JEFFERSON CITY CORRECTIONAL CENTER

REDEVELOPMENT PLAN

CHARRETTE

JEFFERSON CITY
APRIL, 2000 MISSOURI

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.

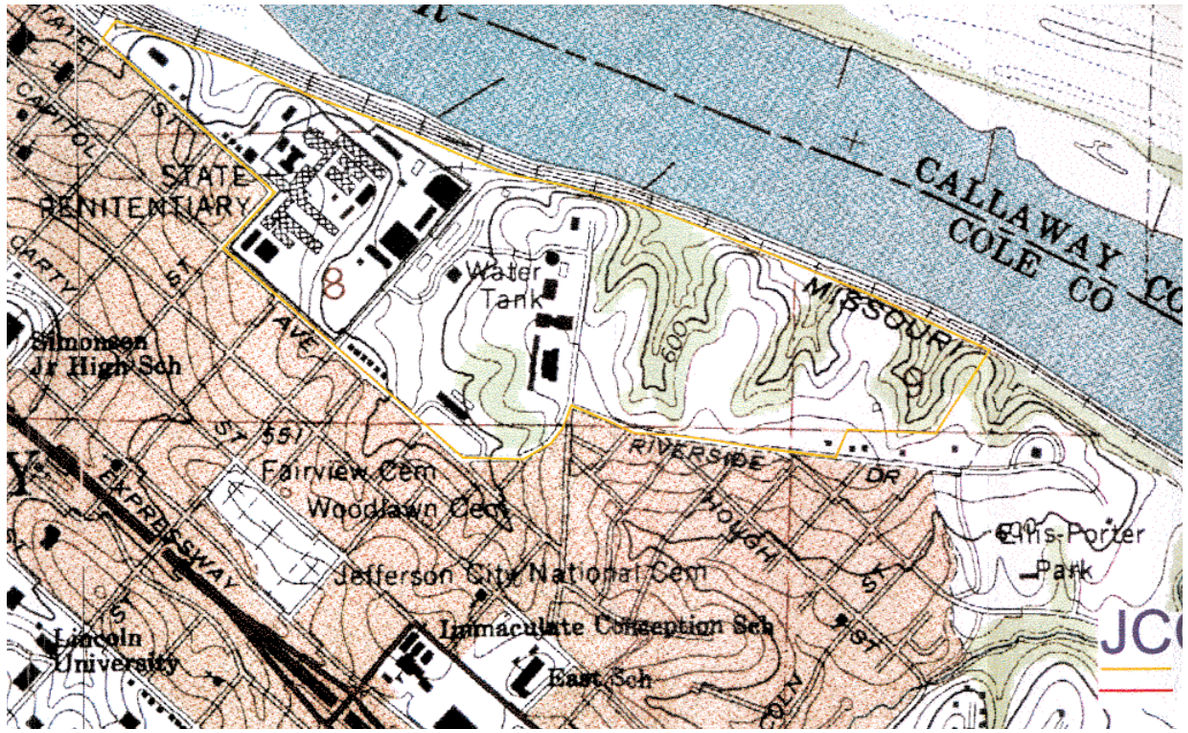
In September 1999, a task force was formed to come up with proposed uses and priorities for the redevelopment of the site. As the Jefferson City Correctional Center Task Force began to sort through the hundreds of ideas and preferences expressed by citizens, lawmakers, and others, it became clear that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

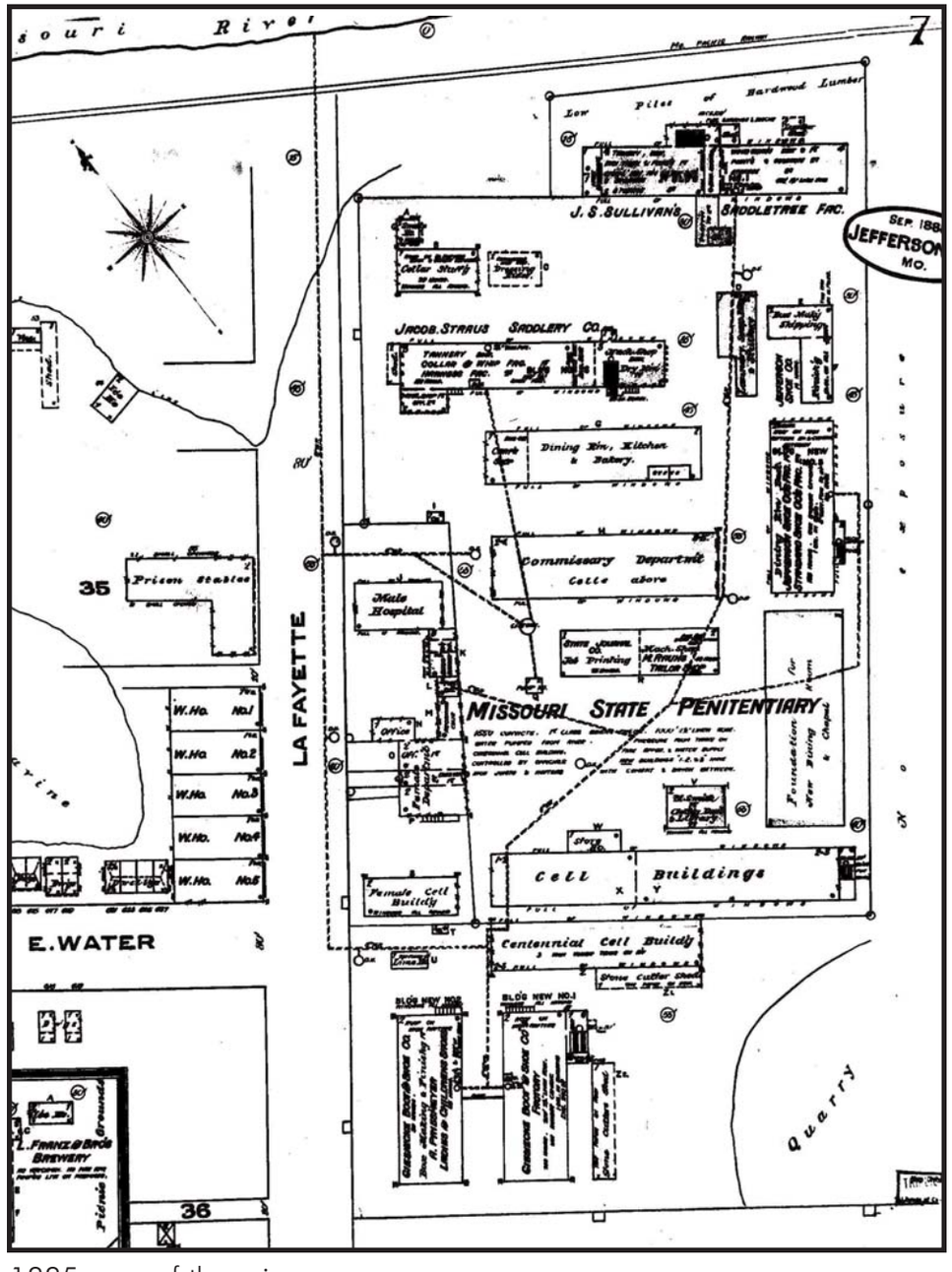


STATEMENT OF THE PROBLEM

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.

