

JEFFERSON CITY CORRECTIONAL CENTER



CHARRETTE

THINKING

OUTSIDE THE BOX

THINKING OUTSIDE THE BOX

Results of the statewide charrette on the Jefferson City Correctional Center Redevelopment Plan
Jefferson City, Missouri, April 7-9, 2000

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INTRODUCTION

For 165 years the State of Missouri has housed its prisoners in a blufftop site in Jefferson City, just blocks from the Capitol building. Now the state is building a new facility for the Correctional Center, out of town nearby. Once construction is complete and all the prisoners and other functions are moved to the new site, projected for 2003, the State will need to have plans for the existing 142-acre site.

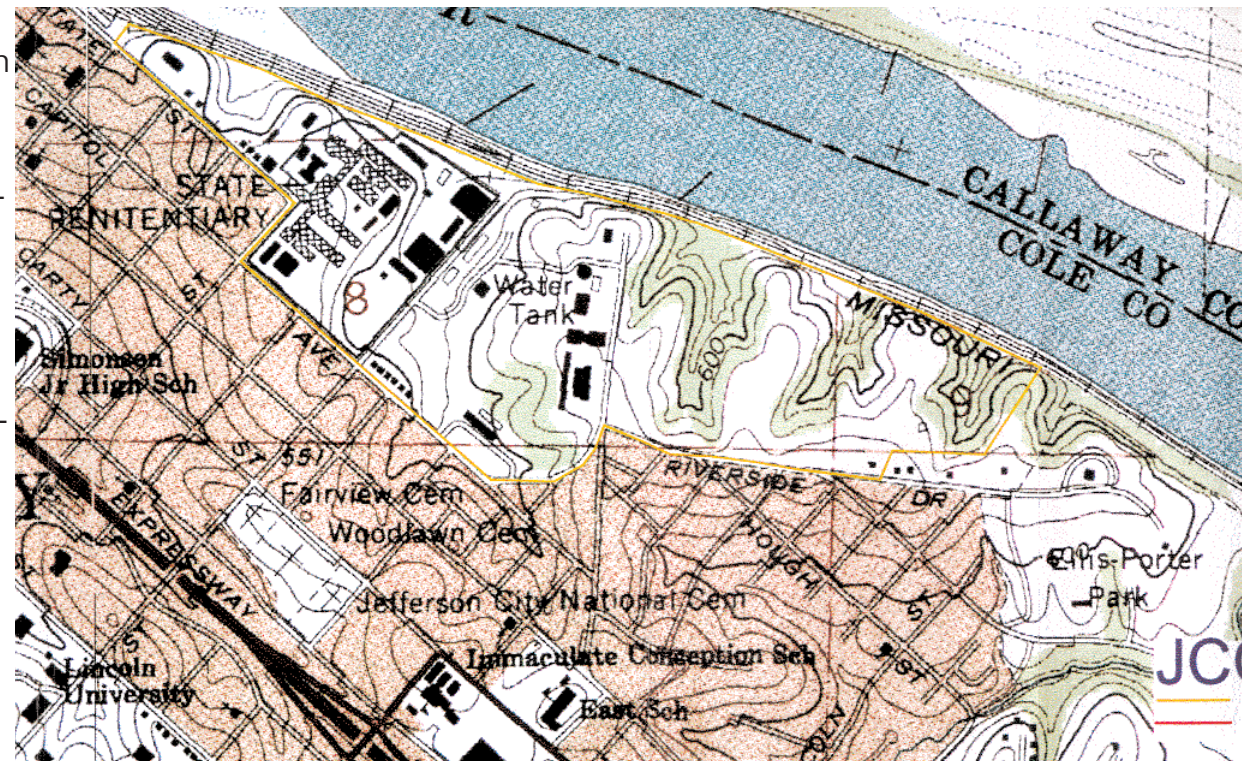
In September 1999, a task force was formed to come up with proposed uses and priorities for the redevelopment of the site. As the Jefferson City Correctional Center Task Force began to sort through the hundreds of ideas and preferences expressed by citizens, lawmakers, and others, it became clear that some way was needed to synthesize all this information and present it in a meaningful way.

To accomplish this end, the Division of Design & Construction approached AIA Missouri, the state council of the American Institute of Architects, to hold a charrette. It was scheduled for the first weekend in April, only a few short months away. The information in this book documents the tremendous amount of creative work put forth by the eight teams that answered the call. The basis of the design problem, the solutions presented by each team, and the comments of the expert critics are all included.

Charrette (sha-RET), n.

A brainstorming event where teams work to solve a specific design problem in a short amount of time.

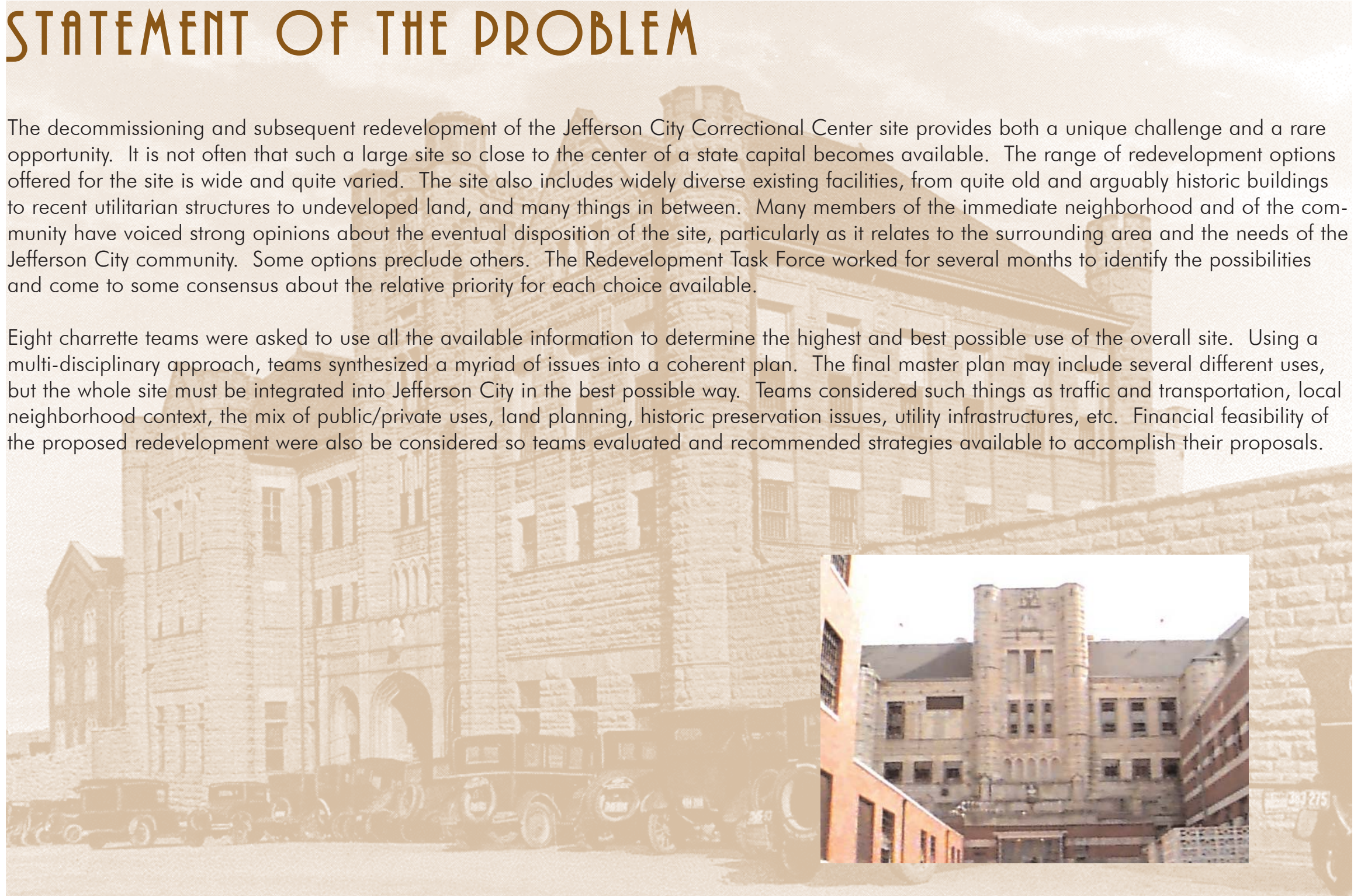
The JCCC Redevelopment Plan Charrette was an intense but satisfying experience for the architects and others who took part. These results show a wide variety of visions for the site, consistent with the information gathered by the Task Force, and have put those ideas into a visual form. They continue to be used to help refine and define the master plan for the site, as the State moves toward decommissioning the prison.



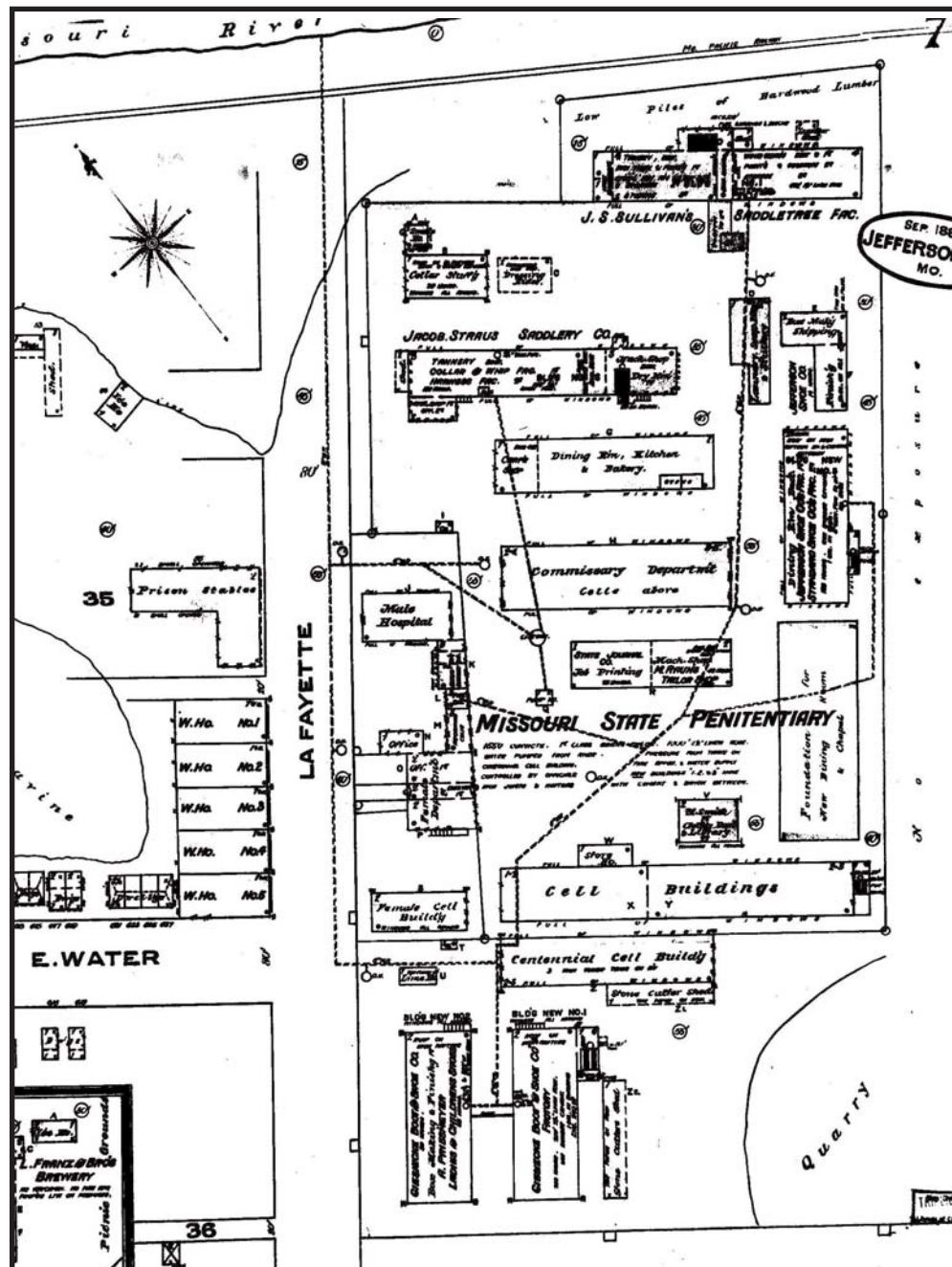
STATEMENT OF THE PROBLEM

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 worked for several months to identify the possibilities and come to some consensus about the relative priority for each choice available.

