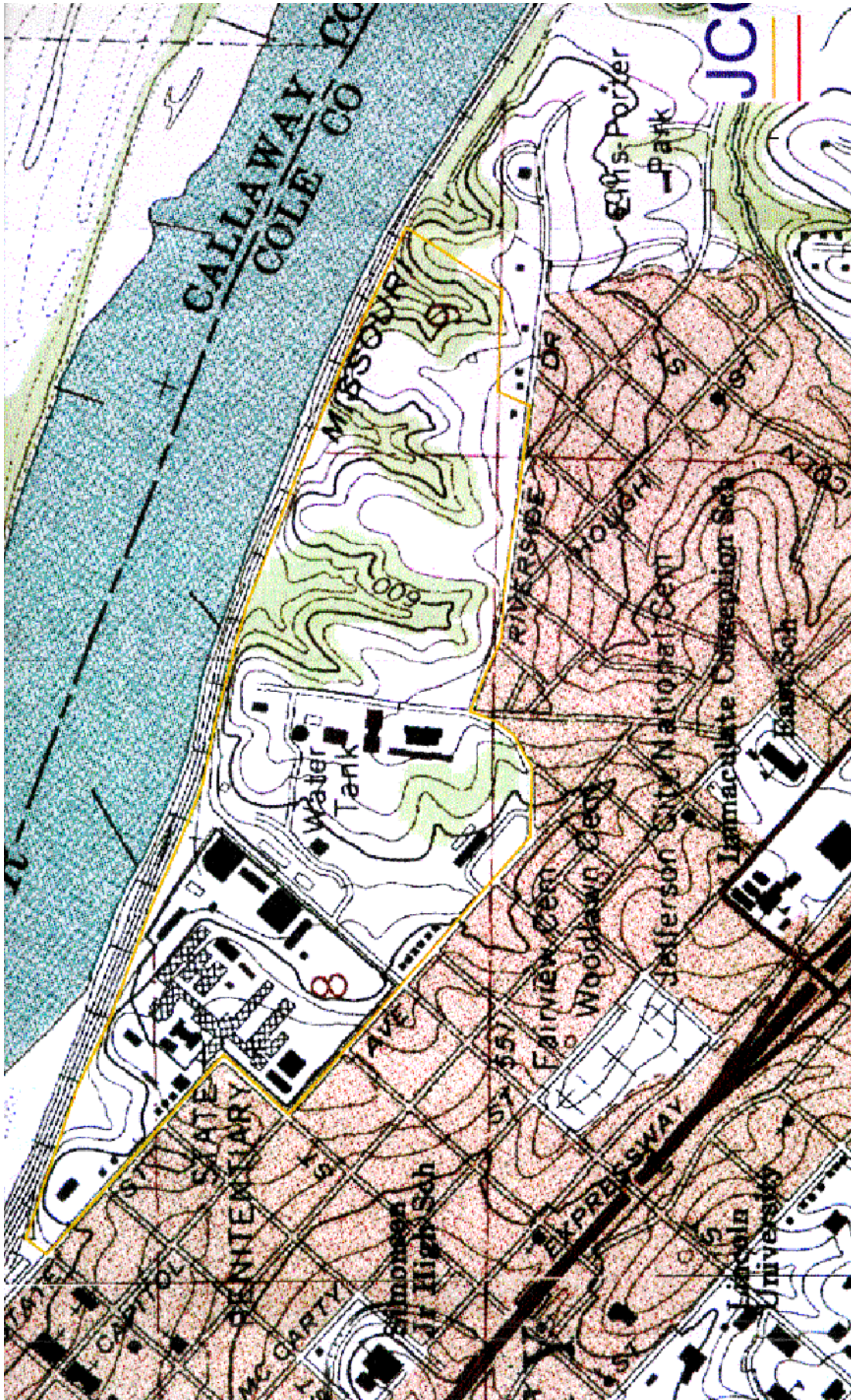
The limestone perimeter wall surrounding the 47-acre compound was built and expanded over the years, finally completed in its current configuration in 1915. At the time, the guard towers along the wall resembled medieval castle turrets, round, with crenelations on top. After the riot of 1954, the guardrooms at the tops of these towers were replaced with square glass rooms of modern construction, in part to increase visibility for the guards. The round bases of some of these towers are still visible. From the inside, the wall is imposing, particularly in the lower yard near the ballfield. In that area, high on the wall, is a painted mural of Sonny Liston, a former inmate. It is said that Liston learned to box when he was serving time in the Missouri State Penitentiary.



The Old Training Building

The entire site of the Jefferson City Correctional Center (as the site is now known) covers 142 acres of river bluff land, seven blocks east of the State Capitol. Some of the area outside the walls is undeveloped wooded ridges and valleys along the Missouri River. Some includes other structures and improvements. On the next ridge east of the walled compound, known as "Minor's Hill," stands a brick building now known as the Old Training Building (1937). Originally built to house female inmates, it sits on the site of a 19<sup>th</sup> century private mansion. Only a portion of the foundation of that earlier building remains, a token of the family that found the views from the site so striking.

Between Minor's Hill and the walled compound are remnants of the time when the prison system produced all its own food on the prison farms. The Slaughter House (1950) was used for cattle and hogs destined for prison meals. Fruits and vegetables raised on the farms were stored in the Potato House (1940), a large cellar built under the hillside. In the same area is the prison water tower (1938).



USGS Map of area around site. Contours are at 20' intervals





View from Northwest



View from North



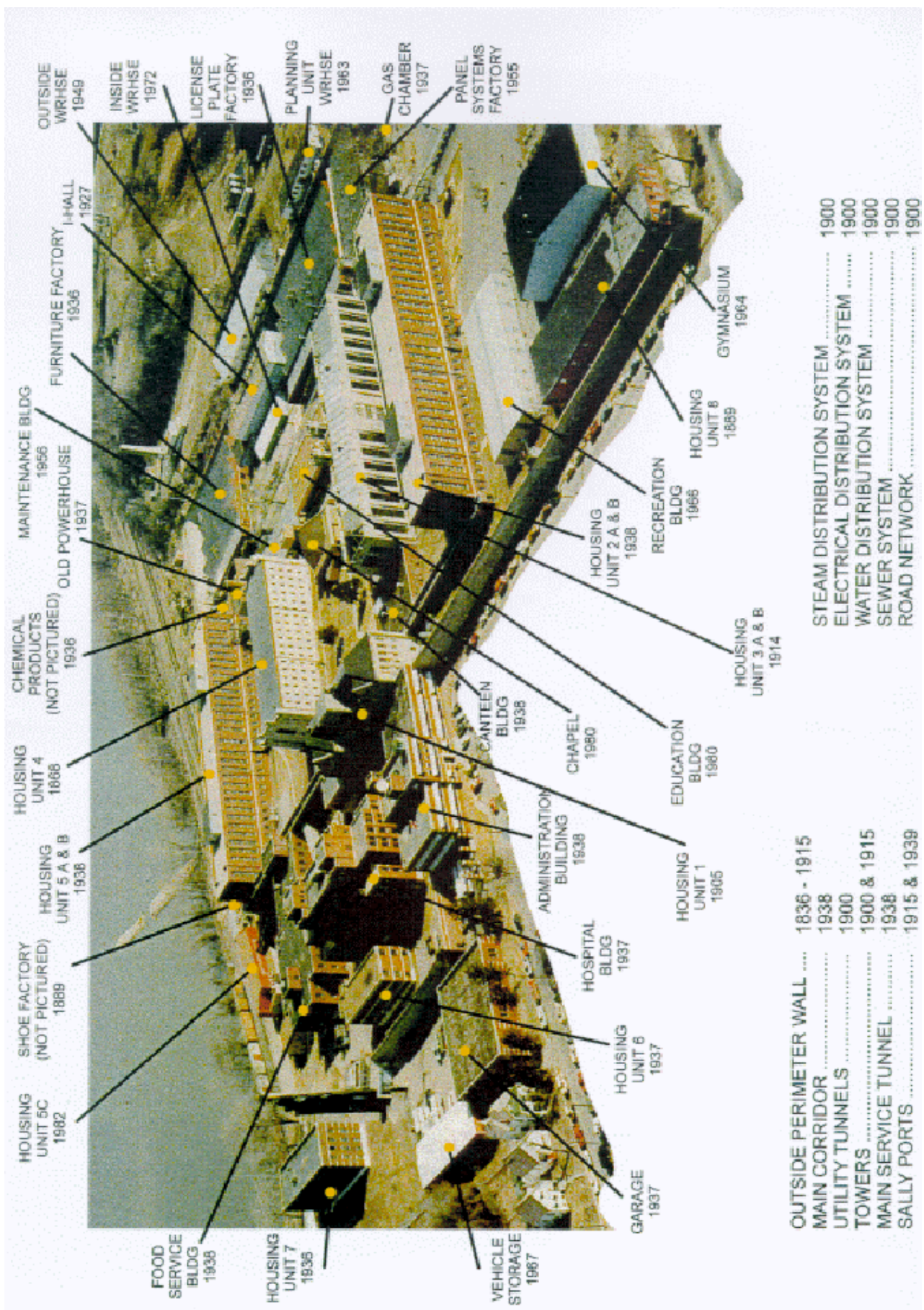


View from South



View from West





OUTSIDE PERIMETER WALL .... 1836 - 1915  
 MAIN CORRIDOR ..... 1938  
 UTILITY TUNNELS ..... 1900  
 TOWERS ..... 1900 & 1915  
 MAIN SERVICE TUNNEL ..... 1938  
 SALLY PORTS ..... 1915 & 1939

STEAM DISTRIBUTION SYSTEM ..... 1900  
 ELECTRICAL DISTRIBUTION SYSTEM ..... 1900  
 WATER DISTRIBUTION SYSTEM ..... 1900  
 SEWER SYSTEM ..... 1900  
 ROAD NETWORK ..... 1900



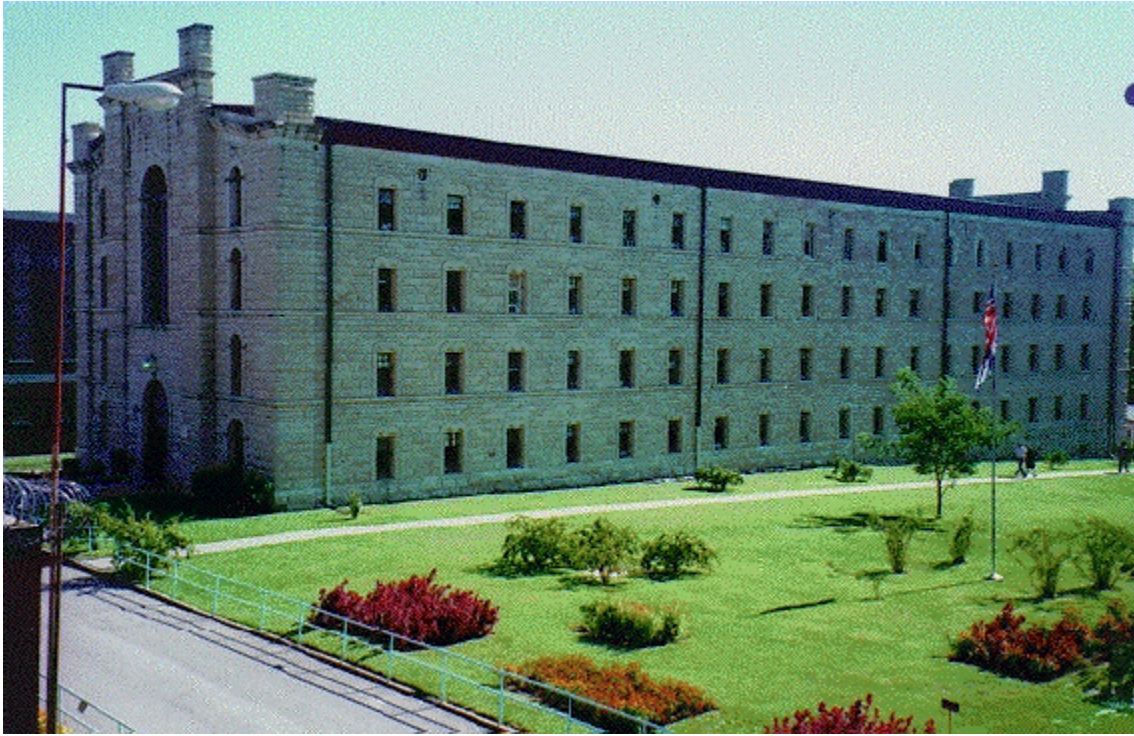


Housing Unit 1



Housing Unit 3A & 3B





Housing Unit 4



Hospital





JCCC Administration Building



Gas Chamber





Potato House



Potato House interior



Potato House

## Site Context

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### The Site

The Jefferson City Correctional Center Site currently encompasses 142 acres and includes the property originally utilized for the Missouri State Penitentiary and Prison Farm #1.