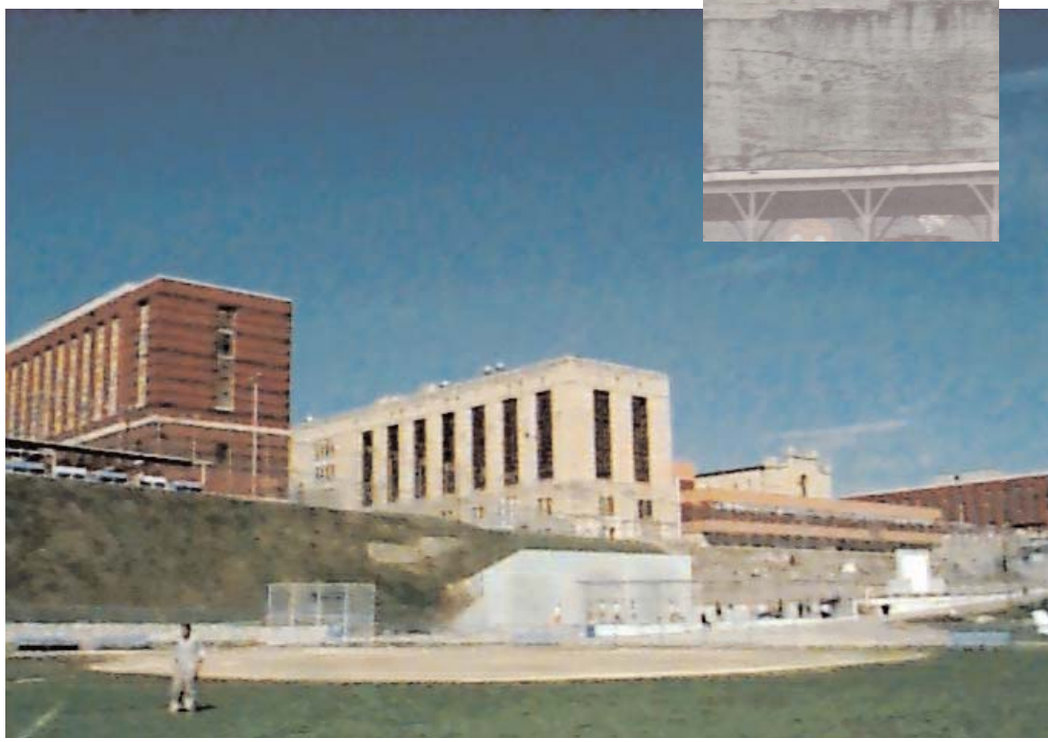
In September of 1954, the Missouri State Penitentiary gained unpleasant national notoriety. On the evening of Wednesday, September 22, a riot broke

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.

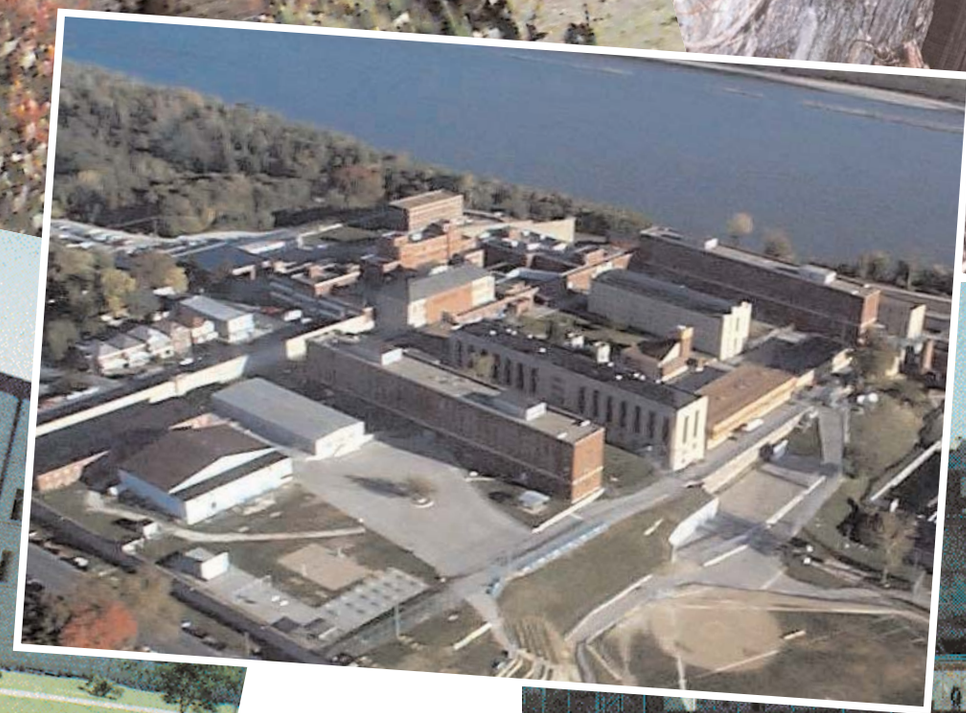
In 1965 the new Governor appointed a new Director of the Department of Corrections who would begin a comprehensive process of reform for the prison. Not only were new rules made and new programs begun, new buildings were built. A new recreation building joined the new gymnasium and a grandstand was built 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.