Eight charrette teams were asked to use all the available information to determine the highest and best possible use of the overall site. Using a multi-disciplinary approach, teams synthesized 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 considered 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 were also be considered so teams evaluated and recommended strategies available to accomplish their proposals.



HISTORY OF THE PRISON



1885 map 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 which currently remain. Additional new buildings were built in the early part of the 20th century, including the stone "main building" now known as Housing Unit 1.

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.

Also built at this time was the Gas Chamber, 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

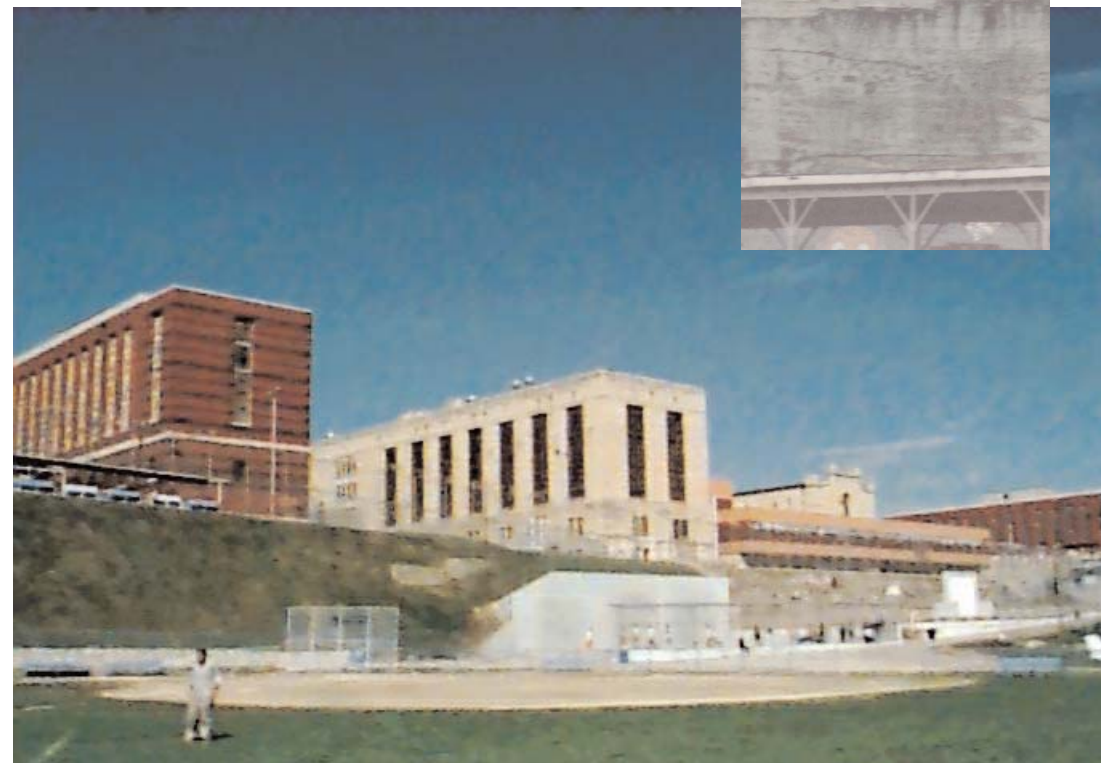
out which left seven buildings destroyed by fire, five prisoners dead, and a number of guards and inmates injured. Property damage was estimated between \$3 and \$5 million. The riot also sparked an effort at penal reform in Missouri which would, however, take many more years to complete.

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 joined the new gymnasium and a grandstand was built at the athletic fields in the lower recreation yard. More recent construction inside the walls has included the All-Faith Chapel and the Education Building, built on the foundation of a building burned in the 1954 riot. The most recent building in the compound is 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 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. Originally built to house female inmates, it sits on the site of a 19th 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 was used for cattle and hogs destined for prison meals. Fruits and vegetables raised on the farms were stored in the Potato House, a large cellar built under the hillside. In the same area is the prison water tower.





GOALS AND VISIONS

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. The JCCC Task Force studied and ranked these ideas during the fall. Then this information was given to the teams that participated in the charrette to refine and graphically delineate the ideas into the basis of an overall master plan. The goals of the charrette were:

- 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.



The JCCC Task Force ranked a long list of potential uses for the site by assessing the benefit of each proposed use. These potential uses can be grouped into several major categories. Using the rankings given to each individual use these categories can be ordered according to their perceived value to the redevelopment of the site. With such a large site to consider, it became apparent that a number of uses could be placed on the site, so a mixed-use plan became a priority. The highest ranking categories from this study were:

- Historical Preservation and Museum uses, including such things as saving parts of the existing site in a Missouri State Penitentiary Museum and adding other museum/exhibition functions.
- Outdoor/Riverfront uses, including such things as a riverfront park, access to Adrian's Island, picnic areas and trails, and green space.
- Offices, either for a federal courthouse, state offices or private offices, in a number of possible configurations.
- Entertainment and Tourism, including such things as a performing arts center, hotels, a winery, tourist information center, a recreation complex, a riverboat landing or an Amtrak station.

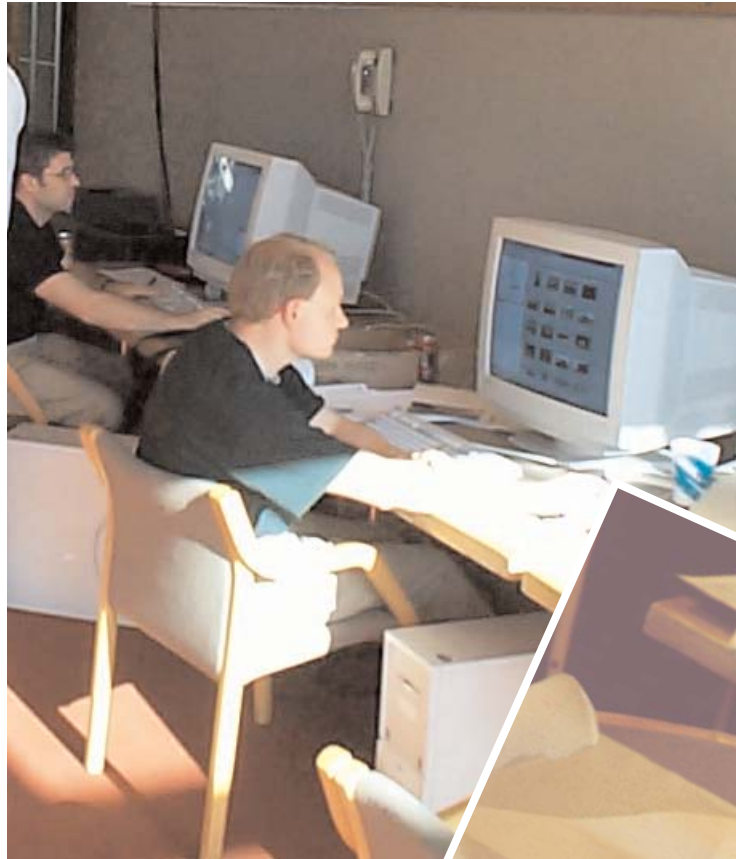
OVERVIEW OF THE EVENT

On April 7, 2000, eight teams of architects, engineers, planners, developers and local citizens came together in Jefferson City to spend three intense days looking at the Jefferson City Correctional Center (JCCC) and what could be done with the site when the prison moves out.

Team members gathered in the Truman State Office Building at midday on Friday, where they attended an orientation meeting, then spent the afternoon in more specific information gathering. One member of each team had the opportunity to go "inside the walls" on a tour of the still-functional prison. Other team members spoke with representatives of organizations like the Dept. of Economic Development, Parks & Recreation, and the Missouri Film Commission to flesh out their knowledge of the available options, and many went on a bus tour of the area outside the walls of the prison. The subject site poses a great challenge and a terrific opportunity for designers of its reuse. Starting only 7 blocks from the State Capitol, it covers 142 acres located along the Missouri River on prime bluff-top land, of which only about 47 acres are within the walls. Team members returned to the Truman building with lots of ideas already bubbling in their heads. Friday ended with a welcome reception where team members got a chance to meet some of the other teams.

Saturday started early, with breakfast served at 7am and work on the projects beginning at 8. The eight teams were each named for one of the tokens in a Monopoly game, and team members quickly became identified as the "Dogs" or the "Shoes." Each team had its own conference room in the building to work in, filled with all the necessary drawing supplies, information, and as much technology as we could muster for the event. Each team was given a maximum of three 30" x 40" boards on which to make their presentation. The technology part didn't work as well as we had hoped so, in the end, most teams did the majority of their work by hand, sometimes using computer files for overlays and details. One team, the Wheelbarrows, was primarily made up of local citizens, guided through the process by two AIA members, Linda Phillips and Jim Morris. The level of intensity grew throughout the day, as the teams settled on their overall strategy and hurried to delineate their ideas. The last project was turned in late that evening.





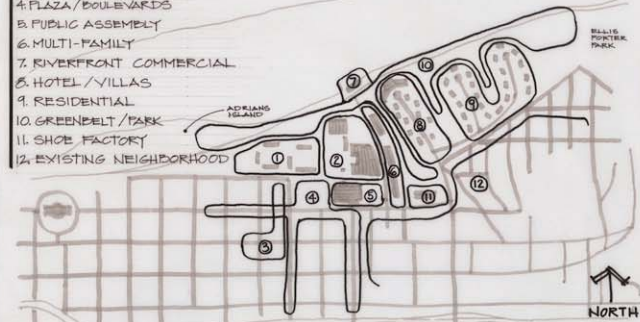
Sunday morning allowed team members to sleep in while the visiting critics met to review the work of the previous day. Seven critics from around the state, and two lead critics from the national arena, gathered for an early breakfast and a morning of looking at the presentations. Each team was given the opportunity, if they wished, of briefly presenting their scheme to the jury. In the afternoon the public was invited to view the results of the weekend's work, and listen to the panel of critics as they discussed the strong points of the projects, and ideas for where the process should go from there. It provided a good closure to an intense and rewarding weekend of shared creativity.



THE TEAM AMPLIFIES IDEAS

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. SHOP/FACILITY
12. EXISTING NEIGHBORHOOD



OVERVIEW

JEFFERSON CITY has undertaken the redevelopment of the Jefferson City Correctional Center (JCCC) and believes that through careful planning and phased development, a plan can be realized that will address not only the aging needs of state government but the surrounding community of Jefferson City as well. As with any major development, there will be differing views on how such a plan should be realized but through town hall meetings and incorporating community input and feedback, we believe that consensus can be built to the extent feasible with the best use of state government, commercial and local private resources.