Located in the central east end of Jefferson City, the JCCC site is within the city limits of Jefferson City. The site is bounded on the north by the Missouri River and the Union Pacific Railroad; on the east by a privately owned parcel of land and Riverside Park; on the south by Riverside Drive, Capitol Avenue, Lafayette St. and East State St; and on the west by a parcel of land owned by the Jefferson City Housing Authority.

### Project Site

Due to the limitations of property ownership, the project site for the Charrette will be limited to the land currently owned by the State of Missouri and identified as the JCCC Site. The boundaries of the site are as defined above and shown in the drawings provided.

### Historical Context

This area was the edge of the city when the prison construction first began in 1833. Much of the growth in the area is a direct result of the prison operation and the industries developed to utilize prison labor.

This site contributes greatly to the historical context of this area; portions of the imposing stone wall of the prison date from 1848. Although not visible from the street, the oldest buildings on this site are just inside the walls. "The Walls" have been a feature of this area since they were first constructed.

A number of large homes, mansions in their time, can still be found in the area around the prison. Many of the buildings in the area are significant historic structures and several have been placed on the National Register.

### Neighborhood Context

The character of the adjoining neighborhoods range from the well maintained historic renovation of the "Marmaduke House," the former warden's house at Capitol and Lafayette, to a number of aging, poorly maintained



View across site to southwest

houses found within the area. The area is included in a district classified as “distressed.”

The actual land uses include high-rise apartment buildings to the west of the JCCC, numerous commercial office conversions of residences along State St., Lafayette St., and Capitol Ave. and the single and multi-family residences along Capitol Ave. and Riverside Dr.. A wholesale grocery supplier, located on State St., is the only non-office commercial usage, and the shoe factory building on the north side of Capitol Ave. is the only light industrial usage in this area.

The current zoning in the adjacent neighborhoods includes single- and multi-family residential (RS-4 & RA-2), neighborhood commercial (C-1), Central Commercial (C-3), Light Industrial (M-1), and Planned Development (PUD). The JCCC Site is shown as single family residential (RS-1) on the current Jefferson City Zoning maps but will most likely be zoned as a planned commercial development should it be transferred to private ownership.



View south at east end of site

The area to the east and southeast of the site has been developed as Riverside Park by the City of Jefferson and includes ball fields, picnic areas and a swimming pool.

## Access

The site currently has access points at the Main Entrance of JCCC on the corner of State and Lafayette Streets; at Chestnut Street for the Industries Area and at the intersection of Capitol Avenue and Riverside Drive for the Surplus Property and Training Academy area (Minor’s Hill) The city streets of Capitol Avenue, High Street, and McCarty Street provide the east west access with Lafayette Street being utilized as the main north south access route.

There is no direct access to the Hwy 50-63 Expressway, four blocks to the south of the site. The nearest access to the Expressway is at the Monroe Street intersection. A preliminary conceptual design for a direct access to the site proposes an extension of Clark Avenue with access to Highway 50-63 provided by an enhanced interchange at the Clark Avenue location. Other proposals under consideration include new interchanges on Hwy 50-63 at Lafayette Street or Chestnut Street. Highway planners favor the Clark Avenue extension, while city residents appear to favor Lafayette or Chestnut St.

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## REDEVELOPMENT/REUSE CONSIDERATIONS

Charrette teams are encouraged to consider and propose creative and appropriate concepts for the correctional center site. As a part of preparing for disposition of the Jefferson City Correctional Center property, a task force was formed made of up representatives of State, County and City government and civic organizations.

Beginning in September 1999, this task force has worked to assimilate and document community concepts and evaluate numerous proposals for redevelopment of all or part of the site. Through town-hall discussions and surveys, the task force has tried to identify and prioritize the options available. The following is a summary of the results of this study. A full copy of the data may be found in the appendix.

Teams should be aware of all options that have been discussed and the relative priority placed on each in the community. Teams should not regard this as a limitation to the concepts considered appropriate for use, but only as another piece of the information puzzle.

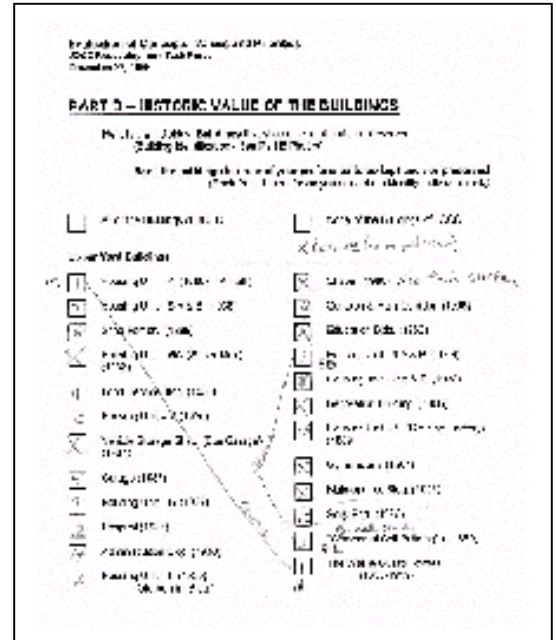
The Task Force report is in four sections evaluating:

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

Parts A and B are closely linked and attempt to assess the historical value of the existing facility. Part A refers to the *property*, as a whole or in sections, and Part B refers to specific buildings. In assessing the extent to which the property should be preserved, task force members necessarily also considered specific buildings or groups of buildings. While there is extensive historic value in the site, redevelopment concepts should also offer present day and future productive value. The site requires extensive renewal. Thus, the highest rank preference for preservation of property (Part A) was "selected buildings in the upper and lower yard areas." Part B provides a ranking of which buildings were considered highest priority to save (the entire list is in the appendix):

1. Housing Unit 4 (A-Hall)
2. Housing Unit 1 (Old Admin. Building)
3. Housing Unit 3A & B
4. Upper Yard Wall and Towers
5. Gas Chamber

Part C, "Planning Values," explored the relative importance of a list of values as related to the development of the property. The planning values deemed to be most important by the Task Force, in order of rank, were:



- cost effectiveness - reuse plans should be developed toward self-sufficiency without long-term support required by government or community funding.
- historic preservation - the property has a rich heritage with national recognition. Some portion should be retained with emphasis on a sense of history.
- community acceptance/local usability/compatibility - any concept should recognize the diversity of the local community, should harmonize with it and be an amenity which welcomes and serves the community.
- vistas - facilities should be oriented to enhance and not impede the great views offered by the site.
- tourism - redevelopment concepts should be directed toward attracting and serving state-wide and national tourism.
- recreation - at least some of the site should include opportunities for recreation, both structured and not, both indoors and out.
- economic impact - proposed uses should ultimately create a positive economic position within the community and the state.
- long-term flexibility - concepts should provide flexibility for future growth and adjustment with changing environments and needs.
- open space - for recreation or otherwise, open space was deemed to be an important value in the redevelopment plan.

Finally, in Part D, the Task Force considered a long list of potential uses proposed for the property. Thirty-nine potential uses had been identified, and six more were written-in during the evaluation process. Of these, parks and other public uses ranked generally highest, and private development for residential or industrial purposes ranked lowest. The entire list is available in the appendix, but the top three potential uses were:

1. Riverfront Park
2. Missouri State Penitentiary Museum
3. Historic Site

An additional issue appears in fourth place: access to Adrian's Island. This island in the Missouri River was donated to the City of Jefferson a number of years ago for public use but there has been no good way to access it. Once the Correctional Center moves, more options for access to the island will become available.

The Correctional Center site is large enough that many of the potential uses identified can be combined into a solution for redevelopment. Part of the task of the Charrette will be to choose from among the wide variety of proposed uses and values to develop a coherent and comprehensive plan.



## ECONOMIC CONSIDERATIONS

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Any redevelopment plan for the existing Correctional Center site must give some thought to implied economic needs and resources available. Funding for proposed projects might come from a variety of sources, depending in part on ownership of the site. Money from the State would require legislative funding; from the City would require a sales tax or bond issue for financing. Eventual private ownership may provide other options for funding, such as grants and tax credits. Conversion to private ownership may, however, eliminate some public funding options. And any proposed use must also consider ongoing maintenance budgets and the source for these funds.

Numerous programs are available to provide funding assistance or financial incentives to development or redevelopment for business purposes. Brownfield Remediation tax credits and Brownfield Jobs/Investment tax credits are two programs administered by the Department of Economic Development. Tax Increment Financing (TIF) programs are also available at the state and local level for development/redevelopment projects.

Historic Preservation tax credits, both state and federal, might be available in parts of the site considered historic. No structures currently carry the designation "historic," though the Jefferson City Historic District could possibly be extended. Such tax credits require approval by the Historic Preservation Office of the Department of Natural Resources and adherence to strict design and rehabilitation guidelines.

Several different types of business development are eligible for funding in the form of tax credits. These generally require the site to be in a "distressed area," a designation that would apply to the existing JCCC site. Rebuilding Communities tax credits target specific types of businesses, such as software design and programming, manufacturing, telecommunications, or professional firms. Individual Training Accounts provide credits for training either existing or new employees. The Winery/Grape Growers tax credit is specifically targeted to businesses growing grapes or producing wine. And a Film Production tax credit would encourage opportunities in movies, commercials, music videos and television productions.



Assistance is available to new and expanding businesses needing upgraded infrastructure to carry out their plans. These include Community Development Block Grants for public entities, Mo. Development Finance Board contribution tax credits, and Transportation Development tax credits.

Residential development has a largely different array of financing possibilities. Historic Preservation tax credits from the state might be available, under the same restrictions as those for business development. Neighborhood preservation tax credits are available for owner-occupied residential construction. Community Bank tax credits target low-income areas similar to the "distressed" areas mentioned previously. These allow for equity or business loans and redevelopment of either residential or commercial areas.



Correctional Center property from South West

Community Development tax credit programs such as the Neighborhood Assistance Program specifically target projects that deal with community services, physical revitalization, economic development, crime prevention, education, and job training.

## **ENVIRONMENTAL CONSIDERATIONS**

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Environmental issues, both existing and future, should be addressed. This could include recycling of demolished building components, energy conservation, green products, green maintenance, healthy/well buildings, water and energy conserving design and landscaping, sustainable building design.

The State intends to address all known existing “hazardous material” issues before the site is redeveloped, so you may assume that, for redevelopment purposes, it is a “clean” site. All demolition, renovation and new construction envisioned should also be planned in a manner that respects the environment and is sustainable in the future. Portions of the site are as yet undeveloped, so many opportunities are available.



