

CITY OF COLUMBIA

MCKINNEY BUILDING DESIGN FEASIBILITY STUDY

JANUARY 13, 2026

SOA PROJECT # 25017



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APPENDICIES

In addition to the contents of this report, the following Appendices further define the design and project development that supports the summary information in this report.

APPENDIX A: TECHNICAL DRAWINGS – (13) 24 x 36 DRAWINGS

APPENDIX B: MECHANICAL, ELECTRICAL, AND PLUMBING REPORT

APPENDIX C: STRUCTURAL REPORT

ACKNOWLEDGEMENTS

Thank you to the City of Columbia who provided input and insight during the development of this study. Specifically, we extend our appreciation to the following individuals who were critical to the success of this project:

City of Columbia

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1.1 STUDY OVERVIEW & PURPOSE

Project Overview:

In 2024, Mayor Barbara Buffaloe established the Mayor’s Task Force on McKinney Building Planning. Recognized as a community landmark, the conclusion of the report suggested remodeling the building to provide social gathering and performance space, offer options for education through the arts/music/theater, and help communicate and preserve an important part of Mid-Missouri’s Black History.

Purpose of Study:

The City of Columbia initiated this study by the Convention and Visitors Bureau and Office of Cultural Affairs, to evaluate the McKinney Building and define a remodel and renovation plan and identify a realistic total-project budget. The study focuses on defining the building program, determining a design that supports and developing a realistic construction budget, as well as determining the total project budget, providing a clear framework for planning and implementation.



MCKINNEY BUILDING - AXONOMETRIC

1.2 PROGRAM & BUILDING CONCLUSIONS OF SPACE NEEDS

Defining the Program:

By reviewing the Mayor’s Task Force and meeting with The City of Columbia, SOA was able to gather feedback which was implemented into defining the program.

The building is approximately **3,800sf** per floor, making the building 7,600sf.

Conclusions:

Based on the guidance of the Mayor’s Task Force, the program for the McKinney Building focuses on creating a flexible, inclusive, and community space that honors its cultural and historical significance. The resulting design includes a range of thoughtfully planned spaces to meet diverse civic and cultural needs. The lobby welcomes visitors with rotating exhibitions and directs circulation through the building, while the multipurpose room supports events of all kinds with adaptable seating and staging options. Additional key spaces include a classroom and conference room for community use, a wellness room for private needs, and a catering kitchen to support events. On the second floor, the Cultural Affairs suite provides a professional yet open workspace. Complemented by a break room that can serve staff and visitors alike. Together, these spaces reflect a program that balances function, flexibility, and a strong sense of place rooted in community and history.

Main Level Spaces	QTY	Area	Total sf	notes
Vestibule (airlock)	1	160	160 sf	required by code
Gallery/Lobby/Waiting/Reception	1	525	525 sf	reception station, gallery space for display of historic photographs and artifacts
Performance Space	1	1,000	1,000 sf	50-75 people in audience; area for dance / musical performance; flexible space without stage
Storage - Tables/Chairs/Misc	1	200	200 sf	adjacent to performance space to accommodate tables/chairs
Catering kitchen	1	185	185 sf	catering kitchen for use to reheat and serve food that was prepared off site.
Women Restroom	1	175	175 sf	
Men Restroom	1	175	175 sf	
Private Restrooms	1	70	70 sf	
Wellness	1	70	70 sf	Lactation; private health and wellness issues
Mechanical	1	150	150 sf	
Housekeeping Closet	1	35	35 sf	
Elevator	1	70	70 sf	
Elevator Machine Room	1	90	90 sf	
Stair 1 - (open)	1	90	90 sf	
Stair 2				north side addition to the building
Subtotal of Program			2,995 sf	
GSF Conversion Factor		0.30	3,894 sf	existing main level is 3,900 square feet

Upper Level	QTY	Area	Total sf	notes
Foyer/Gallery	1	340	340 sf	includes display case
Cultural Affairs - Reception & Work Room	1	235	235 sf	files, copy/fax/print area
Cultural Affairs - Private Office - Manager	1	130	130 sf	two side chairs, no separate table
Cultural Affairs - Shared Office for 2	1	195	195 sf	one space for two staff members
Cultural Affairs - Storage	1	200	200 sf	
Conference	1	225	225 sf	12 people at a single conference table
Classroom	1	585	585 sf	25-30 people at training tables and chairs
table chair storage	1	95	95 sf	
Staff Break	1	130	130 sf	refrigerator, coffee, microwave
Private Restrooms	3	70	210 sf	
Storage - general bldg	1	245	245 sf	
Housekeeping Closet	1	50	50 sf	
Mechanical/Electrical	1	135	135 sf	
Telecom entry Closet	1	70	70 sf	
Elevator	1	70	70 sf	
Stair 1 - (open)	1	80	80 sf	
Stair 2				north side addition to the building
Subtotal of Program			2,995 sf	
GSF Conversion Factor		0.30	3,894 sf	existing upper level is 3,900 square feet