In the evaluation of our plan, we have tried to consider the very strong relationship between the Capitol building, the Jefferson City Convention Center, Lincoln University, Jefferson City public high school and the historic high school. These are all very strong institutions and their respective relationship and support of one another is a major component of 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 relation to all phases and plans. We believe that the road serving the JCCC must be evaluated and we recommend the north-south arterial route of Adams Street and Chamber Street be upgraded to multi-lane arterials. Jefferson City Avenue should be upgraded to boulevard status as well. This will strengthen and stabilize the relationship between the educational institutions to the south and the Capitol to the north. In addition, the existing commercial development along Capitol 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 boulevards will encourage and invite the neighborhood surrounding the JCCC, as well as the educational institutions to the south into the development and will encourage pedestrian behavior between the residents of the development and the surrounding neighborhood.

In being out the overall redevelopment, we have divided the project into three (3) different development zones and three different adjacent zones. The development zones could be considered phases to the project although it will enhance the project if the three (3) zones are realized simultaneously. To be clear and there will be more than one developer who will assume the plan. We believe the State should consider the development of various Requests for Proposal (RFP) and facilitate them to pre-qualified developers to respond. Through the prequalification of developers the State can assure to minimize the amount of risk involved and better ensure the overall success of the project.

To insure the success of the development, the State of Missouri and Jefferson City should ensure that the success of this project will require all of the economic development tools

available including the concentration of Tax Incentive Financing and Chapter 233 Tax abatement. In addition, Homefield Redevelopment Tax Credits, Historic Tax credits, and Economic Zone status should be provided and awarded. Furthermore, the project success will require the complete cooperation of both State and local economic development officials. It should be ensured that this would 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 occupational and experiential learning and development programs. Examples would include joint educational offerings between the 3 schools for not only day students but commuters as well. In addition, business incubators will be developed to encourage and assist emerging entrepreneurs throughout central Missouri. To maximize opportunities for all types of students, there should also be a student housing component. Zone 1. While the educational opportunities would be state or university supported, the housing and business component would be privately developed and funded. The housing would consist of smaller 1 and 2 bedroom and efficiency type apartments. The building used for the campus area will include the conversion of historic structures present at the JCCC and will require creative approaches to finish the interior and exterior materials as well. Existing structures would include both State and Federal Historic Tax credits as well as eligible Tax Incentive Financing to assist in infrastructure improvements as well.

Zone 2 - The Museum

This will be the museum zone. The Smithsonian Institute has such limited exhibition space that only 10% of its exhibits and artifacts are available for public display. As such, we propose converting the Smithsonian and other museum and gallery to encourage and promote their development and also exhibits in the Missouri. This is the perfect opportunity to the adaptive reuse of the other historic structures on the JCCC site as private museum. This will also encourage tourists and promote economic development to the Jefferson City area. This recently supports the health and wellness in the area as well. It will also be necessary to develop new site structure to support the zone in addition to the preservation of the block building and the Tax Chamber. Also in this zone, we propose an emphasis to improve the change in grade from the upper and lower yards. It can be used for university and community production for the benefit of all the citizens of Jefferson City.

Zone 3 - The Commercial

While this zone is not exclusively within the JCCC we believe that redevelopment of this zone would development and it is from this zone that retail and development in the Jefferson City area as well as throughout Mid-Missouri. We propose to take full

advantage of the River through the development of commercial and retail type uses that would include restaurants and a limited service center. Access to the waterfront would be via a public trail that would extend to the Stone North canal and a pedestrian bridge over the river would be constructed to provide access from parking areas to the restaurants and retail. Funding for the area would be from a combination of public and private sources. The 21 building would be located for the construction of the bridge which additional access would be realized for the restaurant and retail.

Zone 4 - Plaza/Boulevard

This includes the transportation component of the plan and includes the development of the transportation and pedestrian friendly plaza and boulevard. To encourage pedestrian traffic throughout the area we suggest a plaza or bridge be constructed as a means to cross the JCCC. This is not necessary to the immediate development but might be encouraged for traffic. This component will be to improve funding from the city as well as from the university. This zone also includes the development of an open park area connecting the historic location of the upper part area.

Zone 5 - Public Assembly

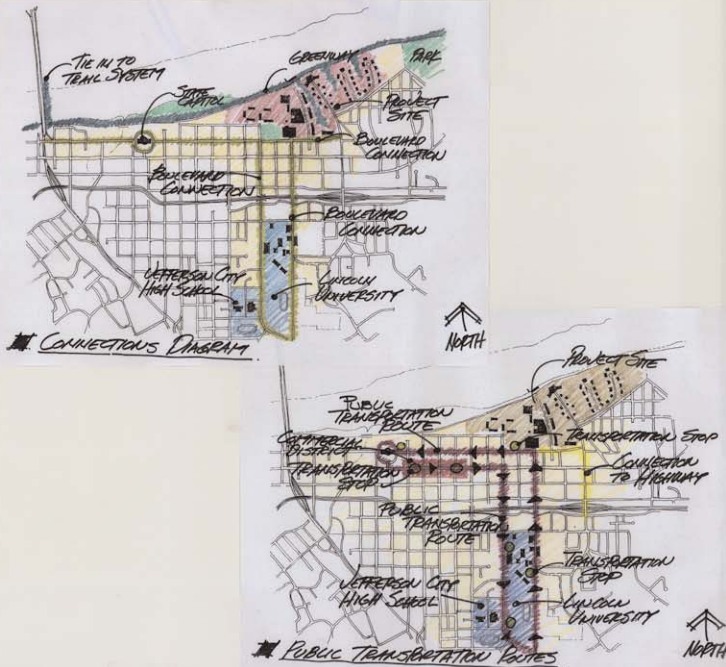
This zone would be a mixed-use cultural facility that would be available for use by not only residents of the JCCC but by the overall Jefferson City community as well. It is envisioned that this facility would include theater, exhibits and meeting/convention center as well. Consideration would be given to include other community support groups to use the facility for activities and entertainment. If proposed project, Jefferson City and this facility could become the hub for collegiate and high school championship activities to include sports, special not athletic activities to name just a few. Because of the proposed use this zone would require funding through the state legislature and from these private groups and organizations that would finance its use. The use of the facility by non-Jefferson City groups would bring tourism and non-residents to the city, which would support the local and regional market as well.

Zone 6 - Multi-Family

While this zone would be a multi-family component that would include the construction of residential or apartment type housing. This residential component would support the overall redevelopment project and would provide housing for the only students involved in more of a short term than Reservations and business as well. This component would be developed in the private sector and would require special financial incentives with the possible exception of assistance in any renovation.

Zone 7 - The Riverfront

The Missouri River which flows below the bluffs of the JCCC has many features and amenities that make this project special and without comparison. An integral part of any overall development is a recreational component. The area along the Missouri River offers an opportunity to construct trails and walkways that will link the area with the bluffs and the bluffs and connecting through the various in the river below, these



bluffs and parks will provide the entire community with a venue for recreational activities in close proximity to where they live and work. The green link will provide linkage between Ellis Drive Park and the historic bluffs. Because this area is so 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 8 - Hotel/Villa

To promote and enhance convention opportunities in Jefferson City, we believe that zone 8 should accommodate a combined stay hotel development. This will provide temporary housing for the transient traffic in Jefferson City and will allow the Jefferson City Chamber of Commerce to better sell the city to all types of groups and organizations. Zone 8 is a green field site of the JCCC and will require new construction of the development. Because of the competitive nature of this type of industry it is being suggested that the area receive some type of economic incentive which might include Tax Incentive Financing or Chapter 233 tax abatement. Because this property is currently on an open lot, some type of permit in lieu of tax (pilot) could be negotiated as a phase in future in the same hope to insure and preserve.

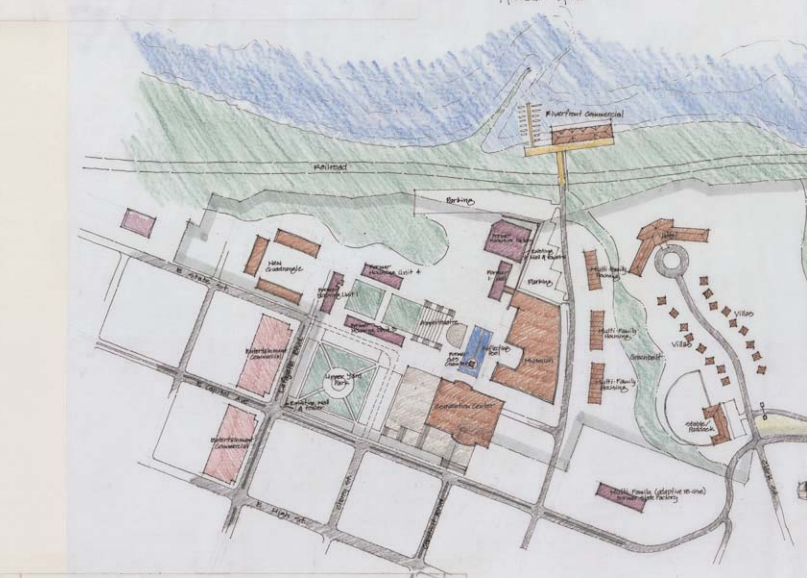
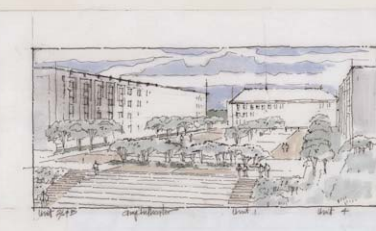
Zone 9 - Single Family Residential

While the majority of new residential development in Jefferson City is growing in the west, the historic river and bluffs along the Missouri River offers a tremendous opportunity for the development of high end single family housing. We envision a great community extending to the east along the bluffs with a maximum size line of 1.5 acres to serve offering unique views of the mighty Missouri River and the bluffs rising from the river below to the horizon. To maximize the potential of this area, we suggest that project 21 lots, which will afford each homeowner primary use of a community and security. Homeowners in this community will enjoy full use of the amenities, which may include a health club, tennis courts, an indoor/outdoor swimming pool, and potential recreation center. Other amenities of some sort include a store, walk and outdoor community park. The construction of some sort of community walk and jogging trail referenced in zone 10 below. We don't believe this zone will require any type of special incentives and the success of this area to the river will be provided immediate financial gains to Jefferson City.

Zone 10 - Green Belt

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REDEVELOPMENT PLAN



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Zone 11 - The 11.5 Acre Show Factory

The St. Louis show factory is located in zone 11. While this is not a part of the immediate development, it is proposed that the JCCC would acquire the show factory should some point in the future and believe that the highest and best use for this structure would be to convert it into a show factory. This type of development would come from the private sector and while no specific time schedule is set for this zone, it is our recommendation that the city receive some type of public subsidy for the use of the facility and that the opportunity presents itself. There will probably need to be some type of public subsidy but for now it remains an open issue.

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 various public improvements to their respective properties. This will come in private equity and will be encouraged or subsidized. Because of improved property and subsequent valuation increases there is the probability of increased property assessment and resulting increases in revenue to the city.

OVERVIEW

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ENTAILMENTS

We feel that this project should be a phased redevelopment that will address not only the strong desires of state government but the surrounding community as well.