## PROCEDURES

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### PARTICIPANTS

**Teams:** Teams will consist of up to ten individuals, comprising a variety of talents. Each team should be led by at least one AIA Architect and should include at least some of the following: land planning, real estate, recreation planning, transportation engineering, development, politics, historic preservation, financing, and landscape architecture. Team members may fill more than one category. Teams should also include 2-4 "technicians" to help translate the ideas to paper.

**Eligibility:** All teams must be registered in advance in order to participate fully in the Charrette. Completed Team Registration forms should be sent to AIA Missouri. All registered teams will receive copies of this Program Book and additional materials prior to arrival on site.

### SITE CHECK-IN

Upon arrival, each participant is required to check in at the Charrette table in the second floor lobby of the Truman State Office Building in Jefferson City. Check-in will be from 10:30 a.m. to 1:00 p.m. on Friday, April 7, 2000.



Prison Courtyard - 1930's

Both hotels are within walking distance of the Truman Building. Because parking in downtown Jefferson City is very limited on weekdays it is recommended you register at your hotel first (see below), and walk to the site.

Upon check-in, each team member will receive additional materials and a Registration/Identification/Meal Tag (RIM Tag). This tag will serve as your identification during the Charrette and as your voucher for meals and other events. **PLEASE DO NOT LOSE THIS TAG;** we will not replace them.

### LODGING

Teams that have registered in advance will have rooms reserved for them at one of two hotels in Jefferson City near the Truman Building. All members of a team will be placed in the same hotel whenever possible. The hotel reservations will be made (and paid for) by Charrette staff, so it is imperative that team lists be accurate. **IF ANY CANCELLATIONS OR CHANGES ARE NECESSARY, WE MUST KNOW ABOUT THEM AS SOON AS POSSIBLE.** Participants will be responsible for their own incidental hotel expenses.

### PARKING

As indicated above, parking on Friday will be hard to find and participants are urged to leave their cars at their hotels. Both hotels are within easy walking distance of the Truman Building. On Saturday and Sunday, plenty of parking will be available in the employee lot just west of the Truman

Building. Please enter the building through the south (McCarty Street) entrance.

## ISSUES FAIR

On Friday afternoon an "issues fair" will be held at which representatives from several departments and organizations will be on hand to provide additional information to the teams. Groups on hand are expected to include:

Jefferson City Correctional Center  
Department of Corrections  
Historic Preservation Program  
Dept. of Natural Resources Environmental Quality  
Department of Economic Development  
Parks and Recreation  
Missouri Film Commission  
Jefferson City Planning Department  
Jefferson City Public Works  
JCCC Task Force

## WORK AREA SET-UP

For the Saturday charrette, each team will be assigned a specific room in the Truman Building. The Charrette will provide the use of a computer work station, networked to a plotter, for those teams that have requested one. Teams may bring additional equipment to use on Saturday. Arrangements will be made to allow you to set it up on Friday evening, *provided you have notified the Charrette staff in advance.*

## PRESENTATION

Format: Each team will be issued two (2) 30" x 40" foam core presentation boards for your submission. These should be used in a horizontal format. If your presentation *must* have another board, please contact the Charrette staff. The submission from each team should clearly represent an overall site strategy using the provided site plans, as well as such specific details you feel are important.

Provided Maps and Photos: Each team will receive a hard copy of the overall site plan in a couple of different formats, as well as key photos of the site. All of these will also be available in digital electronic format.



Graphic Means: The method of graphic presentation is at the discretion of the participants, but must be contained on the foam core boards. Please keep in mind that submissions will be exhibited to the public after the



View from the East

Charrette and a Report of the event, cataloging the complete Charrette experience, will also be published. Submissions may be included in the Report in total or partially, in color or black & white, depending on funding and report layout. We also hope to have media coverage of the event; newspapers and television prefer bold and colorful drawings.

Written descriptions of proposals explaining design concepts, analysis and conclusions may be incorporated into the presentation boards. Limited review time, however, will preclude reading lengthy written explanations. There will be an opportunity for

*brief* verbal presentations on Sunday, but the submission should be able to stand on its own.

Graphic Supplies: Basic graphic supplies (tracing paper, markers, pencils, mounting spray, etc.) will be provided by the Charrette. If you have particular requirements or needs, you will be responsible for providing them. Graphic supplies *will not be available* on Saturday in Jefferson City.

Materials Prepared in Advance: Teams will be able to review much of the background material for the charrette prior to the event. Some of this information is included in this book, and additional files will be available from the Charrette web site. However, teams should refrain from working out their solutions before they arrive, as a lot of additional specific information will be provided during the event.

Available Reproductive Services: There will be a "technology center" on site, open until 8:00 p.m., for the use of all teams. This will include both large-format and office-type copiers, scanners, and the plotters that team work will be routed to. If you need copies or scans, you will need to bring them here.

## **ELECTRONIC FILES**

All of the site plans that are provided in hard copy will also be available in electronic format for each team. Color photos will also be available in electronic format.

## **WORKING PERIOD**

Start time: Charrette work will begin at 8:00 a.m. on Saturday, April 8. Teams may start arriving on site at 7:00 a.m.; breakfast will be available prior to beginning work.

End time: For teams using computers, final plots must be sent to the plotter ***no later than 8:00 p.m.*** At least one member of the team must stay to retrieve plots when they are complete. All teams may continue to work on their presentations by hand after 8:00 p.m. if they wish. All presentations must be turned in to the Charrette office by 10:30 p.m. on Saturday, April 8.

Visitors: Members of the general public and visitors will be allowed free admittance to the building to observe design work in progress during the day. The public may also take part in a “walk-on” team to tackle the same problems that the registered teams will be working on.



License Plate Factory

Furnishings and Supplies: Each team will be assigned a specific location in the Truman Building. Each location will be equipped with meeting-type tables and chairs, a computer work station and basic graphic supplies (see above). Teams may bring additional equipment and supplies to use as well. If you need setup time for your equipment, please notify the Charrette staff in advance to make arrangements for Friday evening setup.

Security of Work and Equipment: Participants are responsible for the security of their work area during the charrette. If you must leave valuables unattended, you may check them with Charrette staff.

Availability of Staff: The Charrette Director or her staff will be available throughout the day to answer questions and clarify the program. Look for the gold color-bar on name tags, indicating staff.

Clean-up: Teams are required to clean-up their own trash at the end of the work period. Trash bags will be issued.

## REVIEW & DISCUSSION

**Closed Review:** One member of each team may *briefly* presents the team's submission to the Visiting Critics on Sunday morning. The Critics will study the submissions and will select those they wish to highlight at the Public Forum.

**Public Forum:** A Public Forum will be held on Sunday afternoon at which each team submission will be briefly presented, and the visiting critics will present their comments. This event will include civic and government leaders, participants, guests and interested public.

**Documentation:** All submissions may be held up to twelve months for publication of the Charrette Report, exhibit by AIA Missouri, and the use of the JCCC Task Force. After this time submissions may be picked up from the AIA offices in Jefferson City, Kansas City or St. Louis. Check with AIA Missouri to see where your team submission is located. Team members will also receive copies of the published Charrette Report.



Housing Unit 1



Education Building

### Lead Critics:

#### **Doug Kelbaugh, FAIA**

Doug Kelbaugh is Dean and Professor of Architecture and Urban Planning at the Taubman College of Architecture and Urban Planning at the University of Michigan. He received his BA degree *magna cum laude* and Masters of Architecture degree from Princeton University in 1972. Between degrees he founded a community design center in Trenton, N.J., and later worked for five years on local government there as a planner and architect. In 1978 he founded Kelbaugh and Lee, a firm that won over 15 regional and national design awards and competitions in half as many years. His designs have been published in over 100 books and magazines and featured in many exhibitions in the USA and abroad.

Professor Kelbaugh co-authored *The Pedestrian Pocket Book* with Peter Calthorpe, his former associate in professional practice. This national bestseller documented their pioneering work in transit-oriented development and helped jumpstart the New Urbanism. He has organized or participated in more than twenty design charrettes on urban and suburban design issues in the USA and abroad, some of which have resulted in publications and actual projects. He has written, spoken and consulted on private and public development projects in Seattle, Detroit, Vancouver, New Jersey, West Virginia, Perth and Mumbai. His firm's design for the Washington Pass Rest Facility won a 1995 Honor Award from the Seattle AIA Chapter and a 1997 national Honor Award from the American Wood Council.

#### **Charles R. Kendrick, Jr.**

Charles Kendrick is a real estate investment banker, redevelopment expert, and the founder of Clarion Ventures, LLC, which he established to attract debt and equity capital to urban communities. He also works with public and private clients to evaluate financial strategies and to put together capital structures for urban revitalization. He has acted as a strategic and financial advisor to the Port Authority of New York and New Jersey, the New York City Housing Development Corporation, the Bank of America and the Local Initiatives Support Corporation, and as a redevelopment advisor to the St. Louis Development Corporation. Currently, Clarion Ventures is marketing a closed-end fund designed to create a secondary market for Community Reinvestment Act loans, and is providing strategic advice to the Initiative for a Competitive Inner City, HUD, and the Fannie Mae Foundation, as well as raising money to develop inner-city shopping centers.

As a past Trustee of the Urban Land Institute (1994/1999), Mr. Kendrick's activities include the Inner City Council (chair) and membership in the Economics of Urban Revitalization Forum. He has chaired ULI advisory services panels that addressed new downtown development strategies for Orlando, Florida, and Fresno, California; the creation of The Retail Initiative, an affiliate of LISC

in New York; and the redevelopment of the Kiel Opera House in St. Louis. Recently, Mr. Kendrick was a speaker for, and a participant in, a symposium sponsored by ULI and the Center for Housing Policy that addressed housing in the 21<sup>st</sup> Century.

Mr. Kendrick received a B.A. in Architecture from Princeton University and an M.B.A. in Finance from George Washington University. He is married, has two daughters and lives in Andover, MA.

## **Critics:**

### **Ken Bacchus**

Ken Bacchus is Manager of Business Development at J. E. Dunn in Kansas City.. A professional urban planner, Mr. Bacchus has over twenty-two (22) years of extensive experience in a broad range of management of economic development projects for governmental and private sector entities. He has directed and performed a number of economic development planning activities, land assembly processes, project management, site location analysis and redevelopment planning.

### **Doris Danna, FAIA**

Doris Danna is an architect who has worked as a volunteer for more than four decades to demonstrate the value of the architectural process in community planning and design; to elevate the public's understanding of the work of architects; and to document and preserve St. Louis' architectural heritage. She has served on numerous boards and commissions in St. Louis and statewide.

### **Seth Evans, AIA**

A practicing architect in Jefferson City, Mr. Evans is a founding partner of The Architects Alliance and was charter president of AIA Mid-Missouri. He has served on numerous boards and commissions in the community including the Planning and Zoning Commission, County Board of Adjustment, and chair of the Jefferson City Convention/Civic Center Site Selection Committee, and is past chair of the Missouri Board for Architects, Professional Engineers and Land Surveyors. Mr. Evans has made his home in Jefferson City for more than 30 years and has a keen interest in the future of the community.

### **Tom Fish, AIA**

Mr. Fish has over twenty years experience in theme park and entertainment design. For nineteen years he was the corporate architect for Silver Dollar City, Inc., in Branson, Missouri. Since forming his own practice in 1997 he has continued to plan theme parks, water parks, and consults on tourism entertainment projects.

## **Dan Musser**

Mr. Musser is a development planner and vice president of The Zimmer Companies in Kansas City, where he is leading the development and management of the Sprint World Headquarters Campus. He has taken part in numerous urban redevelopment projects, including several buildings in Kansas City's Freight House District, the Main Post Office facility in Kansas City, Mo., and Kansas City, KS, Historic City Hall.

## **Dick Preston**

Mr. Preston retired in 1994 after 13 years as City Planner for Jefferson City. Prior to that position, he worked as land use planner and redevelopment planner in Kansas City and other locations. Mr. Preston has a particular interest in planned use, historic and economic development and the future development of his community.