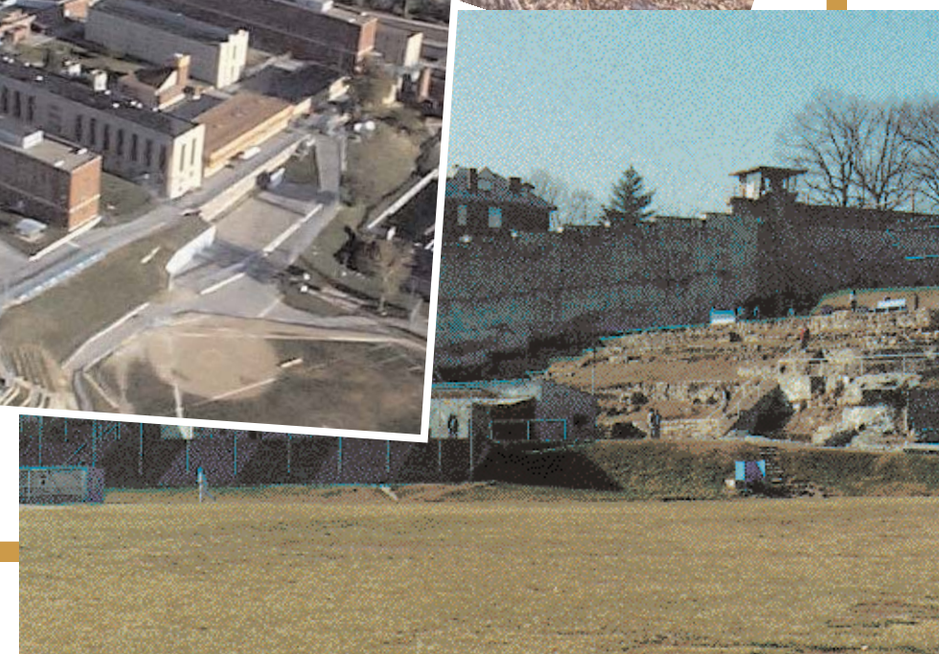
The limestone perimeter wall surrounding the 47-acre compound was built and expanded over the years, finally completed in its current configuration in 1915. At the time, the guard towers along the wall resembled medieval castle turrets, round, with crenelations on top. After the riot of 1954, the guardrooms 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. There 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 Penetentiary 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.

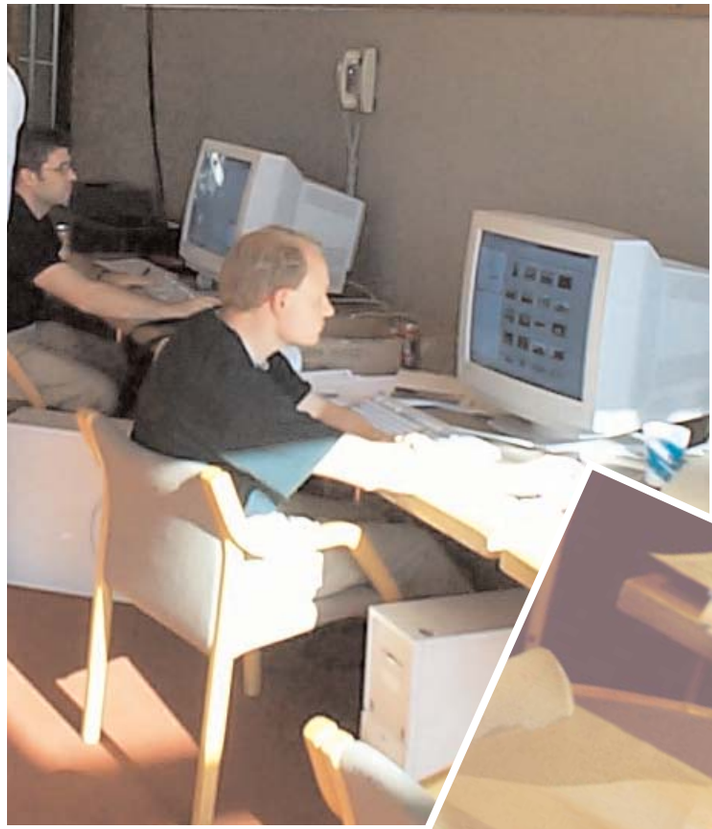
- Entertainment and Tourism, including such things as a performing arts center, hotels, a winery, tourist information center, a recreation complex, a riverboat landing or an Amtrak station.

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.

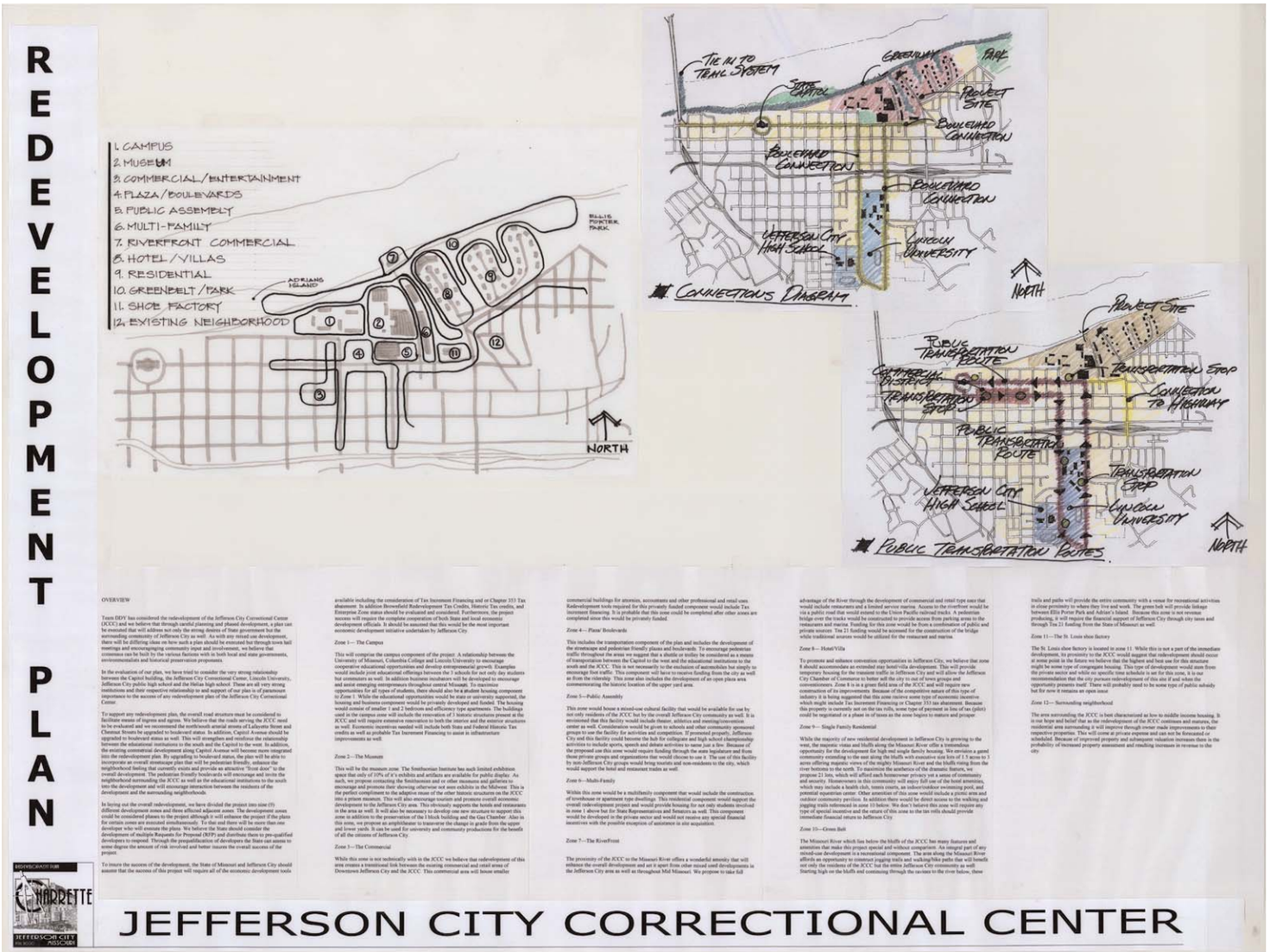
Saturday started early, with breakfast served at 7am and work on the projects beginning at 8. The eight teams were each named for one of the tokens in a Monopoly game, and team members quickly became identified as the "Dogs" or the "Shoes." Each team had its own conference room in the building to work 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.