This scheme creates several use “zones:” a museum zone would provide a place for travelling exhibits and preserve some of the historic fabric of the prison, and include a performance amphitheatre; a campus zone providing joint opportunities for the many colleges and universities in the area; a commercial zone creating a transitional link; an area for public assembly with mixed-use cultural facilities; a river-front zone developed to include commercial and other amenities; a hotel zone providing tourism and convention opportunities; both single family and multi-family residential areas; a transportation component with plaza and boulevards, and a green belt along the river.

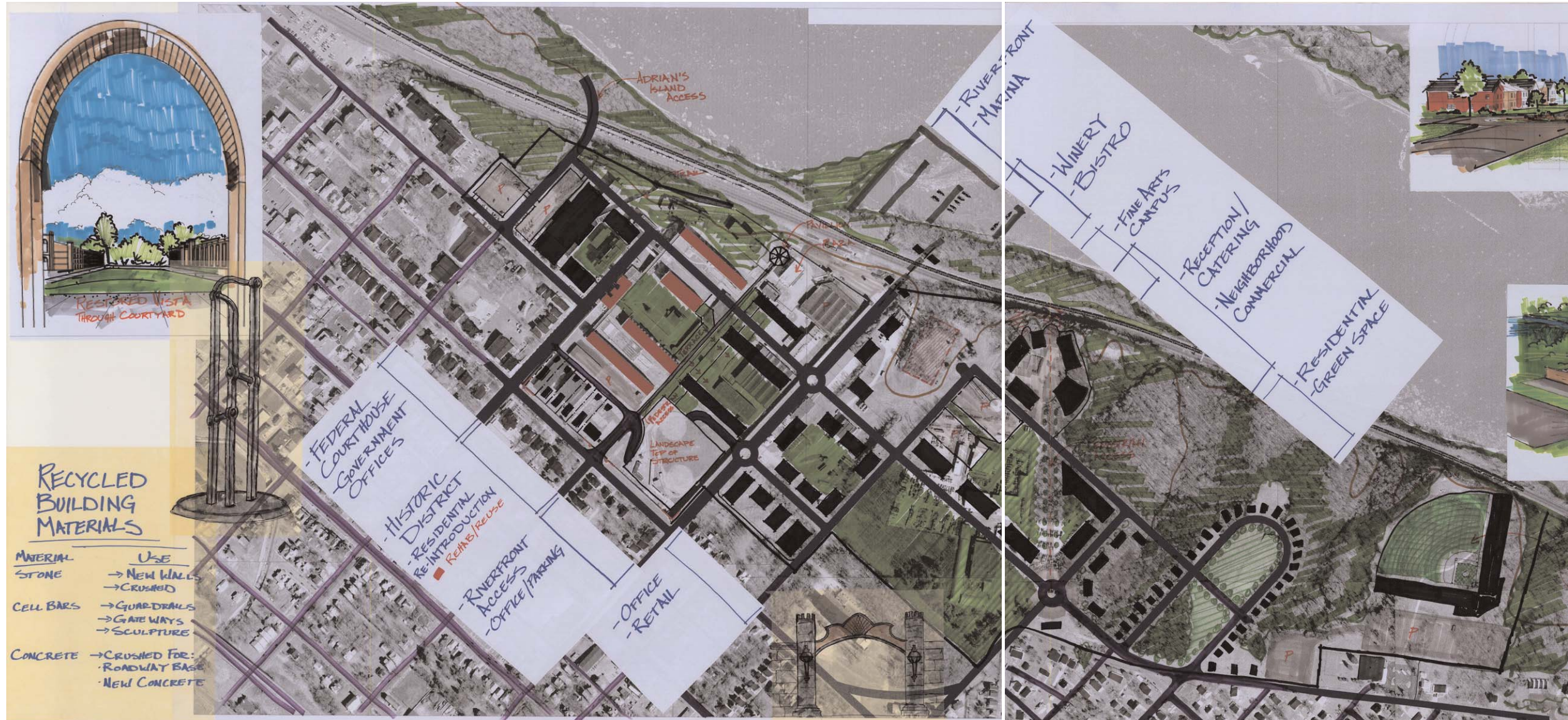
In addition we feel we need to address the Shoe Factory and the surrounding neighborhoods, tying them into the fabric of the development and pulling it all together with the existing city.



TEAM MEMBERS:

- Carl Yaeger, AIA
- Bill Roumas
- Todd Wetherilt
- David Whitehead
- Steve Rhodes
- Jonathan Waynick
- David Zimmer
- Kate Brune
- Troy Hake
- Chris Lee

TEAM PRESENTS



EVENTATIONS

One of the key issues here is to recapture the river for the City of Jefferson, so we have a recreation area on the east that goes all along the river to Adrian's Island with a pedestrian/emergency vehicle bridge linking to it. At the east end is a semi-pro baseball stadium which would help make Jefferson City more of a tourism destination. Out on the promontory we show an arts complex for the city, which would combine a variety of visual and performing arts on one site.

We also show privately developed commercial areas surrounded by a central park area, as well as a well-developed marina down at the end of Chestnut Street.

We tried to open up the site to integrate it more with the surrounding community, taking down much of the wall except for a few corners that would act as historic 'markers.'

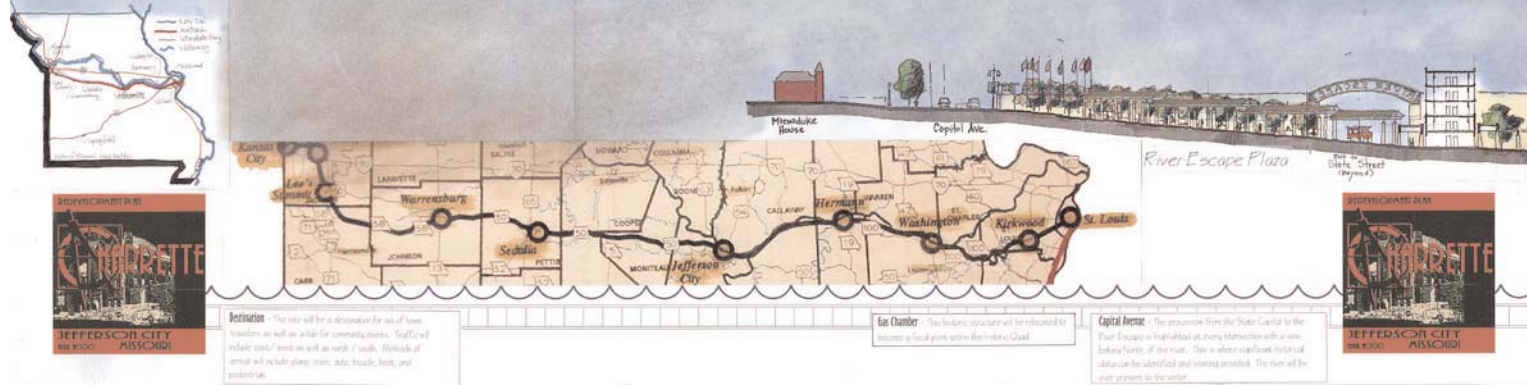
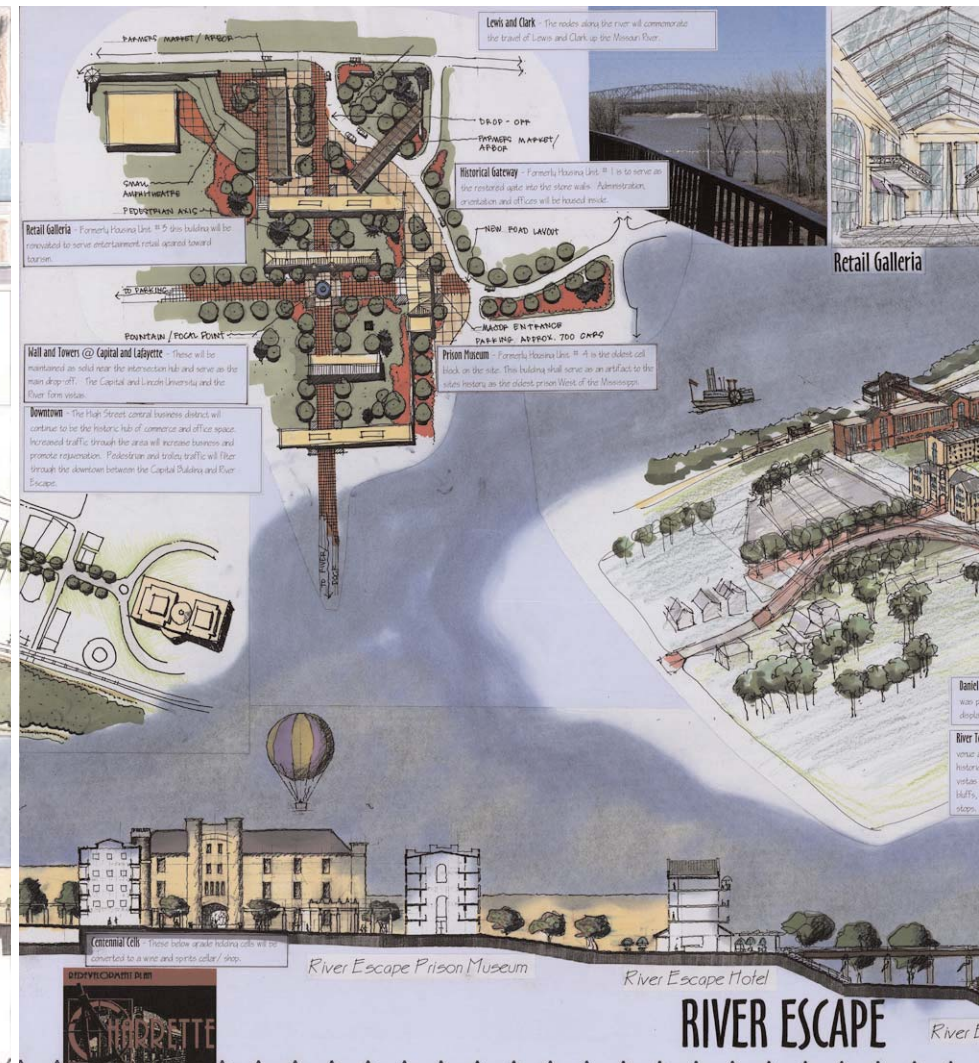
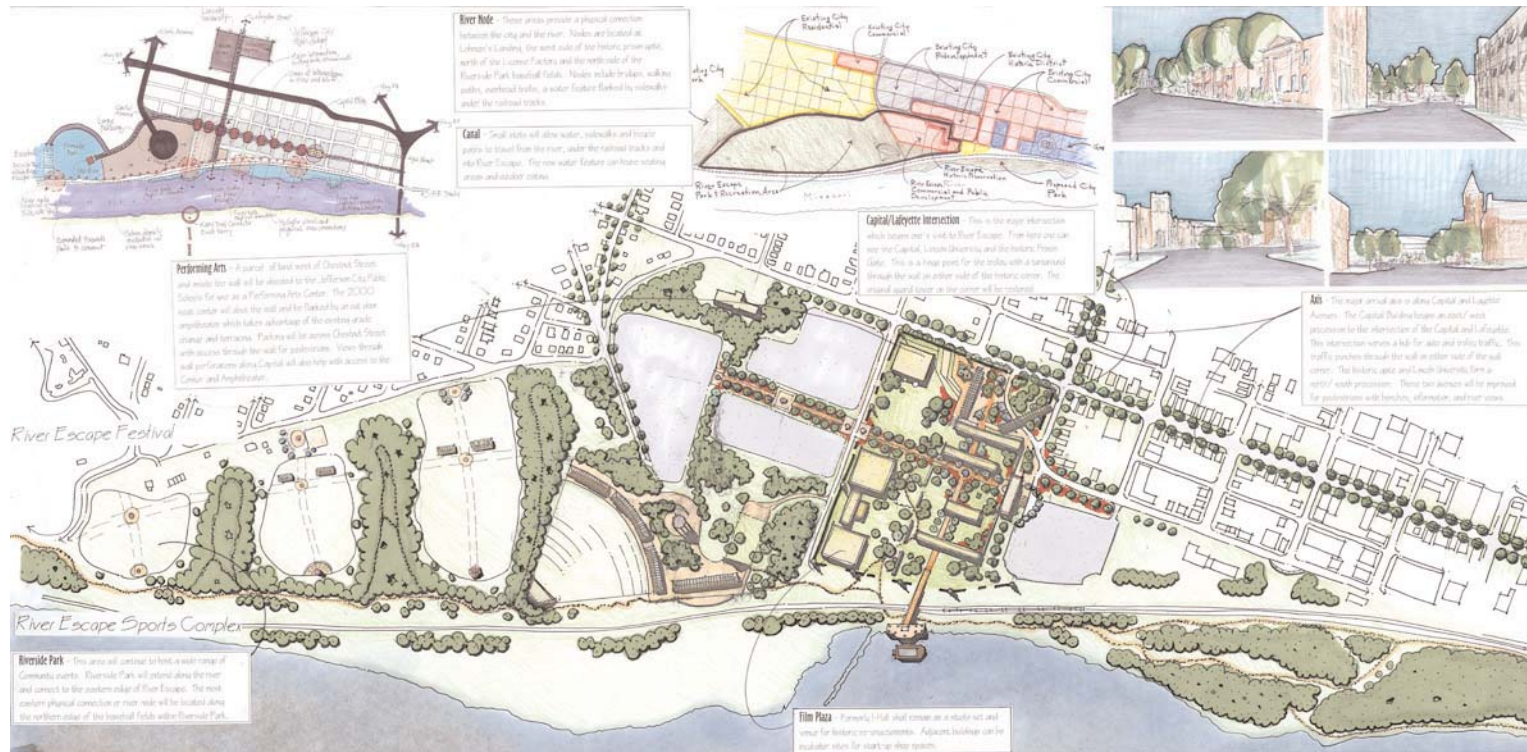
At the west end we have offices and a Federal Courthouse.