## **Jim Scott, AIA, AICP**

Mr. Scott is the owner of a Kansas City, Missouri architecture and urban planning firm, as well as Executive Director of the Applied Urban Research Institute, a nonprofit organization specializing in innovative, applied solutions to urban development challenges. He has extensive training and experience in the fields of urban design, architecture, and planning. Both a registered architect and a nationally-certified planner, he has frequently served as a consultant to public and private clients both locally and nationally, providing expertise in the design of urban environments, public participation, land use planning, site design, master planning, programming and project management.

## **Moderator:**

## **Bob Priddy**

Mr. Priddy is a reporter, historian and news director of *MISSOURINET*, a 67-station statewide news, sports and features radio network based in Jefferson City. He is also an author, lecturer, a Member of the Board of the State Historical Society of Missouri, a member of the Friends of the Historic Archives, and was moderator for the Missouri State Fairgrounds Charrette in 1995.



## APPENDIX

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### Evaluation of Concepts, Values and Priorities

Jefferson City Correctional Center Redevelopment Task Force  
Report of Survey Results  
January 5, 2000

Members of the Task Force responding to the survey were asked to assess value and priorities in relation to the JCCC site. This survey was in four parts, each of which asked them to rank priorities or issues in order of preference. These weighted votes were added together to come up with the total point scores and overall rankings. The survey was in four parts:

#### PART A - Historic Value of the Property

Respondents were asked to assess the extent to which the *property* should be kept an/or preserved. Choices ranged from keeping all of the 142 acre site and buildings intact to keeping none of it.

PART A - Historic Value of the Property	Number of votes for each preference rank							Point Scores
	1	2	3	4	5	6	7	
E - Selected Buildings Inside the Walls	10	7	2	2	3			139
F - A Limited Group of Buildings	8	8	2		2	4		128
D - A Portion of the Site Inside the Walls		2	16	5	1			115
C - Everything Inside the Walls	3	2	2	10	6	1		103
B - Everything Inside the Walls and a Few Other Buildings	2	3		3	12	4		88
A - All of the 142 Acre Site and Buildings	1		1	1	1	10	10	49
G - None of the 142 Acre Site and Buildings	1		1	2		5	15	45

#### PART B - Historic Value of the Buildings

Respondents were asked to identify individual buildings that should be kept and or preserved. In order to do this, each person was asked to rank fifty structures in order of preference. Generally they only ranked those buildings the felt were worthy of being saved. The chart on the following pages shows the results of these ratings.

PART B - Historic Value of the Buildings	Number of votes for each preference rank											
	1	2	3	4	5	6	7	8	9	10	11	12
Housing Unit 4	18	2	1	2								
Housing Unit 1	3	10	5	1	2	1	1					
Housing Unit 3 A & B		3	12	4	1		1		1			
The Wall & Towers (Upper Yard)		3	2	6	5	2		2		1	1	
Gas Chamber	1	3	1	2	4	5	2	1				1
Centennial Cells		2	1	2	3	2	3	1	1			
I-Hall						2	3	3	1			
The Wall & Towers (Lower Yard)		1	1			1	1	3		3	2	
Shoe Factory				2		1	1	2	1	1	1	
Potato House							1		1	3	3	1
Administration Building				2	3		1			1	2	
The Wall		1			1		1		4		3	
Housing Unit 2 A & B				1		3	1		2		1	
Housing Unit 5C - Super Max				2	1	1	1			1		1
Mural on Wall at Ball Field						1	1	2	1			
Housing Unit 5 A & B							4	1		2		1
Hospital									2	1		2
License Plate Factory						1		1	1			1
Housing Unit 8			1		1				1	1		
Food Service							1					
Housing Unit 6								1			1	
Recreation Building							2					
Garage												1
Training Academy									1			
Housing Unit 7												
Furniture Factory												
Water Tower												
Diesel Plant										1		
Old Power House												
Chemical Products Factory												
Truck Gate										1		
Sally Port (1939)							1					1
Gymnasium								1				
Canteen & Main Corridor												
Slaughterhouse												1
Maintenance Building												
Office Systems Factory												
Chapel					1							
Inside Warehouse												
Education Building												
Bus Garage												
New Power House												
Outside Warehouse												
Planning Unit Warehouse												
<b>Surplus Property Buildings</b>												
Garage												
Storage Quonset												
Office & Main Warehouse												
Open Shed												
Paint Shop												
Closed Shed												

**Comments:**

- A) Retain a portion of Wall at Lafayette & Capitol
- B) Retain at least one tower and a portion of the Wall, stepped down to ground level, as a monument to Corrections Officers who have died
- C) Keep only a few of the Upper Yard building for historical use. Keep Super-Max for jail use only for a period of time. Use gym, or one of the larger buildings in good condition, for storing and displaying of historical artifacts (fire engines, farm equipment, etc. that were part of Cole County history)

	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Housing Unit 4														
Housing Unit 1														
Housing Unit 3 A & B						1								
The Wall & Towers (Upper Yard)														
Gas Chamber														
Centennial Cells									1					
I-Hall		1	1		1						1			1
The Wall & Towers (Lower Yard)														
Shoe Factory	1	1	1											
Potato House	1		1											
Administration Building			1											1
The Wall	1												1	
Housing Unit 2 A & B	1							1						
Housing Unit 5C - Super Max														
Mural on Wall at Ball Field	1					1			1					
Housing Unit 5 A & B							1							
Hospital			1	1										
License Plate Factory			1				1	1						
Housing Unit 8	1	1									1			
Food Service	1	1			1	1							1	
Housing Unit 6		1		1	1									
Recreation Building										1				
Garage	1								1					
Training Academy					1				1			1		
Housing Unit 7				1	1			2						1
Furniture Factory	1			1		1				1		1		
Water Tower		1	1	1									1	
Diesel Plant					1								1	1
Old Power House		1				1					2		1	
Chemical Products Factory		1					1			1	1			1
Truck Gate				1						1		1		
Sally Port (1939)										1				
Gymnasium							1							
Canteen & Main Corridor			1				1					1		
Slaughterhouse														
Maintenance Building														
Office Systems Factory								1				1		
Chapel														
Inside Warehouse									1					
Education Building														
Bus Garage														
New Power House														
Outside Warehouse														
Planning Unit Warehouse														
<b>Surplus Property Buildings</b>														
Garage														
Storage Quonset														
Office & Main Warehouse														
Open Shed														
Paint Shop														
Closed Shed														

	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Housing Unit 4														
Housing Unit 1														
Housing Unit 3 A & B														
The Wall & Towers (Upper Yard)									1					
Gas Chamber														
Centennial Cells														
I-Hall														
The Wall & Towers (Lower Yard)														
Shoe Factory											1			
Potato House					1									
Administration Building		1	1											
The Wall														
Housing Unit 2 A & B				1										
Housing Unit 5C - Super Max					1						1		1	
Mural on Wall at Ball Field			1											1
Housing Unit 5 A & B														
Hospital	1													
License Plate Factory	1													
Housing Unit 8														1
Food Service				1										
Housing Unit 6		1												
Recreation Building				1		1		1						
Garage	1		1							1				
Training Academy		1											1	
Housing Unit 7														
Furniture Factory														
Water Tower								1						
Diesel Plant						1						1		
Old Power House														
Chemical Products Factory														
Truck Gate										1				
Sally Port (1939)							1			1				
Gymnasium		1					1					1	1	
Canteen & Main Corridor					1						1			
Slaughterhouse		1	1	1					1					
Maintenance Building	1					2		1				1		
Office Systems Factory							1							
Chapel	1													
Inside Warehouse								1						
Education Building			1									1	1	
Bus Garage				1					1					1
New Power House							1							
Outside Warehouse					1						1			
Planning Unit Warehouse														1
<b>Surplus Property Buildings</b>														
Garage										1				
Storage Quonset														1
Office & Main Warehouse													1	
Open Shed											1			
Paint Shop														
Closed Shed												1		



	41	42	43	44	45	46	47	48	49	50	No. of Votes	Point Score
Housing Unit 4											23	1140
Housing Unit 1											23	1108
Housing Unit 3 A & B											23	1076
The Wall & Towers (Upper Yard)											23	1028
Gas Chamber											20	918
Centennial Cells											17	740
I-Hall											13	528
The Wall & Towers (Lower Yard)											12	518
Shoe Factory											13	517
Potato House											13	487
Administration Building									1		13	480
The Wall											12	471
Housing Unit 2 A & B											11	440
Housing Unit 5C - Super Max				1							11	362
Mural on Wall at Ball Field											10	351
Housing Unit 5 A & B											9	331
Hospital								1			8	301
License Plate Factory											8	292
Housing Unit 8											8	291
Food Service					1						8	239
Housing Unit 6						1					7	217
Recreation Building	1										7	184
Garage											6	168
Training Academy											6	168
Housing Unit 7			1								6	164
Furniture Factory											5	162
Water Tower		1									6	160
Diesel Plant											6	158
Old Power House											5	152
Chemical Products Factory											5	151
Truck Gate											5	147
Sally Port (1939)											5	145
Gymnasium											6	141
Canteen & Main Corridor							1				6	133
Slaughterhouse											5	121
Maintenance Building											5	92
Office Systems Factory		1									4	85
Chapel			1					1		1	5	82
Inside Warehouse	1		1								4	65
Education Building		1					1				5	60
Bus Garage				1							4	55
New Power House	1				1	1					4	39
Outside Warehouse										1	3	35
Planning Unit Warehouse		1			1						3	26
<b>Surplus Property Buildings</b>												
Garage			1				1				3	27
Storage Quonset				1	1						3	24
Office & Main Warehouse				1				1			3	22
Open Shed						1		1			3	22
Paint Shop	1					1	1				3	19
Closed Shed								1	1		3	18

## PART C - Planning Values

Task force members were asked to assess the importance of each of a list of planning values. To do this, they were to fill in the blank in the following sentence with the listed phrase for each planning value, and then rate the importance on a scale of 5 to 1, with 5 being "very important to me" and 1 being "not important at all."

"The extent to which each particular land use will \_\_\_\_\_ is: "

The phrase for each value is:

Community Acceptance....."be accepted by the community"

Compatibility....."be compatible with the immediately surrounding area"

Cost Effectiveness....."generate sufficient revenues to support the associated costs of administration and maintenance"

Cost to Taxpayer....."NOT result in an expense to local and/or state government"

Economic Impact....."generate tax revenue for local and state government"

Historic Preservation....."preserve significant historical items, buildings or uses"

Local Usability....."encourage people from Jefferson City to visit the site"

Long Term Flexibility....."allow adaptation to other land uses in the future"

Maximum Diversity....."appeal to the various and diverse segments of the public"

Open Space....."results in natural green space"

Recreation....."promote active leisure time pursuits"

Tourism....."promote people from outside Jefferson City to visit the site"

Vistas....."allow views of the Missouri River"

PART C - Planning Values	Importance rank (# of votes)					Point Score	Rank
	5	4	3	2	1		
Cost Effectiveness	19	5	4	1		129	1
Historic Preservation	18	4	2			112	2
Community Acceptance	15	9				111	3
Local Usability	12	11	1			107	4
Compatibility	15	5	2	2		105	5
Vistas	15	5	2	2		105	5
Tourism	13	7	4			105	7
Maximum diversity	12	8	4			104	8
Recreation	8	8	7	1		95	9
Economic Impact	7	9	7	1		94	10
Long Term Flexibility	10	5	6	2	1	93	11
Open Space	8	7	6	2		90	12
Cost to Taxpayer	6	4	8	4	2	79	13



## PART D - Potential Uses

In the final section, respondents were asked to assess the benefit of a long list of individual uses that have been proposed for the site. They were to be rated on a scale of 5 to 1, with 5 being “excellent benefit” and 1 being “marginal benefit.” A few people wrote in additional suggested uses and rated them as well.