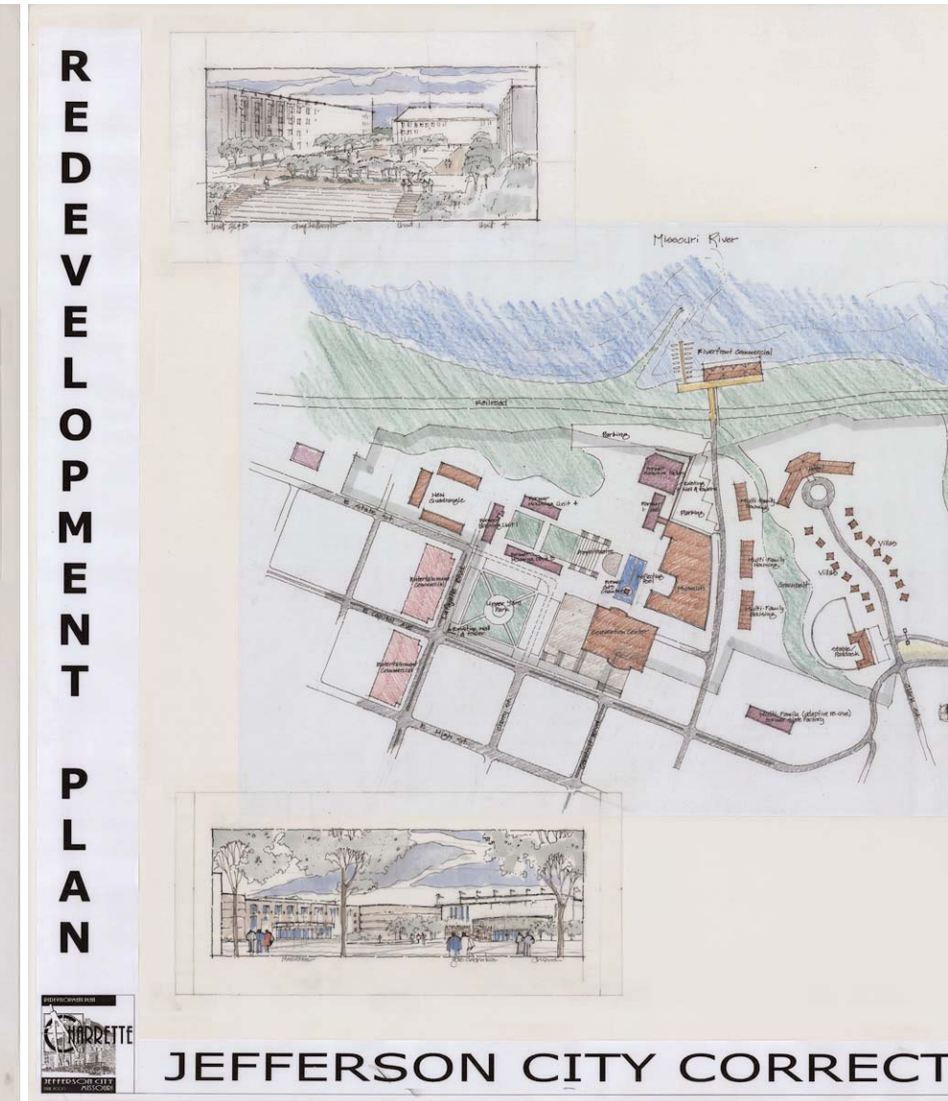


Sunday morning allowed team members to sleep in while the visiting critics met to review the work of the previous day. Seven critics from around the state, and two lead critics from the national arena, gathered for an early breakfast and a morning of looking at the presentations. Each team was given 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.

TEAM PRES

HAT TEAM





ENTATIONS

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 amhpitheatre; a campus zone providing joint opportunities for the many colleges and univeristies 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.

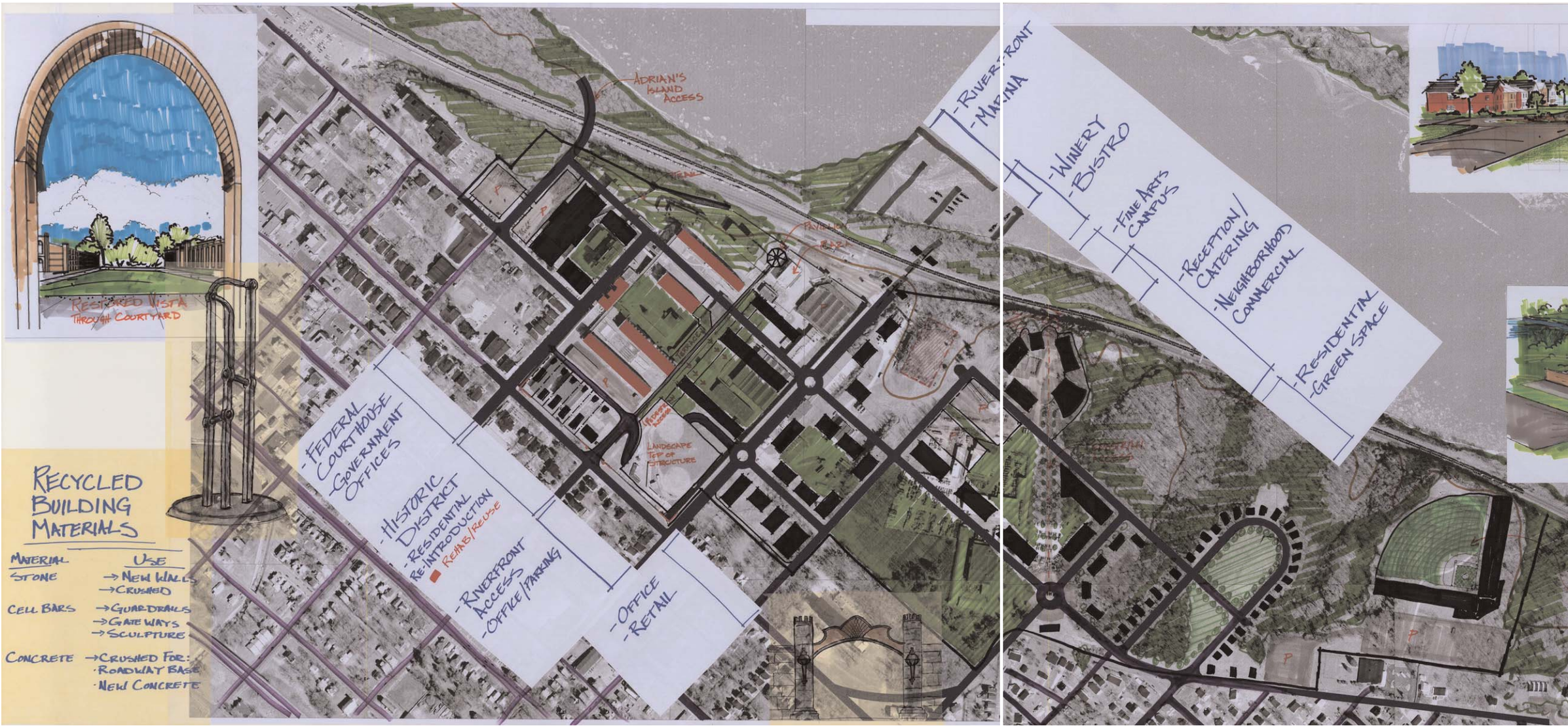
In addition we feel we need to address the Shoe Factory and the surrounding neighborhoods, tying them into the fabric of the development and pulling it all together with the existing city.