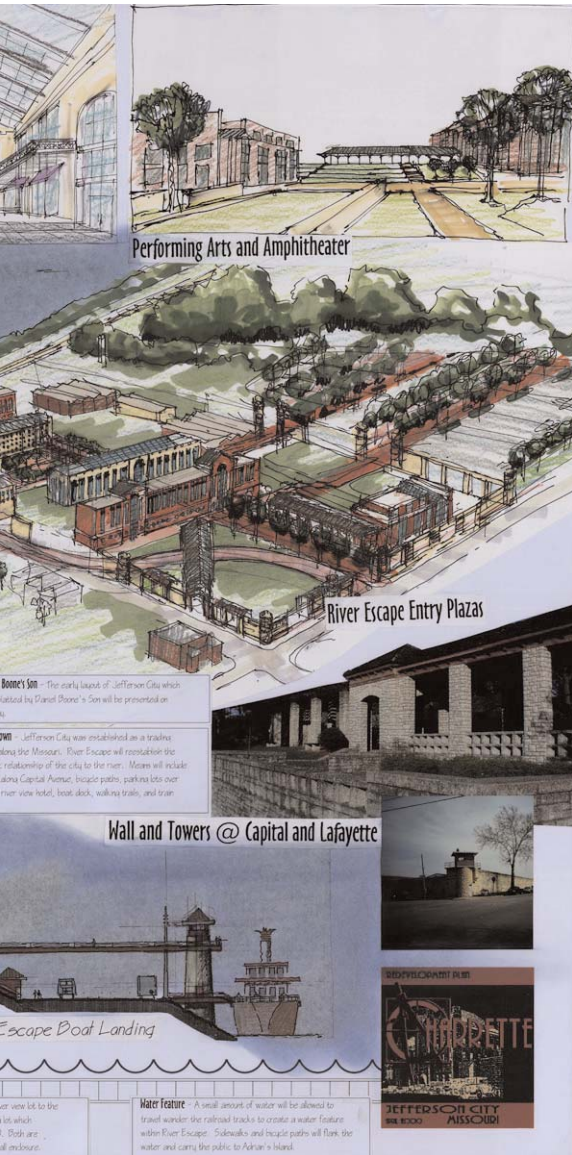
TEAM MEMBERS:

Chris Davis, AIA
Nick Peckham, AIA
Heiddi Kohtz, AIA Assoc.
Eric Roselle
Tom Trabue, PE
Don Asbee
Gary Hennigh
Kevin Dermody
Teresa Dermody

THE TEAM ASKING FOR DREAMS



ENTERTAINMENTS



We chose to develop a kind of entertainment center we're calling the "River Escape." There are two components to this plan, one is the "River Escape Festival Park" and the other is the "River Escape Landing."

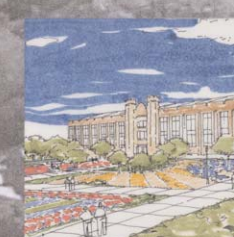
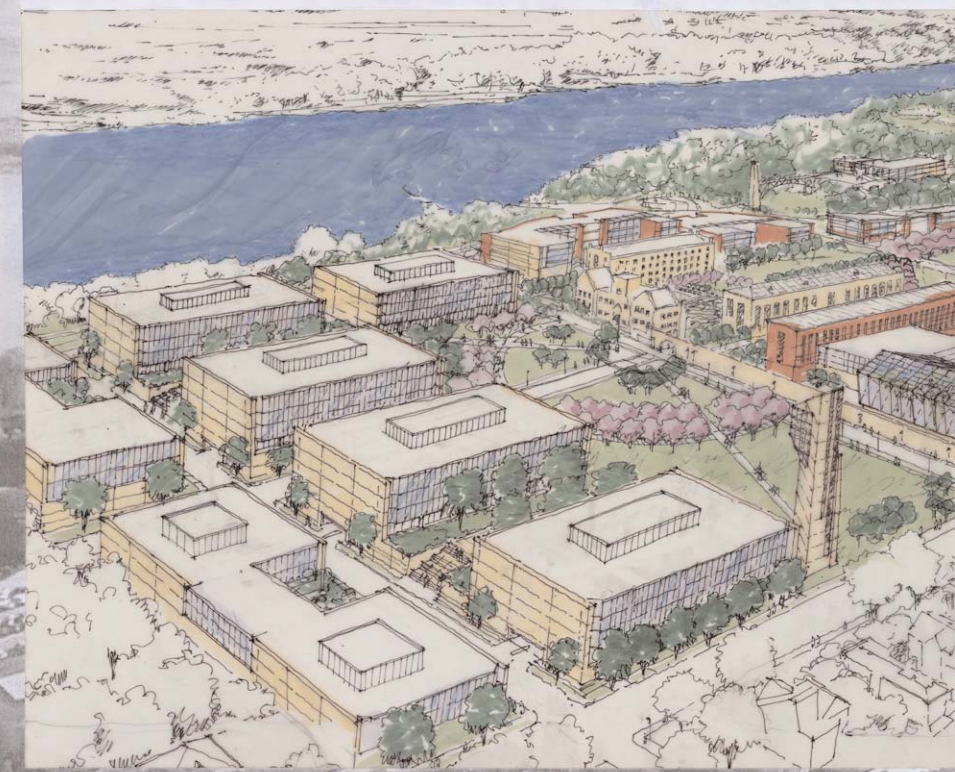
The Landing actually becomes the focus of the facility. In order to attract necessary public funding, we have tried to create a critical mass of key components. To do this we developed a 'spine' through the existing buildings as a circulation element that would tie all the uses together. Those uses are everything from a hotel to a performing arts center, to retail shopping, to a museum in one of the more historic buildings. We would use the Administration Building as a new entry from that direction and really create an entry across the whole campus that could tie that more commercial zone together.

The Festival area has all kinds of uses - things like an outdoor theatre venue and a "River Rendezvous" festival area. We developed a series of pavilions and some hardscape surfaces where all kinds of events could be programmed. The key to all of this would be bringing in people from other places, so we need to develop the transportation infrastructure to cope with it.

TEAM MEMBERS:

- Ken Graham, AIA
- Mitch Hoefler, AIA
- Cary Gampher, AIA
- Kirby Viehland
- Steve Depenthal
- Larry Brickey, RLS
- Yony Cohen
- Jack Curtit
- Aaron Clay
- Allen Pollack
- Chris Kleingartner
- Andrew Safran

IRON TEAM TEAM AMPPRES



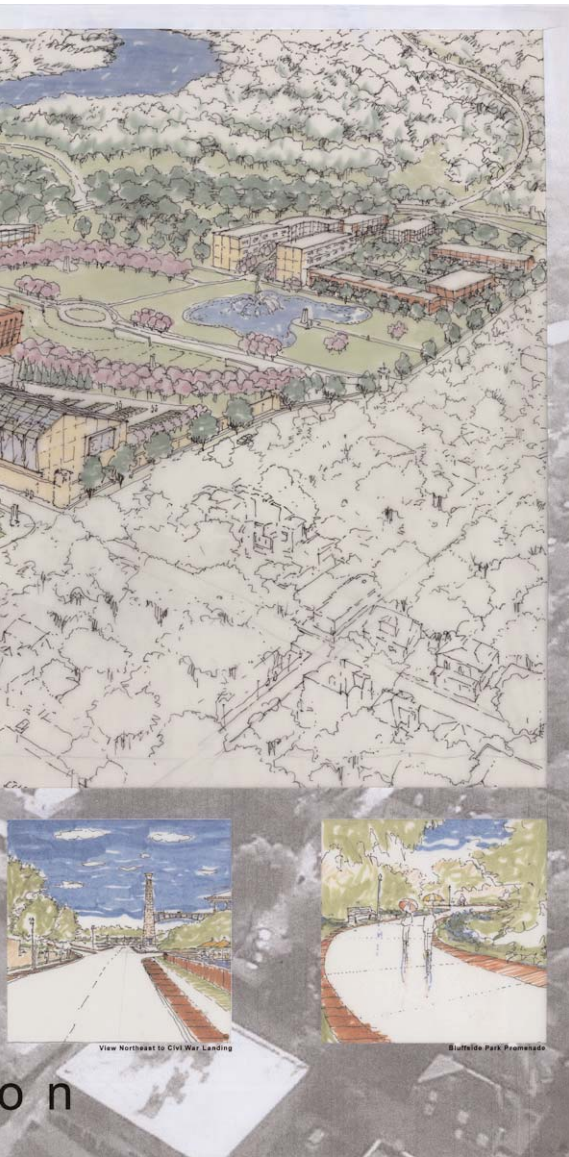
Missouri Institute for Environmental Research and Education

ENTRATIONS

What we have proposed is based on a couple of key uses. Primary is the reuse of the majority of the historical buildings within the prison complex, with some additions, as a “Missouri Institute for Environmental Research and Education.” This would provide educational facilities, scientific study labs, botanical gardens and research gardens to research the environmental use of land throughout the state and region. This can also make use of Adrian’s Island, the existing underutilized land to the east, and the city park even farther east.

The other key issue we saw was the need for more State office space. This site’s proximity to the existing Capitol Complex makes it ideal as an additional area for State offices, rather than building more out on the periphery of the city.

In addition, we see an opportunity for some mixed-use development with retail, residential, and commercial development on the southeast area. And, on a whimsical note, we’ve added a “culinary institute” in the area of the Potato House.