PART D - Potential Uses	Perceived Benefit (# of votes)					Point Scores
	5	4	3	2	1	
Riverfront Park	17	6	1			112
MSP Museum	17	6		1		111
Historic Sites	17	5	1		1	109
Access to Adrian's Island	12	5	5	3		101
Retail Shops	8	11	3	2		97
Park (Picnic Area, Trails, etc.)	9	9	5		1	97
Performing Arts Center	7	10	6	1		95
natural Green Space	10	6	6	1	1	95
Riverboat Landing Site	9	8	4	2	1	94
Other Museums	9	6	6	3		93
Federal Courthouse	8	9	3	3	1	92
Tourist Information Center	10	6	3	3	2	91
Hotel	9	5	4	3	3	86
Public Land - Open Space	8	5	5	4	2	85
Private Office Space	9	4	5	3	3	85
State Office Buildings	7	7	4	2	4	83
Green Ways Trail Connection	8	4	5	5	2	83
Outdoor Recreation Complex	2	10	7	4	1	80
Film Site and/or Studio	6	6	6	3	2	80
AmTrak Station	6	5	3	8	4	79
Exhibition Hall	2	10	6	4	2	78
Bed & Breakfast	2	7	10	4	1	77
Office Building Campus	4	5	8	3	4	74
Convention Center	5	5	5	4	5	73
Reserve Land for Future	2	5	10	4	3	71
Office for JC Chamber	3	5	7	4	4	68
Jail Conversion of Super-Max	6	2	5	3	8	67
Winery	4	5	5	2	6	65
Boat Slips		8	5	5	6	63
State Warehouse Facilities	3	4	5	2	10	60
Second Public High School	4	4	2	3	11	59
Youth Hostel	3	2	5	4	10	56
Duplexes/Townhomes/Condos	2	3	5	4	10	55
Light Industrial	2	3	4	4	11	53
Convenience Stores		1	7	6	10	47
Affordable Housing		2	5	6	11	46
Homeless Center	1	1	2	4	16	39
Single Family Homes	1	1	4	5	13	35
Camping Site			3	5	16	35

Write-Ins:	Perceived Benefit (# of votes)					Point Scores
	5	4	3	2	1	
Science Center (River Theme)	1					5
Entertainment District	1					5
Training Facility (Fire, Law Enforcement, EMT)	1					5
Restaurants		1				4
Farmers Market			1			3
Multiplex Movie Theaters			1			3

Comments:

- A) Wrong Location for a High School
- B) Rehabilitate Buildings for Offices

## Appendix B – Design Charrette

### SECTION 2

#### Charrette Design Team Submittals:

RivEscap	(The Shoe Team)
PubTm	(The Barrow Team)
Redev	(The Hat Team)
RecyBldg	(The Dog Team)
Legend	(The Ship Team)
TowLt	(The Thimble Team)
Molnst	(The Iron Team)
SiteZone	(The Car Team)

# RivEscap (The Shoe Team)

**River Node** - These areas provide a physical connection between the city and the river. Nodes are located at Lohman's Landing, the west side of the historic prison site, north of the Loomis Factory, and the north side of the Riverside Park baseball fields. Nodes include bridges, walking paths, medical trails, a water feature flanked by walkways under the railroad tracks.

**Canal** - Small canals will allow water, subwalks and bicycle paths to travel from the river, under the railroad tracks and into River Escape. The new water features can house seating areas and outdoor dining.

**Performing Arts** - A parcel of land west of Chestnut Street and inside the wall will be dedicated to the Jefferson City Public Square for use as a Performing Arts Center. The 2000 year canal will abut the wall and be flanked by an outdoor amphitheater which takes advantage of the outdoor air circulation and terraces. Parking will be across Chestnut Street with access through the wall for pedestrians. Views through wall perforations along Capital will also help with access to the Center and Amphitheater.

**Capital Lafayette Intersection** - This is the major intersection which begins and ends River Escape. From here one can walk to the Capital, Linn State University and the historic French Place. This is a major point for the trails with a landscaped bridge over the wall an outdoor side of the historic corner. The ground level tower in the corner will be restored.

**Tim Plaza** - Formerly a Hall shall remain as a public art and venue for historic reenactments. Adjacent buildings can be evaluated when for startup shop spaces.

**River Escape Festival**

**River Escape Sports Complex**

**Riverside Park** - The area will continue to host a wide range of community events. Riverside Park will extend along the river and connect to the eastern edge of River Escape. The most eastern physical connection of river node will be located along the northern edge of the baseball fields with Riverside Park.

**Art** - The major arrival area is along Capital and Lafayette Avenue. The Capital Theatre began an art/wall project in the intersection of the Capital and Lafayette. This intersection serves a hub for auto and bicycle traffic. The traffic punches through the wall on either side of the wall corner. The historic site and north University form a north-south procession. These two avenues will be improved for pedestrians with benches, information, and rain water.

**Map of Missouri** - Shows the location of River Escape in Jefferson City, Missouri, with major cities like St. Louis, Springfield, and Kansas City marked.

**Street View** - Shows a perspective view of the River Escape Plaza area, including the Miranduke House, Depuhl Ave., and the State House.

**Jefferson City Association Logo** - Located in the bottom left and right corners.

**Additional Text:**

- Destination** - The site will be a destination for all of town travelers as well as a hub for community events. Traffic will include cars/walk as well as north/south. Methods of arrival will include plane, train, auto, bicycle, boat, and pedestrian.
- Gas Chamber** - This historic structure will be restored to become a local point within the historic Quaker.
- Capital Avenue** - The promenade from the State Capitol to the River Escape is highlighted at every intersection with a new looking north of the river. This is where significant historical data can be identified and staying preserved. The river will own present to the water.



# RivEscap (The Shoe Team)

**Levis and Clark** - The nodes along the river will commemorate the trail of Lewis and Clark up the Missouri River.

**Historical Gateway** - Formerly Housing Unit # 1 is to serve as the restored walk into the stone walls. Administration, orientation and offices will be housed inside.

**Retail Galleria** - Formerly Housing Unit # 5 this building will be renovated to serve entertainment retail oriented toward tourism.

**Prison Museum** - Formerly Housing Unit # 4 is the oldest cell block on the site. This building will serve as an artifact for the nation history as the oldest prison West of the Mississippi.

**Wall and Towers @ Capital and Lafayette** - These will be maintained as a solid near the intersection hub and serve as the main drop-off. The Capital and Lincoln University and the River form vision.

**Downriver** - The High Street central business district will continue to be the historic hub of commerce and office space. Increased traffic through the area will increase business and promote recreation. Pedestrian and transit traffic will filter through the downtown between the Capital Building and River Escapes.

**Concennial Club** - These below grade historic cells will be converted to a wine and spirits cellar / shop.

**River Escape Prison Museum**

**River Escape Hotel**

**RIVER ESCAPE**

**River Escape Boat Landing**

**Water Feature** - A small amount of water will be allowed to travel under the railroad tracks to create a water feature within River Escapes. Submerged and bicycle paths will flank the water and carry the public to Ashman's Island.

**Parking** - Parking locations will include a river view lot to the west of the historic prison entrance, and a lot which terminates Clark Avenue from Highway 63. Both are divided with the views of the river and will enclosure.

**River Rowing/Festivals** - The site will host annual events such as River Rowing without the risk of flooding. Entertainment business, retail, and hotel will benefit from the festivals.

**Bicycle Trail** - Existing and planned bicycle trails will be expanded to include systems throughout River Escapes. A bicycle can travel from Johnson's Landing by the prison site and arrive at Riverside Park sports complex.

**Daniel Boone's Son** - The early house of Jefferson City which was practiced by Daniel Boone's Son will be presented on a platform.

**River Town** - Jefferson City was established as a trading venue along the Missouri. River Escapes will reestablish the historic relationship of the city to the river. Mews will include walkway along Capital Avenue, bicycle paths, parking lots over huffs, river view hotel, boat dock, walkway trails, and train stops.

**Retail Galleria**

**Performing Arts and Amphitheater**

**River Escape Entry Plazas**

**Wall and Towers @ Capital and Lafayette**



# MSP REDEVELOPMENT PROJECT

- Key:
- Building or Structure
  - Natural element or tree line
  - Street or Parking
  - Water: River, Stream, Pond, etc.



COLE COUNTY, MISSOURI  
STATE TAX COMMISSION OF MISSOURI

SUBDIVISION INDEX	
1	2
3	4
5	6
7	8
9	10

DATE: 11/19/98  
DRAWN BY: [Name]  
CHECKED BY: [Name]





# PubTm (The Barrow Team)

**Economic Incentives for MSP Redevelopment Project**

**Industrial Tax Credit Program**

Used for improvement of water, sewer, streets, and other infrastructure necessary for the MSP Redevelopment Project. Tax credits available to developers of historic and new structures to provide credit for up to 50% of cost of infrastructure improvements, administered by the Missouri Department of Economic Development (DIED). Examples: sewer access to area - provide/lines include extending Clark Avenue from Highway 16, extending finished to Franklin Drive, constructing a park type road through the Cherokee Street valley to the current location of Blue Temple, and placing a signal at the corner to what is now State Street on Kinross Drive. Replace outdated sewers and install lift station for sewers in former track farm area to support limited new development. Replace water lines, connecting either to existing deep water wells or to city water system.

**State and Federal Historic Preservation Tax Credits**

Currently, the entire 142 acre site is eligible for listing on the National Register of Historic Places. If part or all of the property is listed on the National Register, rehabilitation of any of the buildings may benefit from state and federal historic preservation tax credits. Private investors may receive a 20% federal tax credit and a 20% state tax credit on the cost of rehabilitating buildings. These buildings must be income producing, depreciable property in order to qualify for the federal tax credits. Construction costs, as well as planning fees, legal expenses and other communication-related costs may be included. Acquisition costs, financing costs, site address to reorganize the building, new construction, parking lots, sidewalks, and landscaping are not allowable costs under these tax credit programs. Loans to government entities for less than 20 years by private owners can qualify for the tax credits, and private owners must hold the property at least 5 years.

**Historicfield Redevelopment Program**

OA has stated that the site will be "shut" prior to redevelopment. Use of the historicfield tax credit, administered by DIED, may be beneficial for cleanup of specific buildings if rehabilitated by private investors, especially if reuse commensurate is discovered during redevelopment.

**Tax Investment Financing Program**

Use of Tax Investment Financing, or TIF, would reduce a certain portion of local taxes generated by the project to make project redevelopment viable. TIF can be used to support development of infrastructure, as well as redevelopment of historic buildings. Planning as well as construction costs can be offset by up to 100% of the increase in property tax anticipated for the project. Up to 5% of local sales and utility taxes may also be included, for a period of up to 25 years, as approved by both the City of Jefferson and the Missouri Department of Economic Development (DIED). If an additional subsidy is required to make the project feasible, DIED may authorize up to 50% of other available withholding taxes or 50% of state general sales taxes (1.5%) generated by the redevelopment to supplement the local TIF funding. In order to qualify for TIF funding, a finding must be made that but for the TIF funding, the project could not be done.

**Transportation Development Tax Credit Program**

It is believed that the MSP Redevelopment Project is located in an area identified by DIED as a "Retooling Community" area, which is defined by statute and, if so, the Transportation Development Tax Credit Program administered by DIED may be used for new bicycle and pedestrian paths. The credit provides 50% of the project cost for bicycle and pedestrian paths or waterfront transportation within the project. Pedestrian paths will be added on the north side of Capital Avenue, outside the existing street wall, and running through a new opening created in the vicinity of the intersection of Cherry Street and Capital. Additional bicycle/pedestrian paths will be developed throughout the former track farm area, looping through one office development and connecting to railroad parking area. Ultimately, these trails will connect Riverside Park via Asher's Island to the KATY Trail. Adaptive reuse of historic bridges will provide the crossing necessary for the new Cherokee Street valley road over the railroad system, and over cross in the open space area on the east end of the project.