TEAM MEMBERS:

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

DOG TEAM

TEAM PRES



ENTATIONS

One of the key issues here is to recapture the river for the City of Jefferson, so we 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 compex 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.

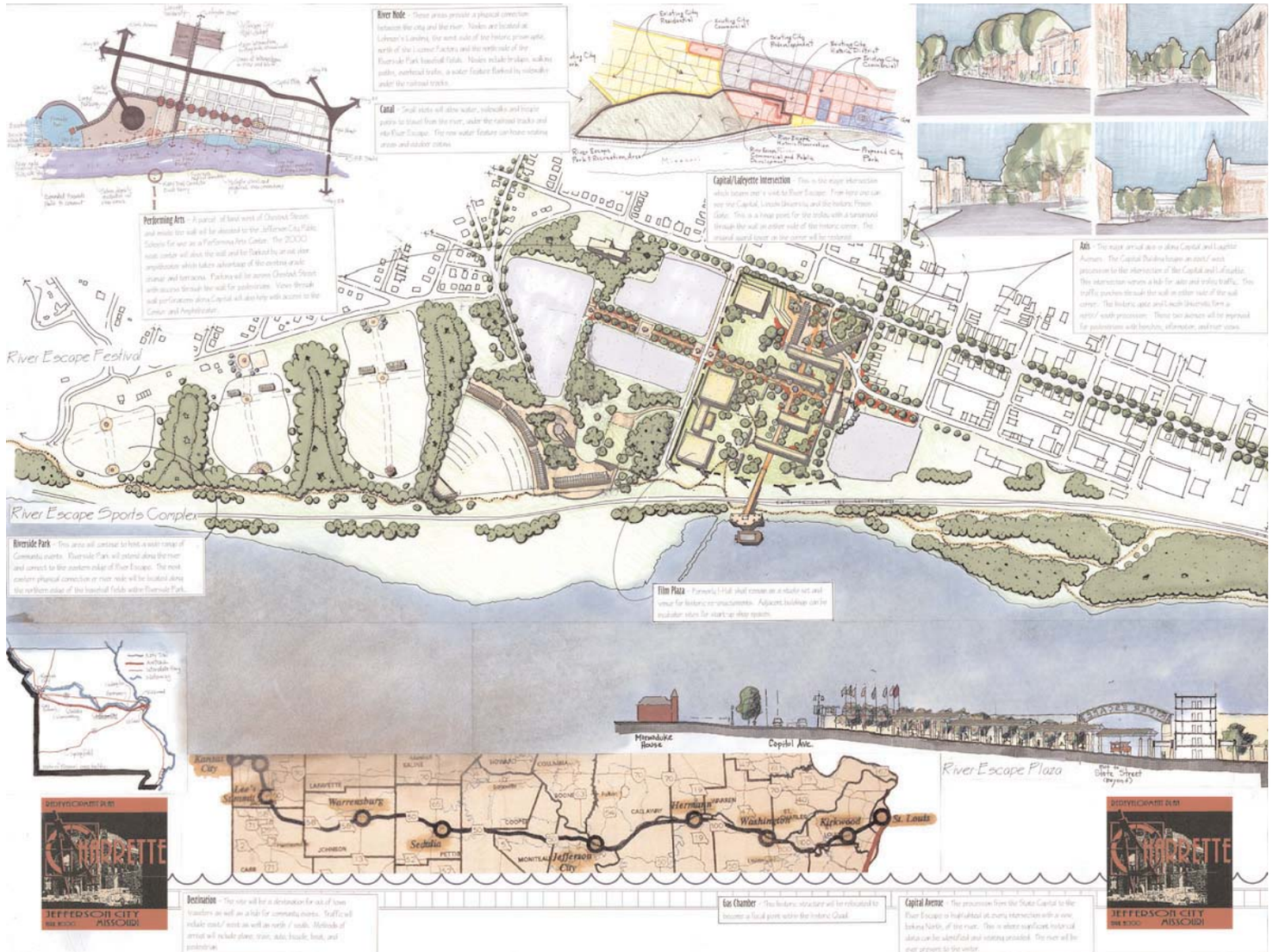
We tried to open up the site to integrate it more with the surrounding community, taking down much of the wall except for a few corners that would act as historic 'markers.'