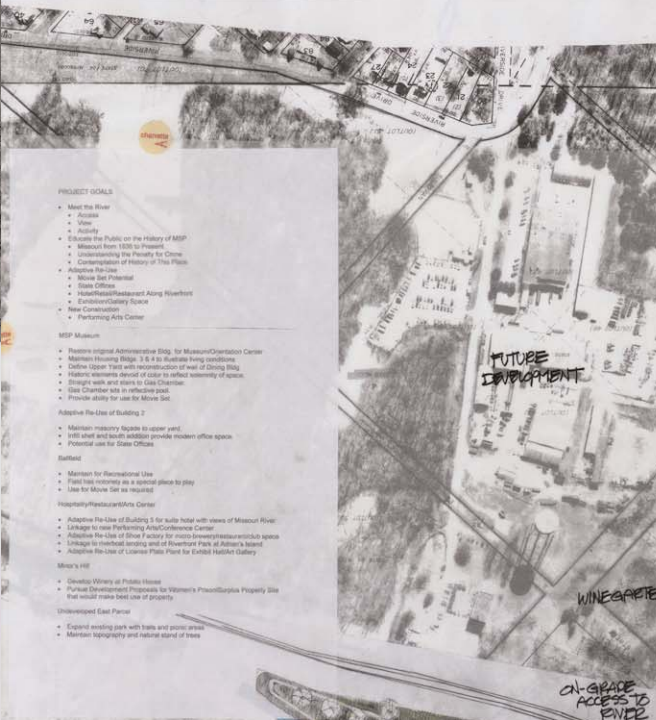
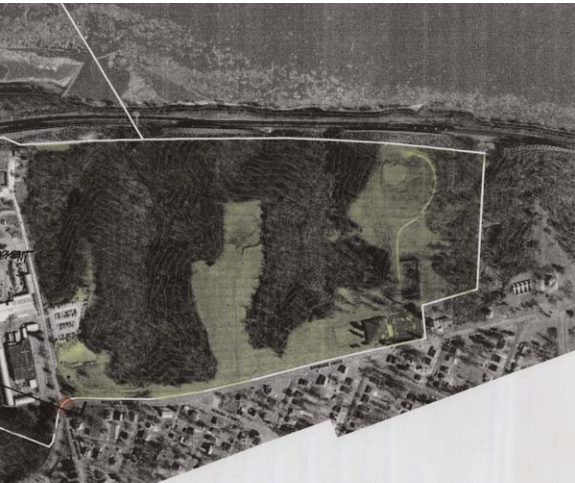
TEAM MEMBERS:

Tim Cahill, AIA
Steve McDowell, AIA
Bryan Gross, AIA
Mark Peters, AIA
Shawn Gehle
Todd Achelpohl
Chris Cline
Larry Kolb

TEAM PREDES

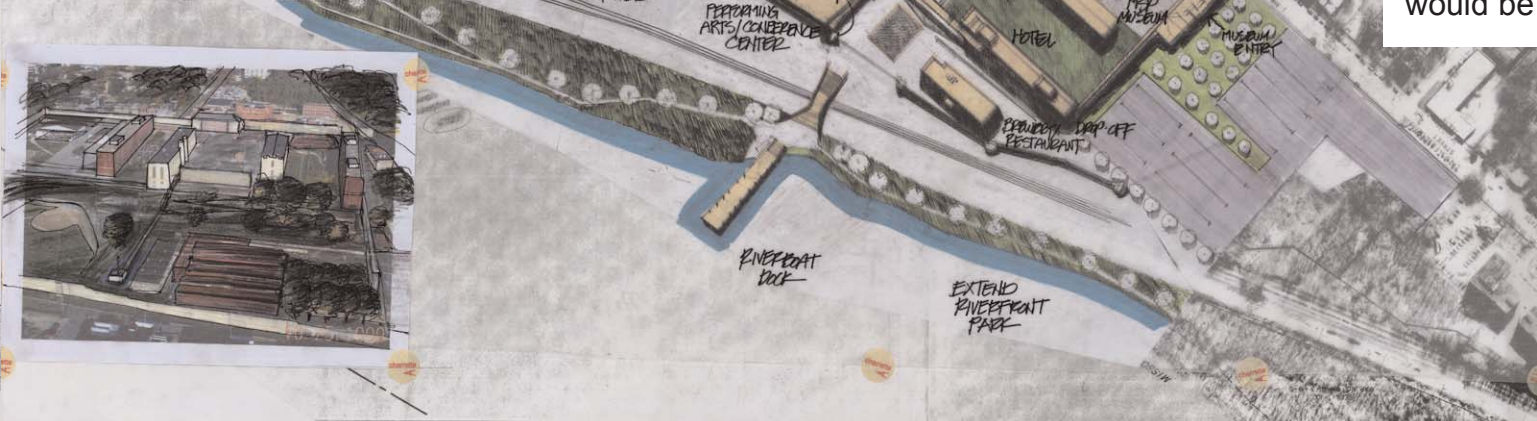
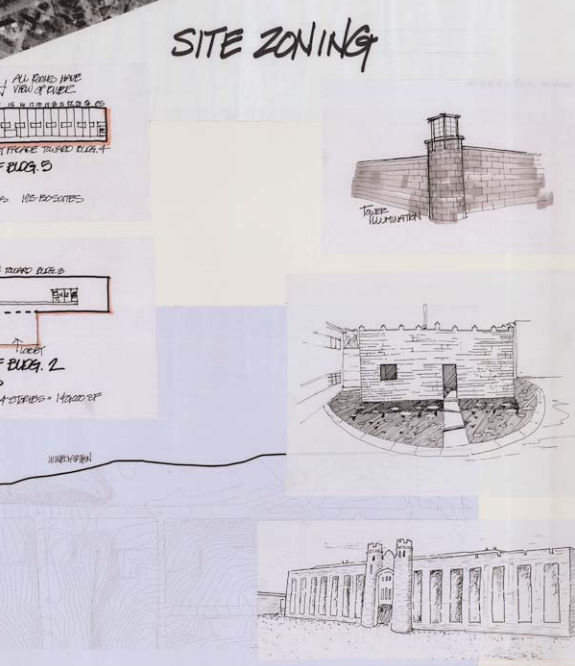


ENTAILMENTS



We decided early on to focus on the actual prison site. We wanted to keep the sanctity of the facility so that people could understand the history related to it. We started by restoring the old administration building as an orientation center and museum. Out front is a green space so that when a person goes inside he really feels the impact of the place. We keep two of the historic housing units as they are so that visitors feel what it is like. They can also potentially be used as a movie set this way as well. Other nearby buildings would be renovated into offices but the exterior

facing the historic area would remain. We also thought it was important to activate the river's edge, and the best access would be to extend Chestnut Street as a pedestrian connection to Adrian's Island and restore the shoe factory for a microbrewery/restaurant. Another building we converted into a hotel attached to a new convention center, and buildings on the south side would be converted to office spaces.



TEAM MEMBERS:

- Bob Schwartz, AIA
- Antonio Duncan, RA
- Justin Diles
- Mara Baum
- Laura Smith

THE TEAM APDRDES



"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 recent redeveloped projects in the Midstate. It combines the use of historic structures, historic building materials and design, historic photos illustrating the Missouri River and the great growth of the Commercial work such as offices, retail, restaurants and hotels are situated within the site. Other aspects take advantage of the unique top of the hill and the look at history, ridge terrace, walk, traditional, sculpture garden and art installation.



JEFFERSON CITY CORRECTIONAL CENTER AERIAL PHOTO

PROPERTY LINE

Capitol Vista Residents
Tower Light
Commercial
Missouri Wine Country
City of Jefferson Community Center
Stone Wall Residential Village
Stone Bridge Sculpture Forest & Botanical Garden
Shoe Brew Micro Brewery

"TOWERS OF LIGHT"



THE "SHOE BREW" MICROBREWERY DISTRICT

In the middle of the old prison site history on East Capitol Avenue (Stone Bridge Campus) is the new development of "The Shoe Brew" Microbrewery. A complex with 100,000 sq. ft. of space. The Microbrewery has been very successful in attracting visitors and get together as well as the local business sector. Some of the top brews produced include: "The Shoe Brew", "The Tower Light Pilsner", "The Old Prison Beer", "Columbia Ale", "Stone Wall Ale", "Bastard Beer" and "The Rock Beer".



THE CITY OF JEFFERSON COMMUNITY CENTER DISTRICT

Reconstruction of the existing 100,000 sq. ft. building as a Community Center will provide for meeting rooms, registration space, an auditorium, office and special interest facilities. In the Community Center will be a multi-level park, including an outdoor theater, with an amphitheater. One of the major parking facilities will be built within the district and will function as a parking lot for the site. The new parking area will provide for access to the Recreation and Community Center.



MISSOURI WINE COUNTRY DISTRICT

This wine-oriented district will be dedicated to exhibiting and promoting the Missouri wine country. The new wine distillery, the United States and location of our state fair complex, "The Old Prison Beer", will be used as a venue for the wine country with the current rock being used as a wine museum and tasting area. A natural water source on the site has been preserved for use as an observation platform and an outdoor environmental example of a light tower.



THE STONE WALL VILLAGE DISTRICT

A residential and mixed-use village will be designed to accommodate single family, town housing and attached housing. A community house will be built within the planning and experience. Business oriented and neighborhood commercial will be developed along the western edge of the district.




THE BLUFF RETREAT LODGE DISTRICT

Overlooking the Missouri River is a new lodge that will be built for retreat and event space projects. The Lodge and Club Retreat Lodge will be built on a peak or cliff top. It will have extensive views available for nature trails, event space and retreats. The retreat place will connect the lodge through a pathway system high throughout the site.



THE CAPITOL VISTA RESIDENTIAL DISTRICT

To the northeast portion of the site will be the neighborhood component of Capitol Vista. The plan calls for high-rise construction. The River with the Missouri State Capitol building.



THE STONE BRIDGE SCULPTURE GARDEN DISTRICT

Located on the western portion of the site will be the Stone Bridge Sculpture Garden. Trails will also feature and connect to existing stone bridges with various sculptural features from the site as well as landscaped buildings.



CAPITOL VISTA



- New High Rise Residential
- Old Low Rise Residential
- New Low Rise Residential
- Existing Structure
- Roads
- Trails/Paths
- Old Institutional
- Old Commercial
- Old High Rise Residential

ENTRATIONS

There are many unique historic and architectural features on this site. We wanted to keep the predominance of the wall, but without the immensity, so we break through the wall in several places, creating passageways, entry ways and walk-through areas.

Our design is called the “Tower Light Center” and the main feature is based on the design of the prison guard towers. Each retained tower would be a differently designed amenity and each would be lit so that the site would be visible from all over town. Beyond that we see several different districts on the site.

The “Tower Light” commercial district would be located in the existing predominantly cellblock areas. To the west is the “Capital Vista” residential infill district. In the center of the site is the “Stonebridge Sculpture Garden” where many of the existing buildings would be removed and the garden would reuse stone from the site. Farther east would be the “Bluff Retreat” lodge district.