**Neighborhood Assistance Program**

The Neighborhood Assistance Program, administered by DIED, offers state tax credits to donors to qualified projects, 50% for other projects or 70% for retail projects of each dollar donated. The program could be used for rehabilitation of the premises, should local restoration not be desired. Since the Boys and Girls Club is located only a few blocks away, the government may complement their existing program. The tax credits are awarded to non-profit organizations.

**Missouri Film Commission**

The Missouri Film Commission has expressed an interest in promoting the MSP Redevelopment Project for use by film companies. Not only do film companies pay a fee for use of a film site, but the revenue generated within the community from provision of hotel rooms, catering services, equipment rentals, etc. are considerable. One of the industrial type buildings within the walls could be converted as a staging area for use exclusively by film companies.

**CRDA Industrial Infrastructure Grant**

New development for the MSP Redevelopment Project would be limited to office and related retail and food service development and redevelopment. Light manufacturing, processing or assembly companies are excluded to locate within the project area, this program would not apply.

**Interpreted Signage**

**Interpretive Marker**

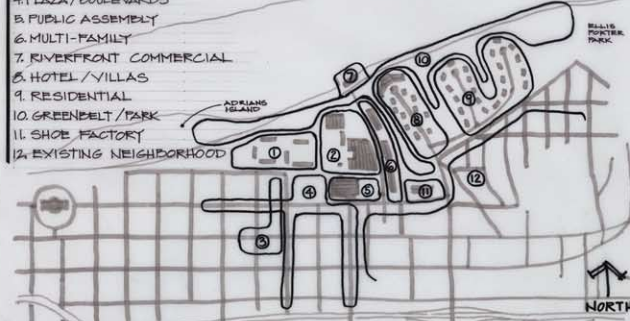
Using reuse recycled from walls, where openings made to allow access.



# Redev (The Hat Team)

## REDEVELOPMENT PLAN

1. CAMPUS
2. MUSEUM
3. COMMERCIAL/ENTERTAINMENT
4. PLAZA/BOULEVARDS
5. PUBLIC ASSEMBLY
6. MULTI-FAMILY
7. RIVERFRONT COMMERCIAL
8. HOTEL/VILLAS
9. RESIDENTIAL
10. GREENBELT/PARK
11. SHOE FACTORY
12. EXISTING NEIGHBORHOOD



### OVERVIEW

Three SOVY has considered the redevelopment of the Jefferson City Correctional Center (JCCC) and we believe that through careful planning and phased development, a plan can be executed that will address not only the strong desires of State government but the surrounding community of Jefferson City as well. As with any mixed use development, there will be differing ideas on how such a plan should be executed through work but meeting and encouraging consensus and involvement, we believe that consensus can be built by the various business and non-profit groups, governmental, institutional and local preservation programs.

In the evaluation of our plan, we have tried to consider the very strong relationship between the Capital Building, the Jefferson City Correctional Center, Lincoln University, Jefferson City public high school and the William High School. There are all very strong institutions and their respective relationship and support of our plan is a paramount importance in the success of any redevelopment plan of the Jefferson City Correctional Center.

To support any redevelopment plan, the overall road structure must be considered in the context of regional and state. We believe that the road serving the JCCC must be re-evaluated and re-constructed to accommodate the needs of Lincoln University and Charles Street to be upgraded to boulevard status. In addition, Capital Avenue should be upgraded to boulevard status as well. This will strengthen and solidify the relationship between the educational institutions in the south and the Capital to the west. In addition, the existing commercial development along Capital Avenue will become more integrated into the redevelopment plan. By upgrading to boulevard status the plan will be able to incorporate an overall transportation plan that will be pedestrian friendly, enhance the neighborhood feeling that currently exists and provide an attractive "front door" to the overall development. The pedestrian friendly sidewalks will encourage and invite the development and the surrounding neighborhood.

In light of the overall redevelopment, we have divided the project into sites (1) different development areas and three adjacent adjacent zones. The development zones could be considered phases to the project although it will follow the process of the plan for certain areas as mentioned above. To that end there will be more than one developer who will execute the plan. We strongly suggest the business and institutional development of multiple responses for Program (MRF) and distribute them to pre-qualified developers as required. Through the participation of developers the State can ensure to some degree the amount of risk involved and better insure the overall success of the project.

To ensure the success of the development, the State of Missouri and Jefferson City should ensure that the success of the project will require all of the necessary development tasks

available including the consideration of Tax Increment Financing and/or Chapter 333 Tax Abatement. In addition, Missouri State government Tax Credits, Historic Tax Credits, and Enterprise Zone status should be evaluated and considered. Furthermore, the project success will require the complete cooperation of both State and local economic development officials. It should be assumed that this will be the most important economic development initiative undertaken by Jefferson City.

### Zone 1 - The Campus

This will comprise the campus component of the project. A relationship between the University of Missouri, Columbia College and Lincoln University to encourage cooperative educational opportunities and diversity encouragement. Existing facilities would include joint educational offerings between the JCCC and the only two universities that offer a degree in education. In addition business incubators will be developed to encourage and assist existing entrepreneurs throughout central Missouri. To facilitate opportunities for all types of students, there should also be a student housing component to Zone 1. While the educational opportunities would be state or university sponsored, the housing and business component would be privately developed and funded. The housing would consist of single and 2 bedroom and efficiency type apartments. The building would be used in the campus area will include the renovation of 3 historic structures present at the JCCC as well as require extensive renovation to both the exterior and the interior structures as well. Economic support would include both State and Federal Historic Tax credits as well as probable Tax Increment Financing to assist in infrastructure improvements as well.

### Zone 2 - The Museum

This will be the museum area. The Smithsonian Institute has such limited exhibiting space that only 5% of its exhibits and artifacts are available for public display. As such, we propose converting the Smithsonian and/or other museum and galleries to encourage and promote their display, education and use exhibits in the Midwest. This is the perfect opportunity to acquire some of the other historic structures on the JCCC as well as other resources. This will also encourage tourism and promote overall economic development in Jefferson City. This museum suggests the business and restaurant in the area as well. It will also be necessary to develop new new structures to support this zone in addition to the preservation of the 1 bank building and the Gas Chamber. Also in this zone, we propose an application to increase the grade from the upper and lower levels. It can be used for security and emergency purposes for the benefit of the citizens of Jefferson City.

### Zone 3 - The Commercial

While this zone is not technically within the JCCC we believe that redevelopment of this zone creates a transition that bridges the Jefferson City Correctional Center and Downtown Jefferson City and the JCCC. This transitional zone will insure another

commercial buildings for attorney, accountants and other professional and retail use. Redevelopment tasks required for the privately funded component would include: Tax Increment Financing. It is probable that this zone could be completed after other zones are completed since the area would be privately funded.

### Zone 4 - Plaza/Boulevards

This includes the transportation component of the plan and includes the development of the structure and pedestrian friendly plaza and boulevard. To encourage pedestrian traffic throughout the area we suggest that a double or triple be considered as a means of transportation between the Capital to the west and the educational institutions in the south and the JCCC. This is not necessarily the exclusive of automobiles but simply as a form of mobility. This zone also includes the development of an open plaza area encompassing the historic location of the open plaza area.

### Zone 5 - Public Assembly

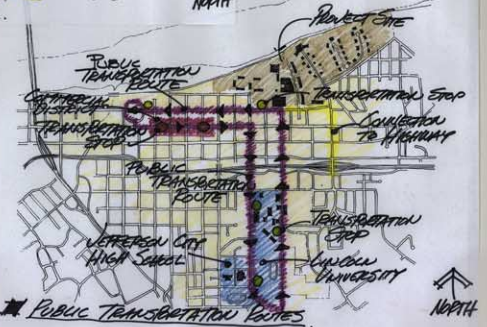
This zone would house a multi-use cultural facility that would be available for use by our city residents of the JCCC but by the overall Jefferson City community as well. It is envisioned that this facility would include theater, artistic and museum component. This zone would be available to the Capital to the west and other community sponsored group to use the facility for activities and programs. To support the facility, Jefferson City will fund the facility through the use of corporate and high school donations. Activities to include sports, special and adult activities to name just a few. Because of the proposed use this zone would require building through the state legislature and from three private groups and organizations that would choose to use it. The use of this facility by non-Jefferson City group would bring tourism and non-residents to the city, which would support the local restaurant trade as well.

### Zone 6 - Multi-Family

While this zone would be a multifamily component that would include the construction of multi-family or apartment type dwellings. This residential component would support the overall development project and would provide housing for the other zones mentioned in the plan above but for State Representatives and Senators as well. This component would be developed in the private sector and would not require any special financial incentives with the possible exception of assistance in site acquisition.

### Zone 7 - The Riverfront

The proximity of the JCCC to the Missouri River offers a wonderful amenity that will support the overall development and will support other mixed used developments in the Jefferson City area as well as throughout Mid-Missouri. We propose to use full



advantage of the River through the development of commercial and retail type uses that would include restaurants and a limited parking structure. Access to the riverfront could be via a public road that would extend to the Clear Pacific Island track. A pedestrian bridge over the tracks would be constructed to provide access from parking areas to the restaurants and market. Funding for this zone would be from a combination of public and private sources. The JCCC building would be assumed for the construction of the bridge while additional resources would be utilized for the restaurant and market.

### Zone 8 - Hotel/Villa

To promote and enhance economic opportunities in Jefferson City, we believe that zone 8 should accommodate an extended stay hotel/villa development. This will provide temporary housing for the non-Jefferson City and non-Missouri residents. The City Chamber of Commerce to foster all the city as well as state groups and organizations. Zone 8 is a public facility of the JCCC and will require some cooperation of its management. Because of the competitive nature of this type of industry it is being suggested that the site receive some type of economic incentive which might include Tax Increment Financing or Chapter 333 tax abatement. Because this property is currently not on the tax rolls, some type of payment in lieu of tax credits could be negotiated or a phase in of taxes as the zone begins to mature and prosper.

### Zone 9 - Single Family Residential

While the majority of new residential development in Jefferson City is growing to the west, the historic sites and built up along the Missouri River offer a tremendous opportunity for the development of the high end single family housing. We envision a good community extending to the east along the bluffs with associated use lots of 1 acre to 2 acres offering superior views of the majestic Missouri River and the bluffs from the river banks to the south. To maximize the aesthetic of the dramatic features, we propose 2.5 acre lots which will attract high income private and public community and security. Homeowners in this community will enjoy full use of the land amenities, which may include a health club, tennis courts, an indoor/outdoor swimming pool, and potential recreation center. Other amenities of this zone would include a private area and outdoor community garden. In addition, there would be direct access to the walking and jogging trails which would be developed in the area above but for State Representatives and Senators as well. This component would be developed in the private sector and would not require any special financial incentives with the possible exception of assistance in site acquisition.

### Zone 10 - Green Belt

The Missouri River which lies below the bluffs of the JCCC has many history and amenities that make this project special and without comparison. An integral part of any mixed use development is a recreational component. The area along the Missouri River affords an opportunity to construct jogging trails and walking/bike paths that will benefit not only the residents of the JCCC but the entire Jefferson City community as well. Starting from the bluffs and continuing through the terrain to the river below, there

trails and paths will provide the entire community with a venue for recreational activities in their proximity to where they live and work. The plan here will provide linkage between Ellis Porter Park and Ashlar Island. Because this zone is not revenue producing, it will require the financial support of Jefferson City through city taxes and through Tax 21 funding from the State of Missouri as well.