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

SHOE TEAM TEAM PRES



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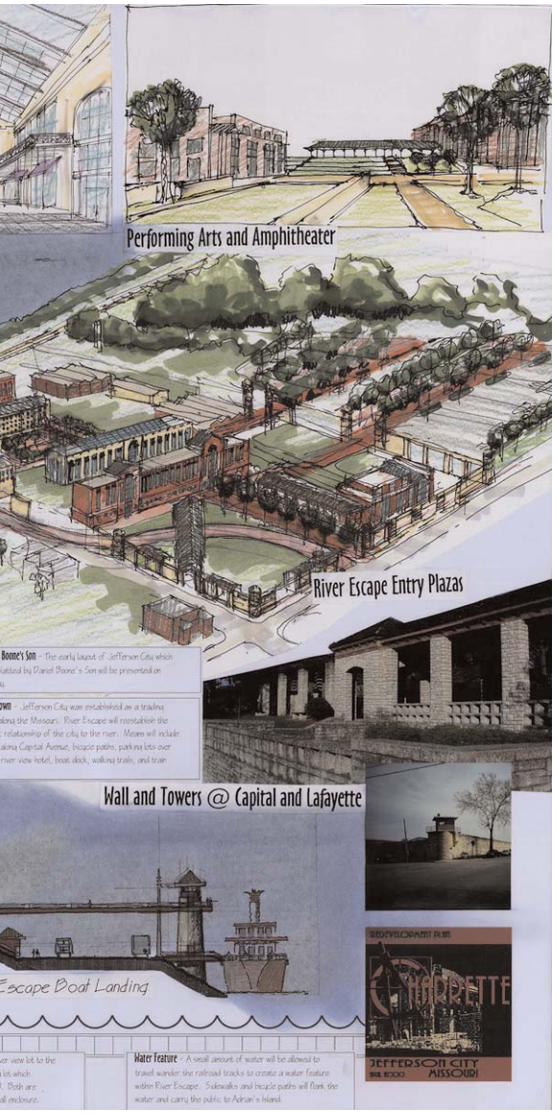


We chose to develop a kind of entertainment center we're calling the "River Escape." There are two components to this plan, one is the "River Escape Festival Park" and the other is the "River Escape Landing."

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 shoping, 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.

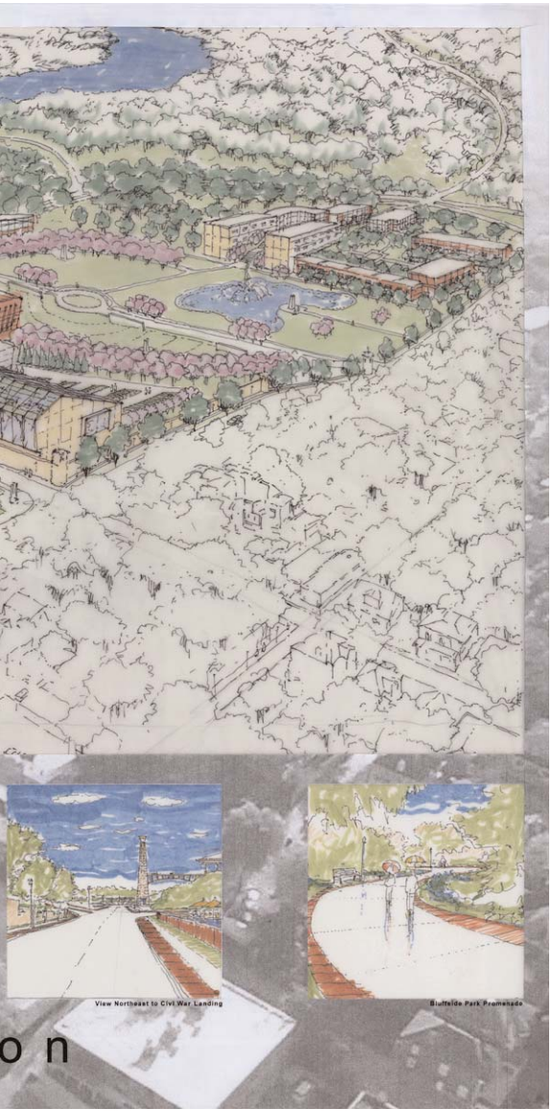
TEAM MEMBERS:

Ken Graham, AIA
Mitch Hoefer, 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 PRES

ENTATIONS



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.

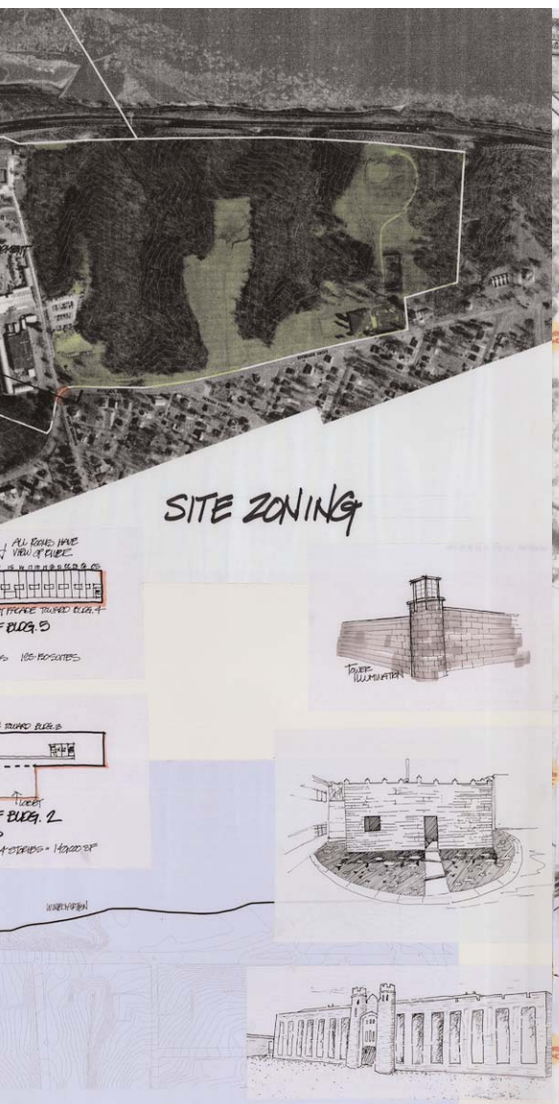
TEAM MEMBERS:

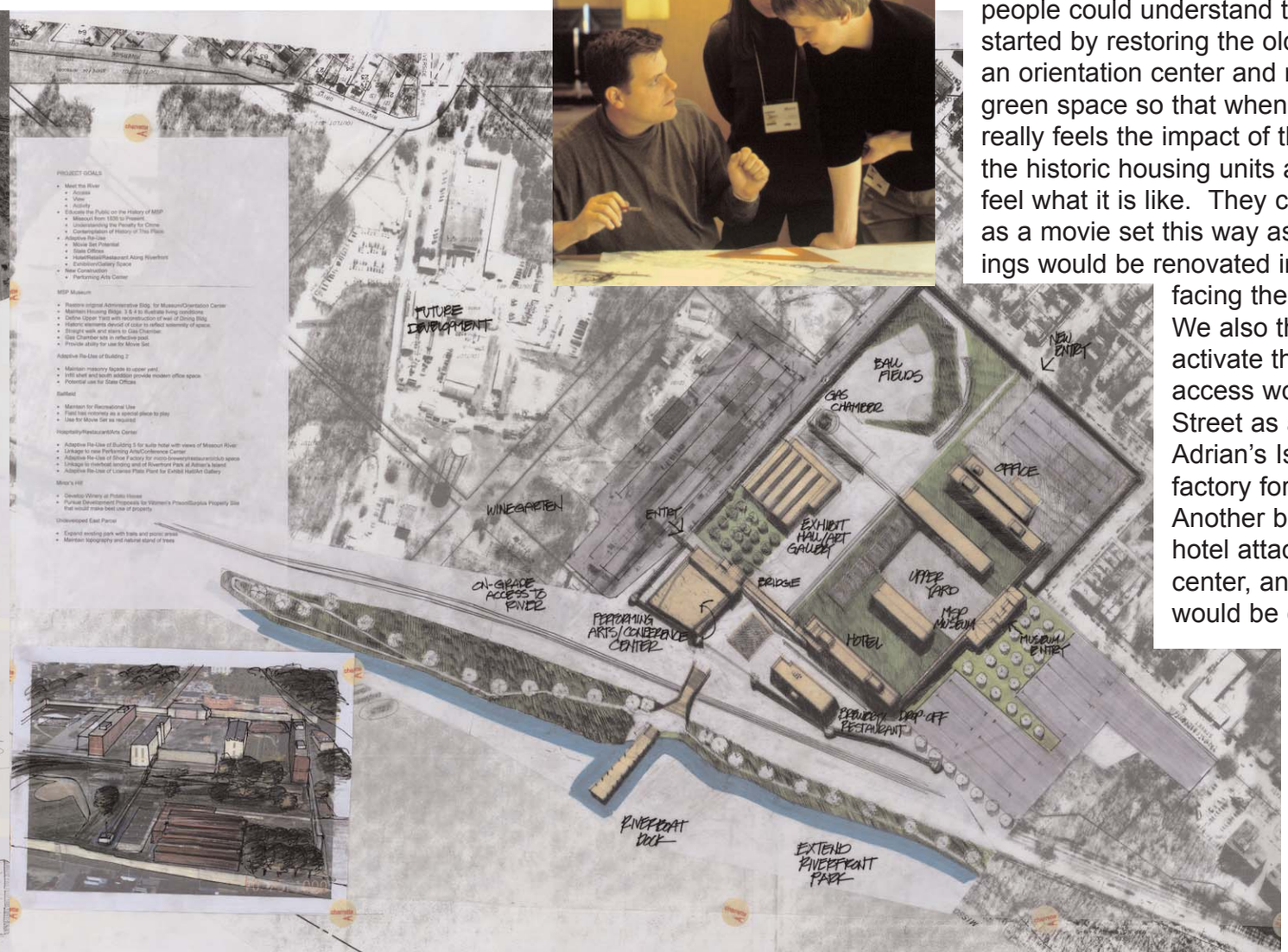
Tim Cahill, AIA
Steve McDowell, AIA
Bryan Gross, AIA
Mark Peters, AIA
Shawn Gehle
Todd Achelpohl
Chris Cline
Larry Kolb

TEAM PRES

CAR TEAM

ENTATIONS





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

TEAM PRES

THIMBLE TEAM

ENTATIONS

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.

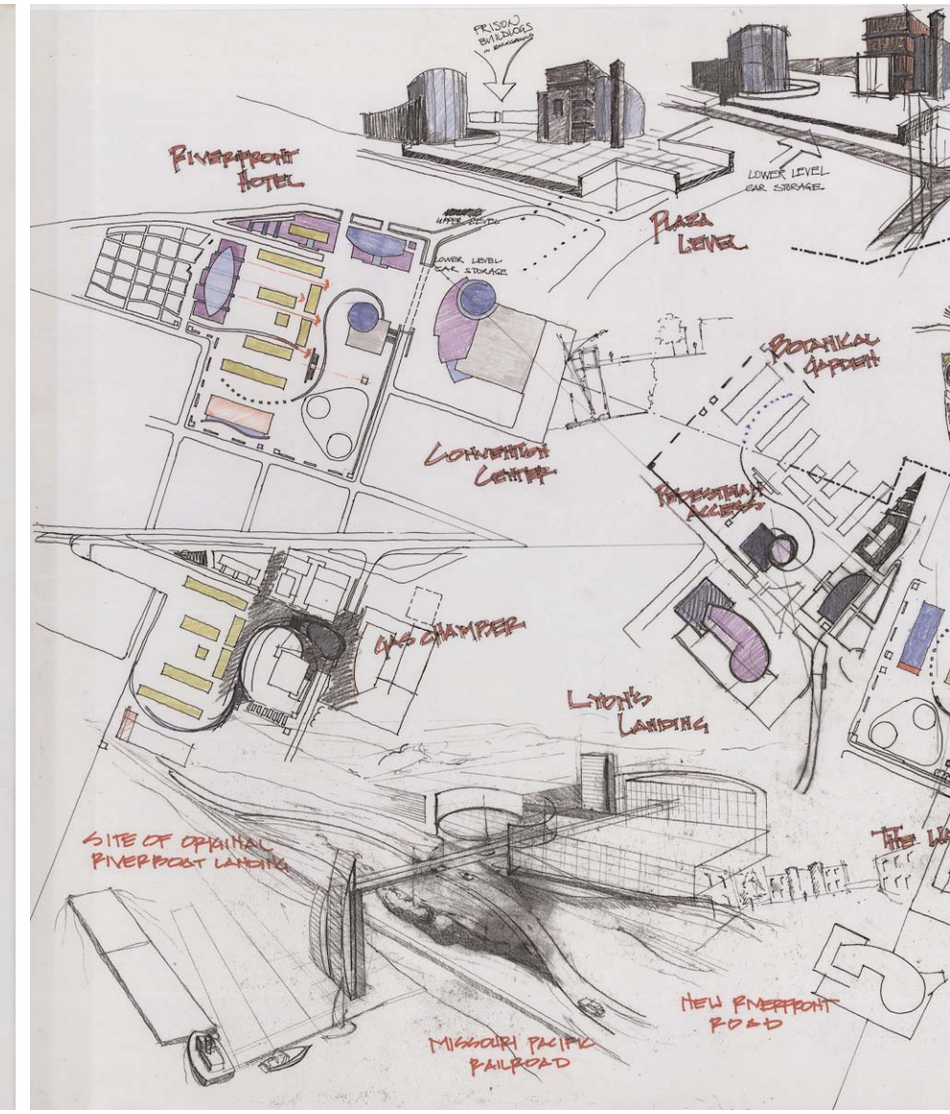
The area around the potato house would be the “Missouri Wine Country” district, the “Stone-wall Village” residential district would be on the south edge, next to the “City Community Center” district. Finally, the “Shoe Brew” microbrewery is actually outside the site, but creates a good transition.