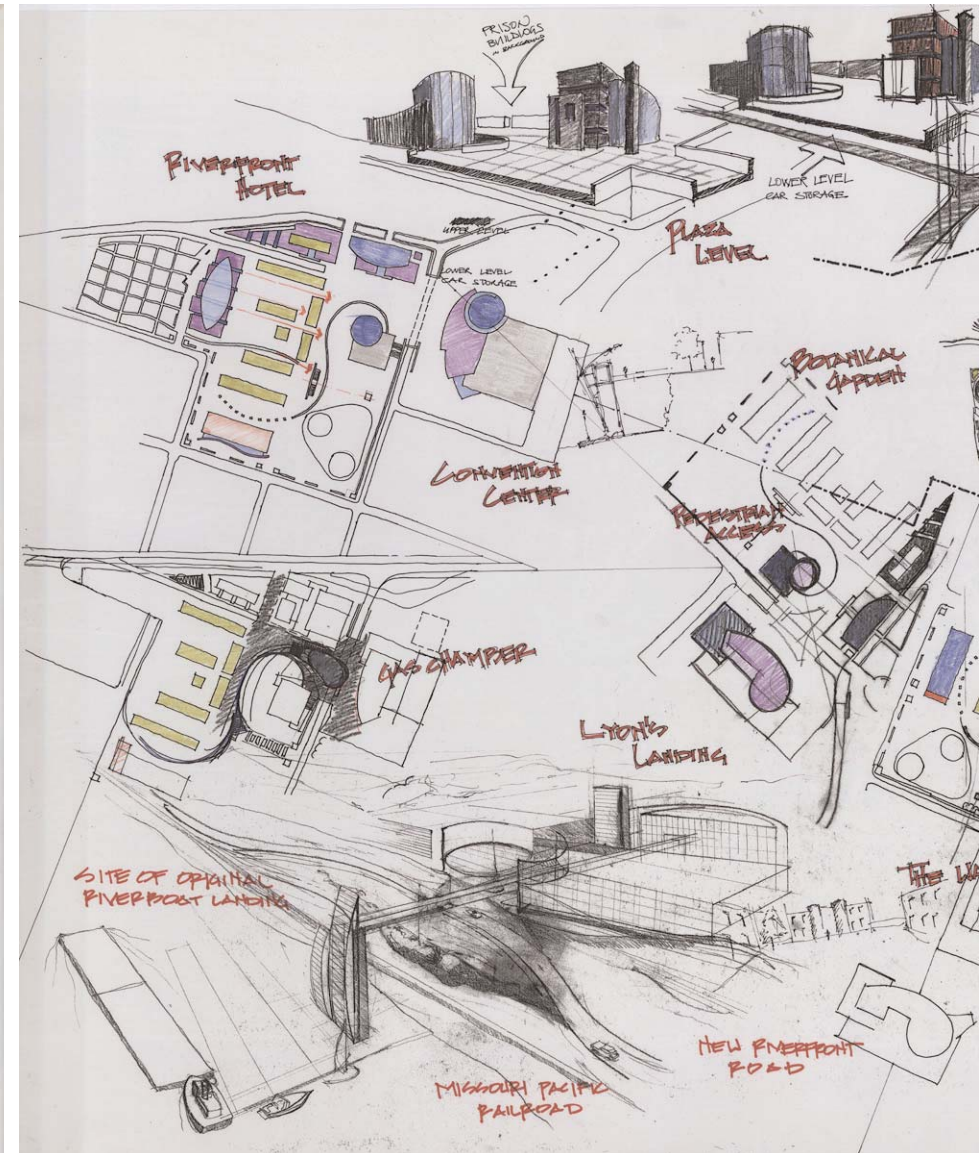
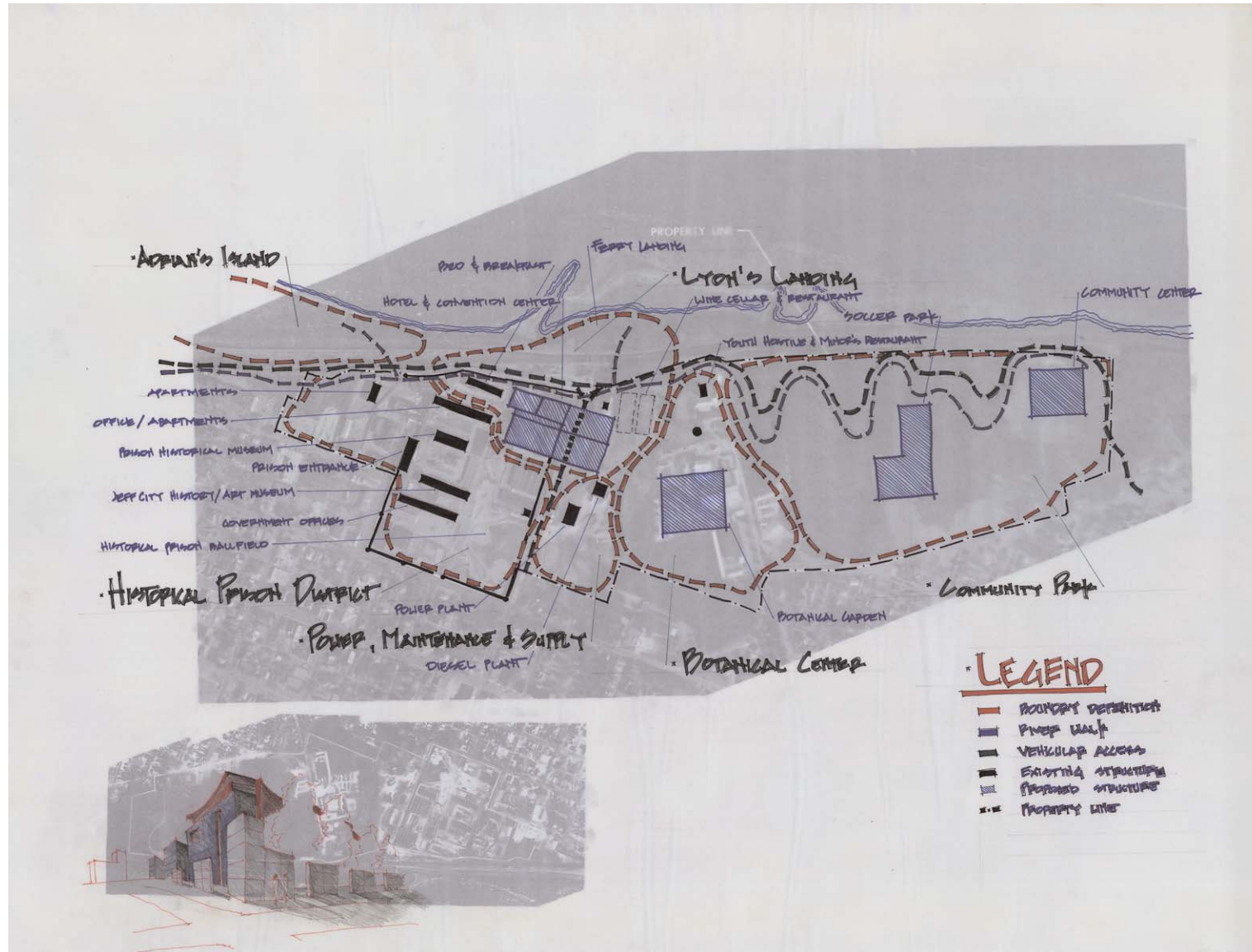
The area around the potato house would be the “Missouri Wine Country” district, the “Stone-wall Village” residential district would be on the south edge, next to the “City Community Center” district. Finally, the “Shoe Brew” microbrewery is actually outside the site, but creates a good transition.



TEAM MEMBERS:

Tim Klauss
Michael Griffin
Sen Hsiao
Amber Miller
Chris Neff
Jessica Oidtman
Ralph Tharp, AICP

SHIP TEAM TEAM AM PDRES

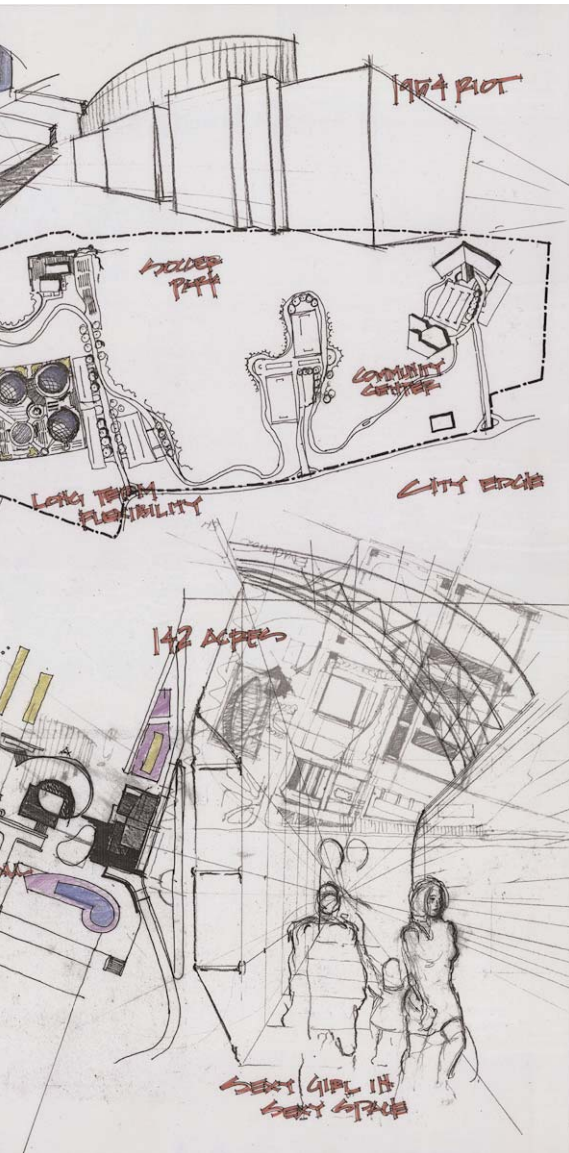


ENTERTAINMENTS

Our primary concern was to get traffic circulation - pedestrian traffic, urban traffic, foot traffic, river traffic and railroad traffic - through the site. We propose a road built adjacent to the river that would become a "river drive" and would be limited to cars (no trucks).

Our main emphasis would be on the historic past of the old prison. We would want to preserve most of the old cellblocks for various uses. The oldest should be a prison historical museum. Other buildings would be a city/county museum and art gallery, and office buildings which could be mixed-use government and private offices.

Then the rest of the site we would divide up into uses that flow together in some ways. One area would be a hotel and convention center area, with some restaurants, including the old Potato House as a winery/restaurant. Adjacent to the river would be a riverboat landing. The old vegetable garden area would be a botanical center & garden. Another area would be park and recreation grounds with a community center.