### Zone 11 - The St. Louis shoe factory

The St. Louis shoe factory is located in zone 11. While this is not a part of the immediate development, by proximity to the JCCC would suggest that redevelopment should occur at some point in the future we believe that the highest and best use for this structure might be some type of adaptive housing. This type of development would allow those with physical disabilities and other special needs to live in the city, as well as a commemorative that the city's previous redevelopment of this site if and when the opportunity presents itself. There will probably need to be some type of public subsidy but it is an option as returns as open space.

### Zone 12 - Surrounding neighborhood

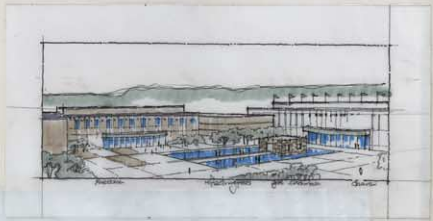
The area surrounding the JCCC is best characterized as low to middle income housing. It is our hope and belief that as the redevelopment of the JCCC continues and matures, the residential area surrounding it will improve through owner made improvements to their respective properties. This will come as private expenses and can not be financed or because of improper property and building code violation increases due to the probability of increased property and building code violation increases in the city.



# JEFFERSON CITY CORRECTIONAL CENTER

Redev (The Hat Team)

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**JEFFERSON CITY CORRECTIONAL CENTER**



# RecyBldg (The Dog Team)

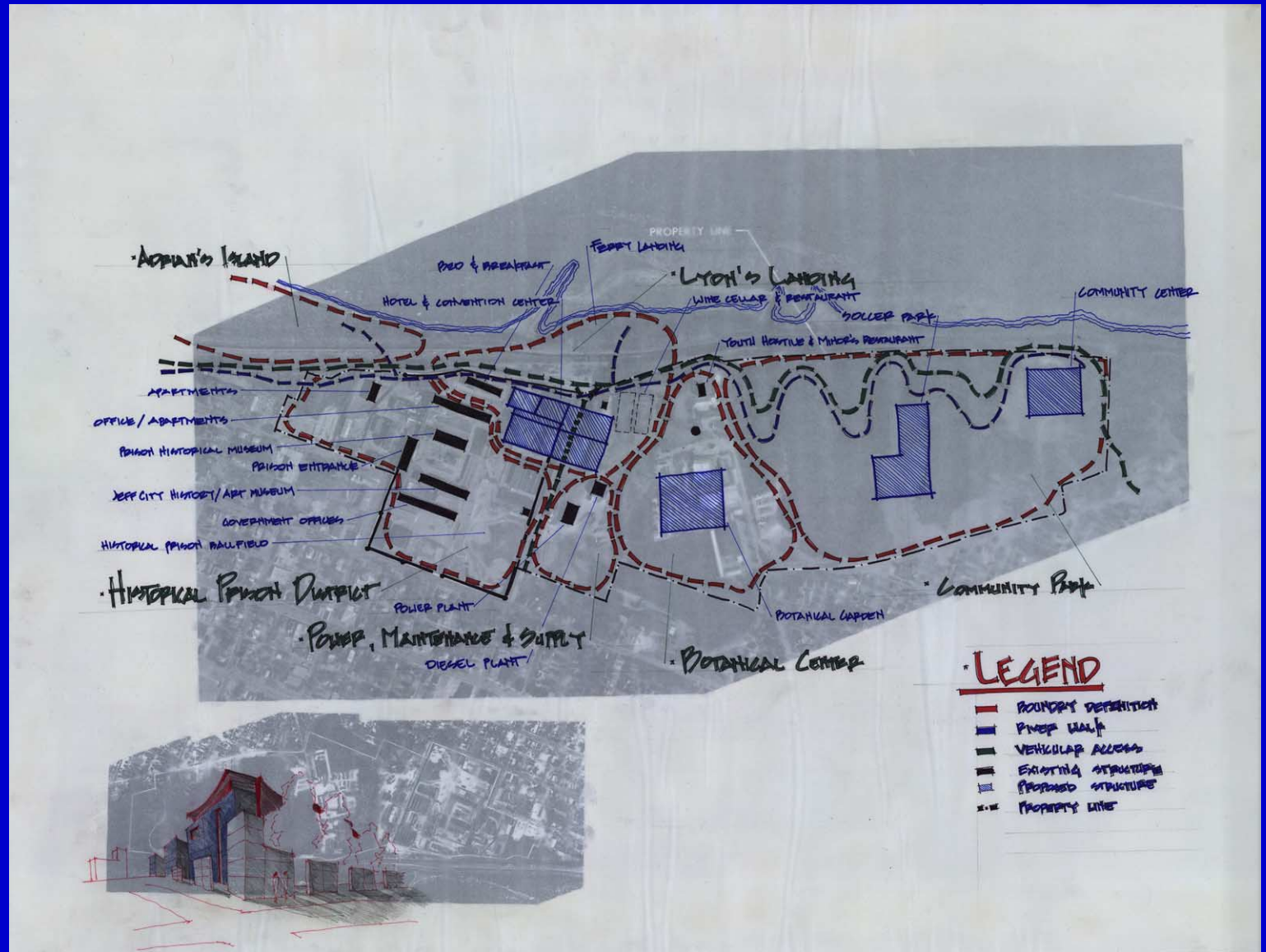




RecyBldg (The Dog Team)

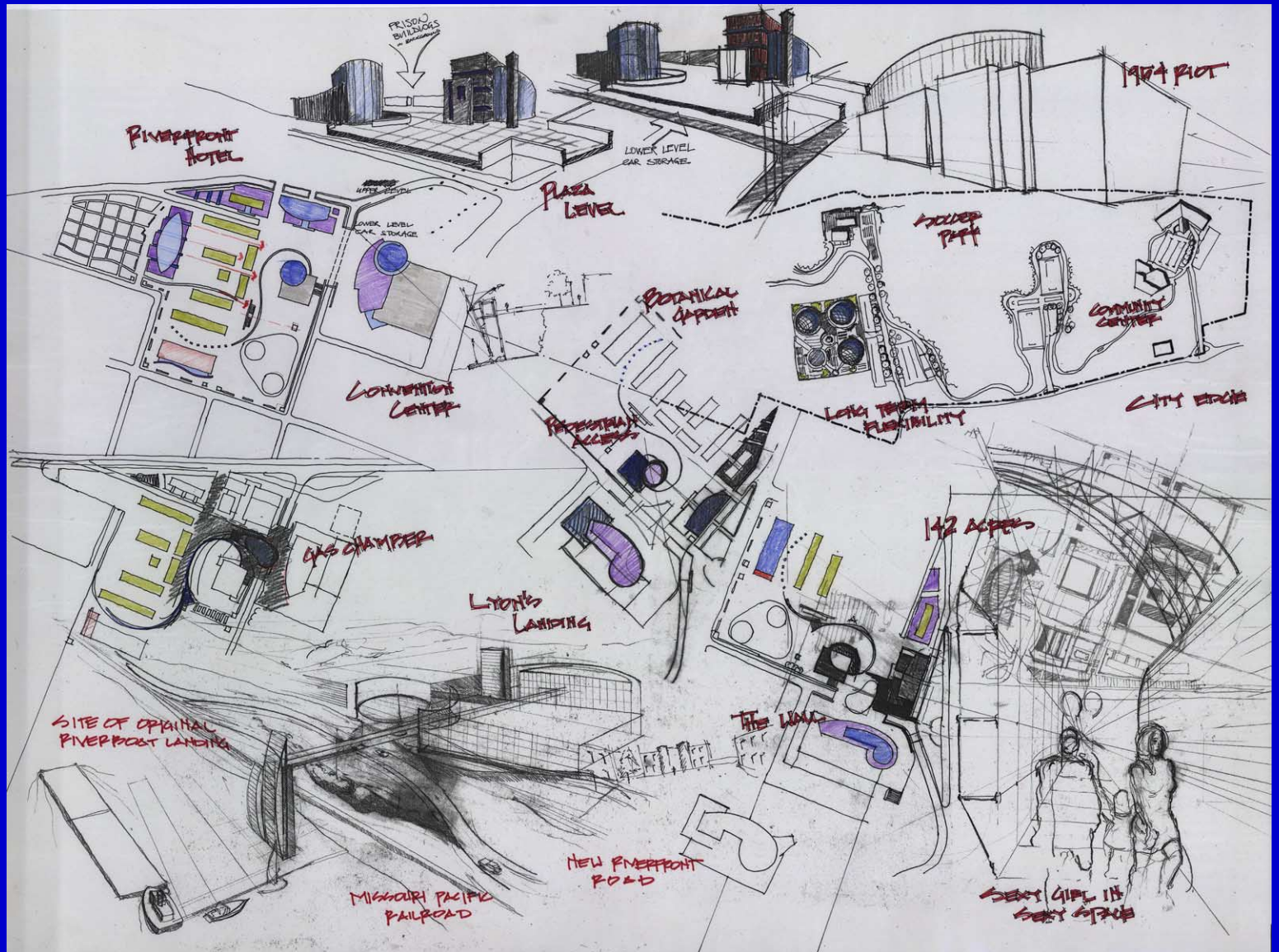


Legend ( The Ship Team)





Legend ( The Ship Team)





# TowLt (The Thimble Team)

**"The Tower Light Center"**  
The City of Jefferson

Developed within the historic walls and environs of the former Missouri State Penitentiary in Jefferson City, Missouri, "The Tower Light Center" is one of the most successful mixed-use projects in the Midwest. It combines the use of historic structures, historic building materials and unique services, providing the historical flavor and the great urban life. Commercial uses include an office, retail, restaurant and hotel are situated within the site. Other amenities take advantage of the unique top of the land and include a canopy, bridge retreat, walk, trailhead, rooftop garden and an "urban farmstead".

JEFFERSON CITY CORRECTIONAL INSTITUTION  
AERIAL PHOTOGRAPH  
PROPERTY LINE

CAPITOL VISTA RESIDENTS  
TOWER LIGHT  
BOOMERMAN  
CITY OF JEFFERSON COMMUNITY CENTER  
MISSOURI WINE COUNTRY  
STONE WALL RESIDENTIAL VILLAGE  
STONE BRIDGE EQUINE FOREST & BOTANICAL GARDEN  
BLUFF RETREAT LODGE  
SHOE BROWN MICRO BREWERY

"Towers of Light"

Architectural sketches showing conceptual designs for the towers and surrounding landscape.





# MoInst (The Iron Team)

**CHARRIETTE**  
JEFFERSON CITY MISSOURI

**The Missouri Institute for Environmental Research and Education**

In April of 2000 the State of Missouri invited a team to develop an initiative dedicated to environmental research and education on the grounds of the historic Jefferson City Corrections Center. The site is the oldest operating prison facility west of the Mississippi River and is located a mile to the State Capitol complex and close to the State Capitol complex and its 142 acre campus.

The entire redevelopment is conceived as a model of sustainable development practices. The grounds are situated high above the Missouri River and have panoramic views of the Capitol to the west and the river valley in the northern directions.