TEAM MEMBERS:

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

TEAM PRES

SHIP TEAM



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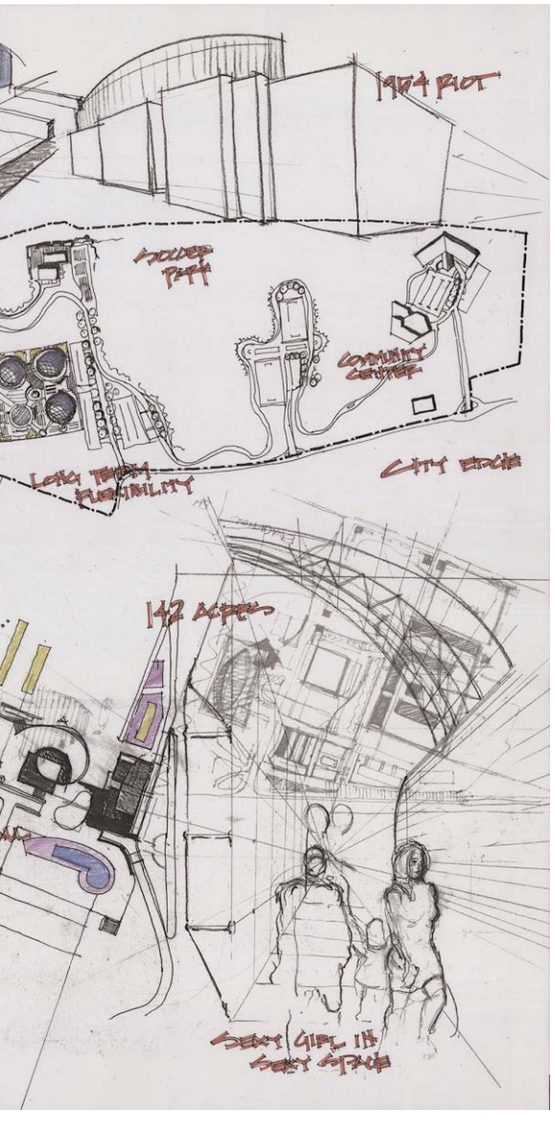


Our primary concern was to get traffic circulation - pedestrian traffic, urban traffic, foot traffic, river traffic and railroad traffic - through the site. We propose a road built adjacent to the river that would become a “river drive” and would be limited to cars (no trucks).

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

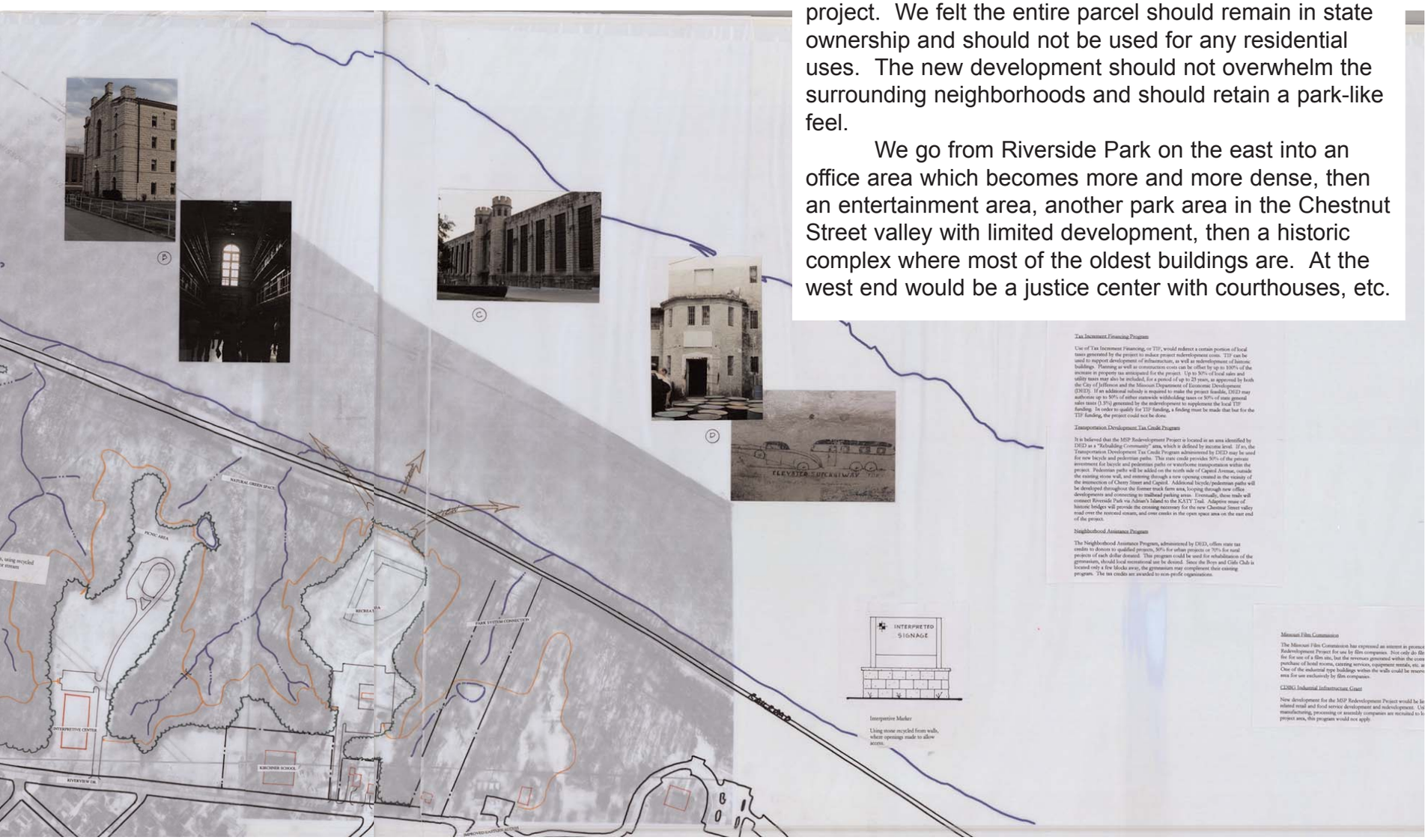
TEAM PRES

WHEELBARROW TEAM

ENTATIONS

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

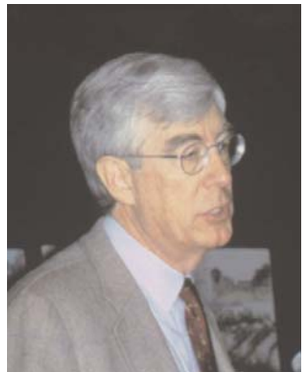
LEAD CRITICS:

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 Suport 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.

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