TEAM MEMBERS:

Joe Jensen, AIA
Bo Hagerman
Chris Hafner
Burt Sapada
Dottie Dallmeyer
Dan Davis

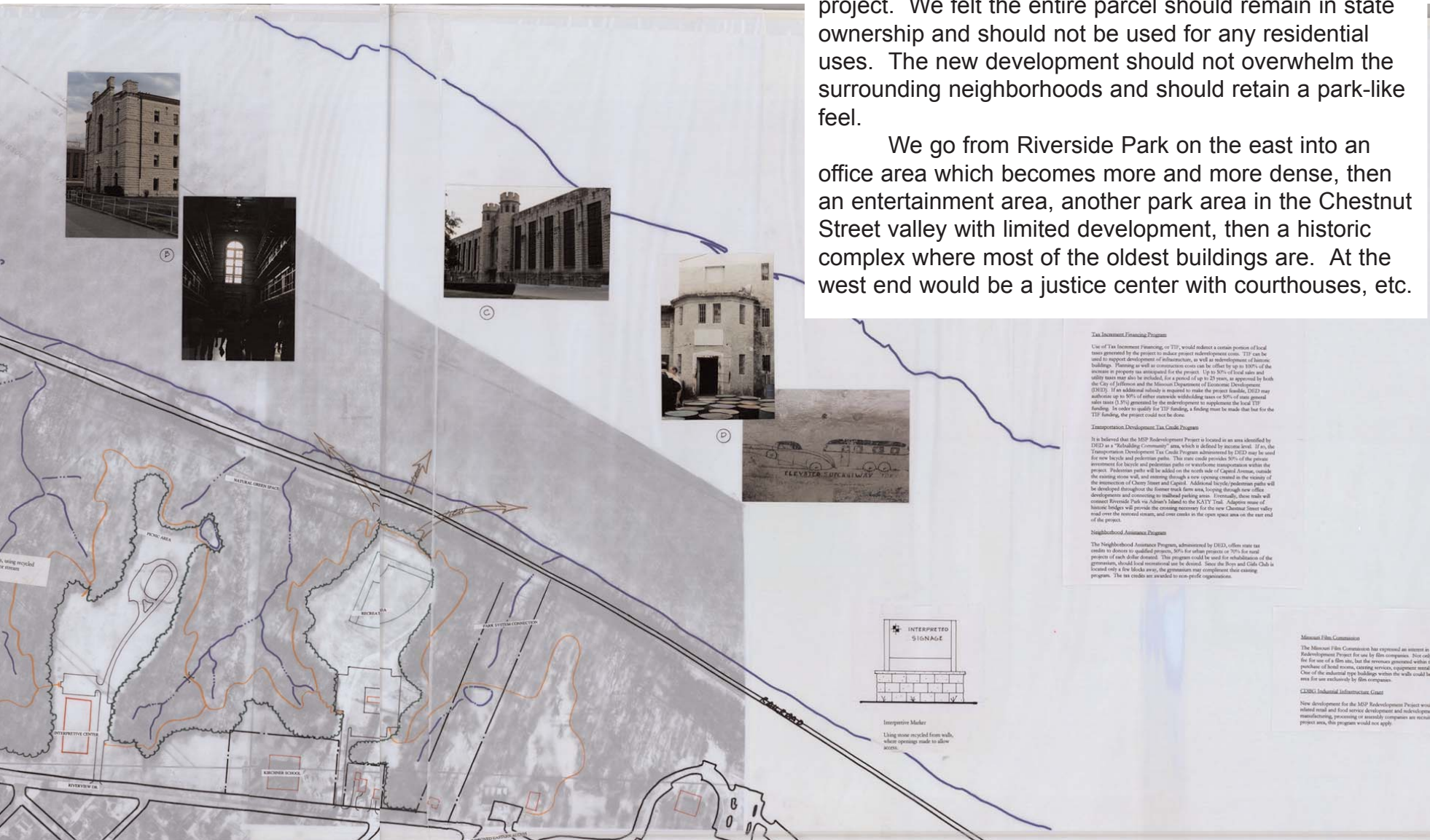
WHEELBARRROW TEAM PRESENTS



ENTERTAINMENTS

We are a team made up mainly of members of the community and, as such, had some strong themes in our project. We felt the entire parcel should remain in state ownership and should not be used for any residential uses. The new development should not overwhelm the surrounding neighborhoods and should retain a park-like feel.

We go from Riverside Park on the east into an office area which becomes more and more dense, then an entertainment area, another park area in the Chestnut Street valley with limited development, then a historic complex where most of the oldest buildings are. At the west end would be a justice center with courthouses, etc.



TEAM MEMBERS:

- Linda Phillips, AIA
- Jim Morris, AIA
- Ray Fuller
- Vickie Fuller
- Rick Mihalevich
- Dick Groner
- Dean Martin
- Carol Blaney
- Jane Beetem

CRITICS VIEWS

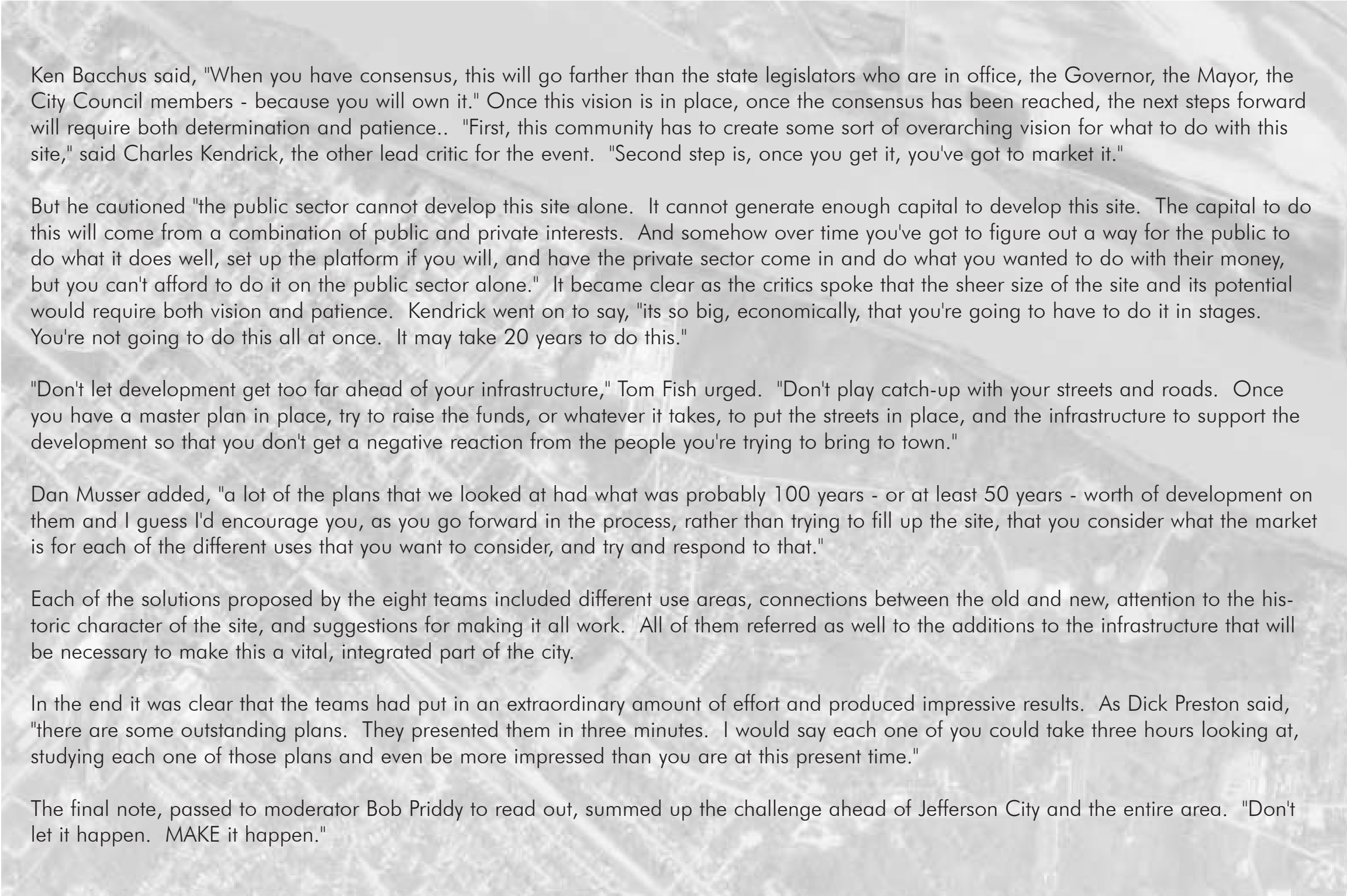
"... this is an opportunity for Jefferson City to address some bigger issues that are quite generic and face all communities of this size across the country. That is the challenge of sprawl and office parks and big-box retail, versus main streets and downtowns and capitol cities. It is the difference between tourism and local production, green field versus brown field development, dot-com versus real place," said Doug Kelbaugh, one of the lead critics for the charrette, summarizing just how important the whole project is, what the stakes are for the city of Jefferson City.

The JCCC Redesign Charrette not only gave concrete imagery to the problem at hand, but served to highlight the bigger picture for the redevelopment. It is an unusually large site near the center of the city, with potential for a wide variety of purposes. The ultimate form of its development will become a major part of the fabric of the city, and has the potential to change the city forever. To be successful, it will require the creation of a shared community vision that will act as a blueprint for the development decisions that follow. As Seth Evans pointed out, "I think the first thing we have to do is develop a consensus."

Among the issues most frequently cited in the team presentations are the importance of historic preservation, mixed use development, regaining connection to the river, and building on the strength of existing facilities. Also important are strengthening the connection back to the existing city, and opening parks, trails, roads, overlooks. All of these will play a pivotal role in the redevelopment of the site.

The site has major historic significance to both the city and the state, and this must be recognized in the final redevelopment. Jim Scott commented, "here's an incredible opportunity for 150 acres of new things to happen, but immediately across the street from the new things, and within the new things, will be the historic fabric that you've got as a remarkable asset in Jefferson City." And Doris Danna added, "this would probably qualify as a national historic landmark, and certainly would for the state. And I think it would be very exciting to have a national landmark right here in central Missouri."

At the same time, the critics pointed out that the development could not be successful without a mixture of uses, both new and historic, residential, commercial and office. This helps create cohesiveness, making a walkable community with the necessary density and variety to be vibrant and maintain its character. This new community must also be integrated with the existing city, connecting the old with the new and opening up the lost connection with the river. And the site has the potential for wonderful public use areas, parkland and trails with plenty of variation and exceptional views.



Ken Bacchus said, "When you have consensus, this will go farther than the state legislators who are in office, the Governor, the Mayor, the City Council members - because you will own it." Once this vision is in place, once the consensus has been reached, the next steps forward will require both determination and patience.. "First, this community has to create some sort of overarching vision for what to do with this site," said Charles Kendrick, the other lead critic for the event. "Second step is, once you get it, you've got to market it."

But he cautioned "the public sector cannot develop this site alone. It cannot generate enough capital to develop this site. The capital to do this will come from a combination of public and private interests. And somehow over time you've got to figure out a way for the public to do what it does well, set up the platform if you will, and have the private sector come in and do what you wanted to do with their money, but you can't afford to do it on the public sector alone." It became clear as the critics spoke that the sheer size of the site and its potential would require both vision and patience. Kendrick went on to say, "its so big, economically, that you're going to have to do it in stages. You're not going to do this all at once. It may take 20 years to do this."

"Don't let development get too far ahead of your infrastructure," Tom Fish urged. "Don't play catch-up with your streets and roads. Once you have a master plan in place, try to raise the funds, or whatever it takes, to put the streets in place, and the infrastructure to support the development so that you don't get a negative reaction from the people you're trying to bring to town."

Dan Musser added, "a lot of the plans that we looked at had what was probably 100 years - or at least 50 years - worth of development on them and I guess I'd encourage you, as you go forward in the process, rather than trying to fill up the site, that you consider what the market is for each of the different uses that you want to consider, and try and respond to that."

Each of the solutions proposed by the eight teams included different use areas, connections between the old and new, attention to the historic character of the site, and suggestions for making it all work. All of them referred as well to the additions to the infrastructure that will be necessary to make this a vital, integrated part of the city.

In the end it was clear that the teams had put in an extraordinary amount of effort and produced impressive results. As Dick Preston said, "there are some outstanding plans. They presented them in three minutes. I would say each one of you could take three hours looking at, studying each one of those plans and even be more impressed than you are at this present time."

The final note, passed to moderator Bob Priddy to read out, summed up the challenge ahead of Jefferson City and the entire area. "Don't let it happen. MAKE it happen."

VISITING CRITICS AND MODERATOR

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 21st 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 more than 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.



COMMITTEE AND PARTICIPANTS

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



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