**Master Plan Goals:**

- Use Land for State Wide Benefit and Highest Use Possible
- Missouri Institute for Environmental Research and Education
- Missouri Botanical Gardens
- Keep the Land in the Public Domain
- Public Park
- Expand Capital District
- State Agency Office Space
- Strengthen Surrounding Neighborhood
- Mixed Use Residential / Commercial / Retail
- Create New Business / Economic Opportunities
- Mid-Missouri Culinary Institute
- Mixed Use Residential / Commercial / Retail
- Provide Connection to the River
- River Bluff Drive
- Chestnut Street Civil War Landing
- Manuel D. Pfenninger Bridge to Adams Island

Entrance to City

Northside Streetscape

New buildings meet existing

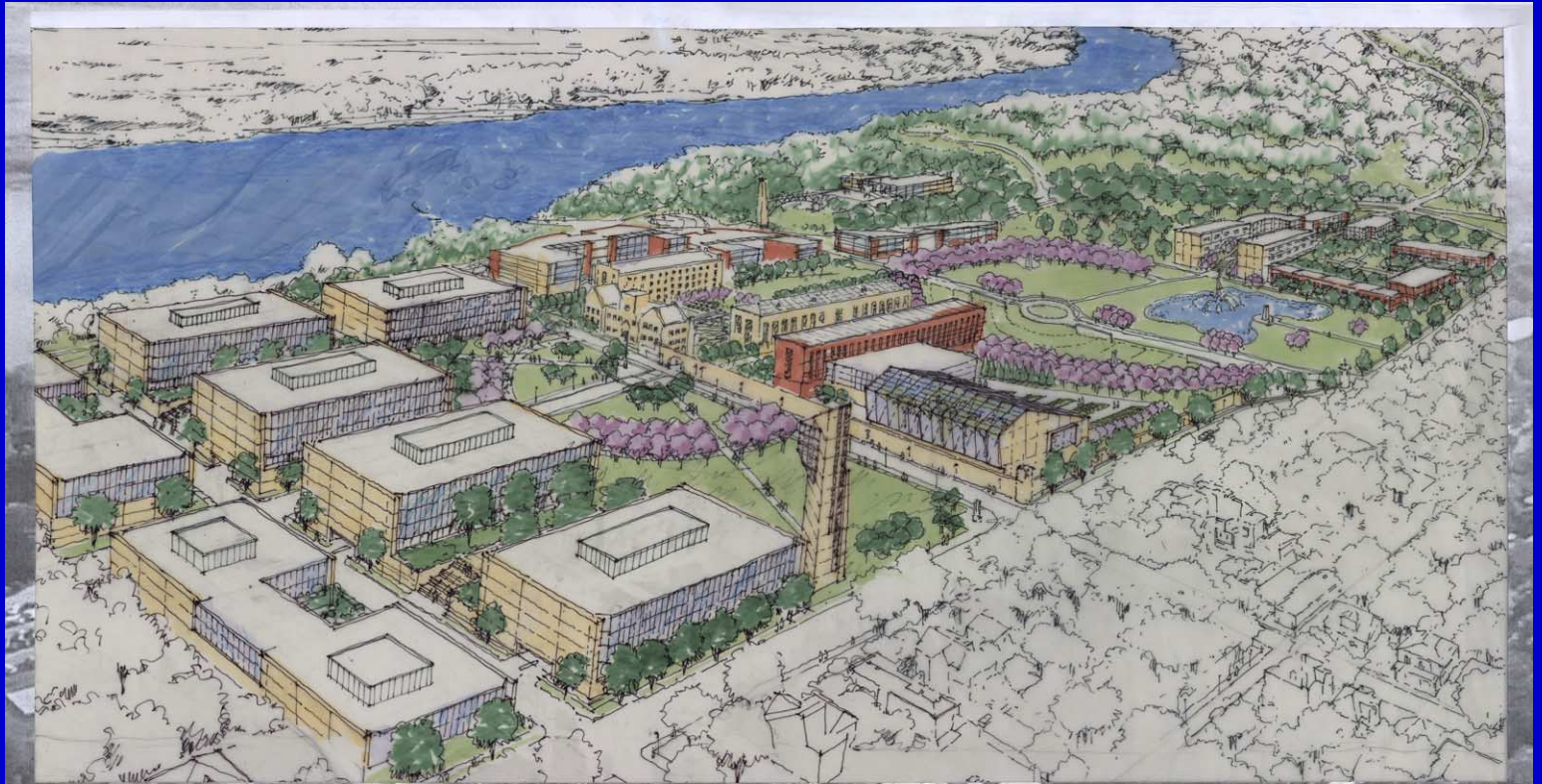
Streetscape at Capitol Avenue

Archway Opening at E. Water Street

Missouri Institute for Environmental



MoInst (The Iron Team)



Exterior of Research Lab



Research Lab Interior



Research Lab Interior



View Northward to Civil War Landing

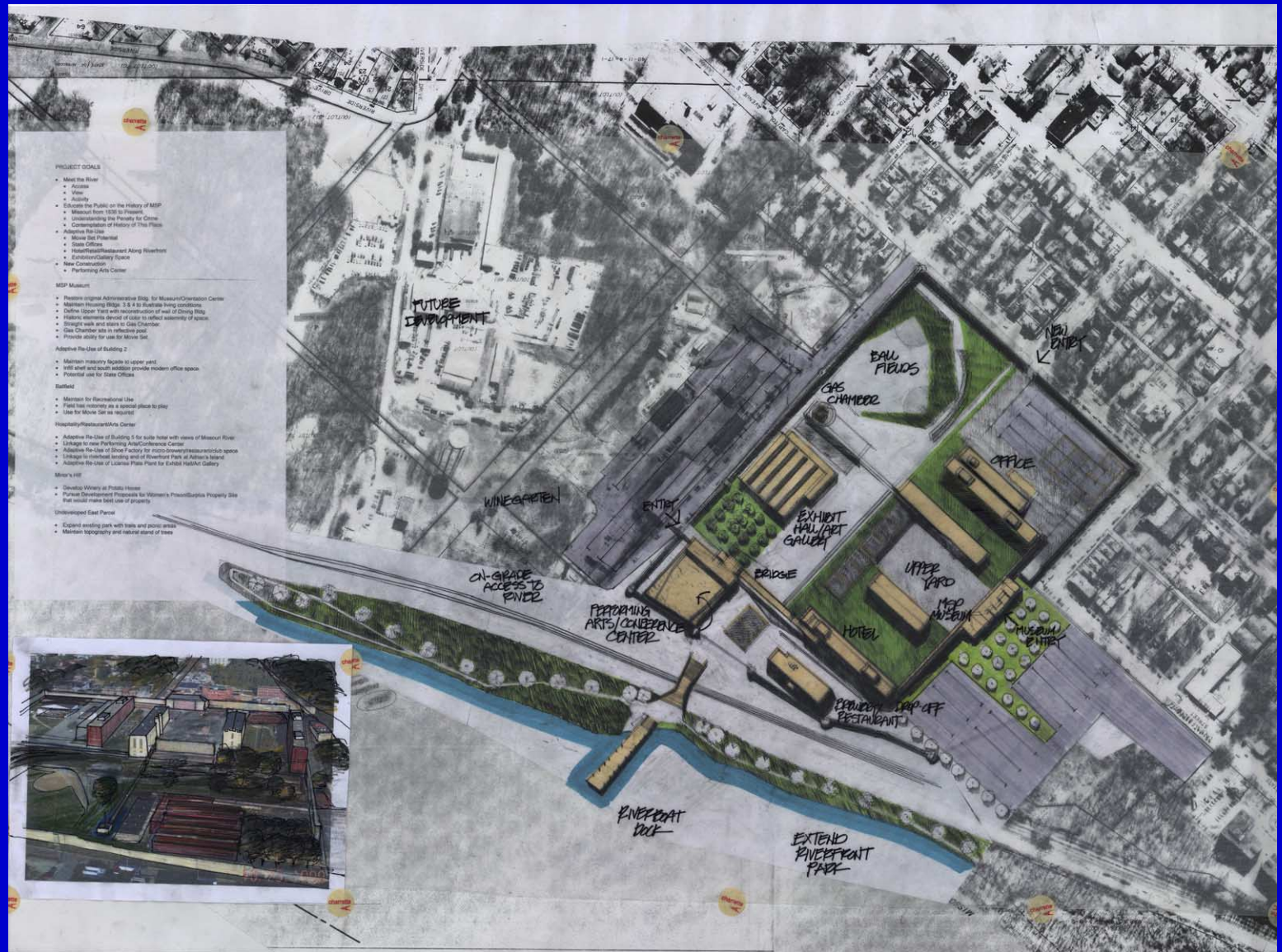


Ballfield Park Promenade

Research and Education

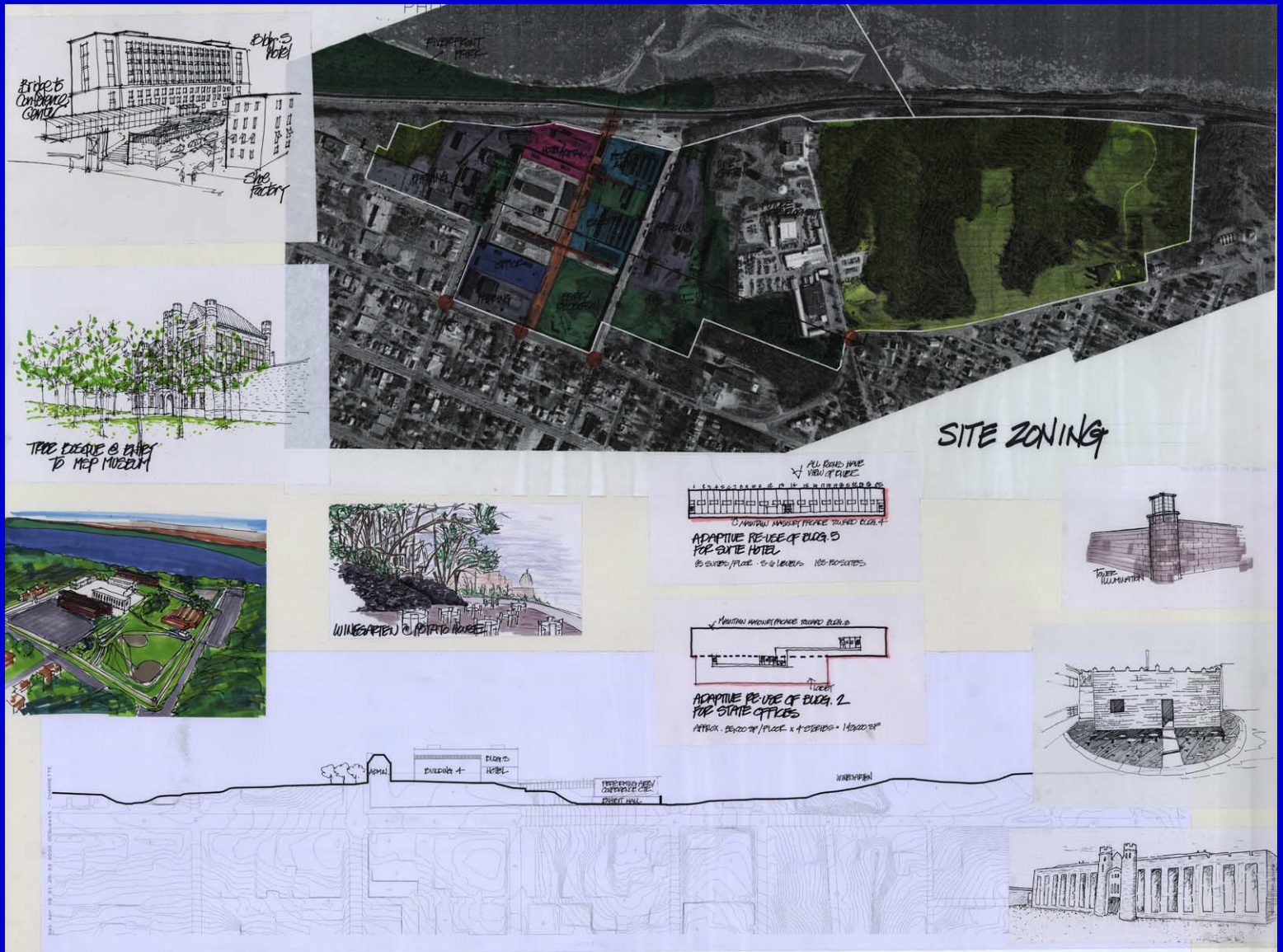


# SiteZone (The Car Team)





SiteZone (The Car Team)





SiteZone (The Car Team)



## **Appendix B – Design Charrette**

### SECTION 3

#### DNR Charrette Submittal







DNR Plan