7,787

1.3 COST & SCHEDULE

OPINION OF TOTAL PROJECT BUDGET: \$5,270,000

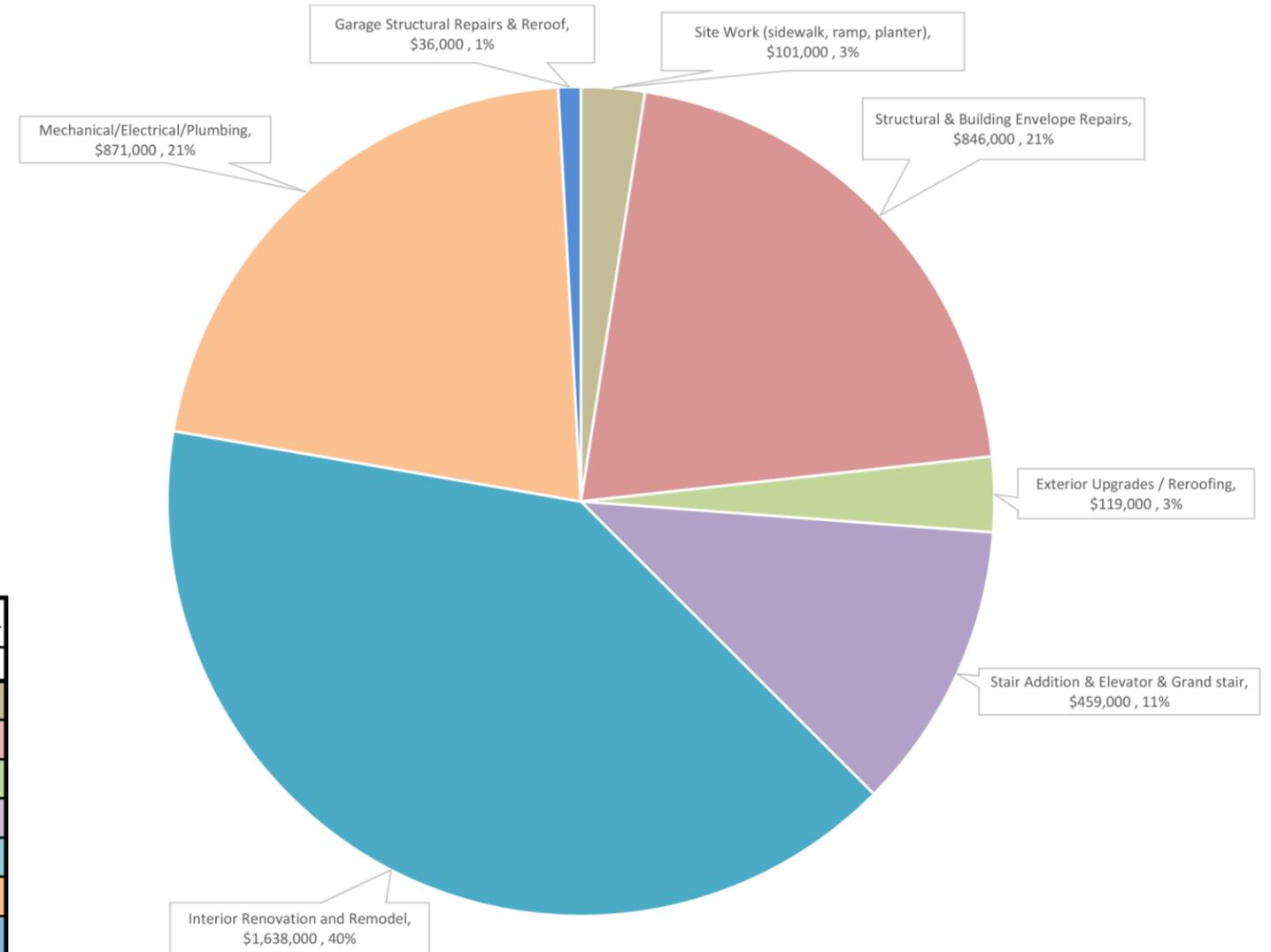
The total Project Budget includes both Construction Costs and additional Owner's Costs. Owner's Costs are items that are integral to the project but are not traditionally part of a Construction Contract. These include, but are not limited to, Architecture & Engineering Services, Furniture, Fixtures, Office and Kitchen Equipment, Security Systems, IT, Audio Visual Systems, Artwork and Exhibits.

Opinion of Probable CONSTRUCTION COSTS: \$4,070,000
 Opinion of Probable OWNER'S COSTS: \$1,200,000

The list below and pie chart to the right illustrate the breakdown of the CONSTRUCTION COSTS for the McKinney Building project.

Together, these categories reflect a comprehensive approach to revitalizing the building, balancing the need to address existing conditions with the introduction of new systems and improvements, and creating a community focused resource that meets the vision of the Mayor's Task Force.

	PROBABLE CONSTRUCTION COST	PERCENT OF CONSTRUCTION COST
	\$ 4,070,000	
Site Work (sidewalk, ramp, planter)	\$ 101,000	3%
Structural & Building Envelope Repairs	\$ 846,000	21%
Exterior Upgrades / Reroofing	\$ 119,000	3%
Stair Addition & Elevator & Grand stair	\$ 459,000	11%
Interior Renovation and Remodel	\$ 1,638,000	40%
Mechanical/Electrical/Plumbing	\$ 871,000	21%
Garage Structural Repairs & Reroof	\$ 36,000	1%



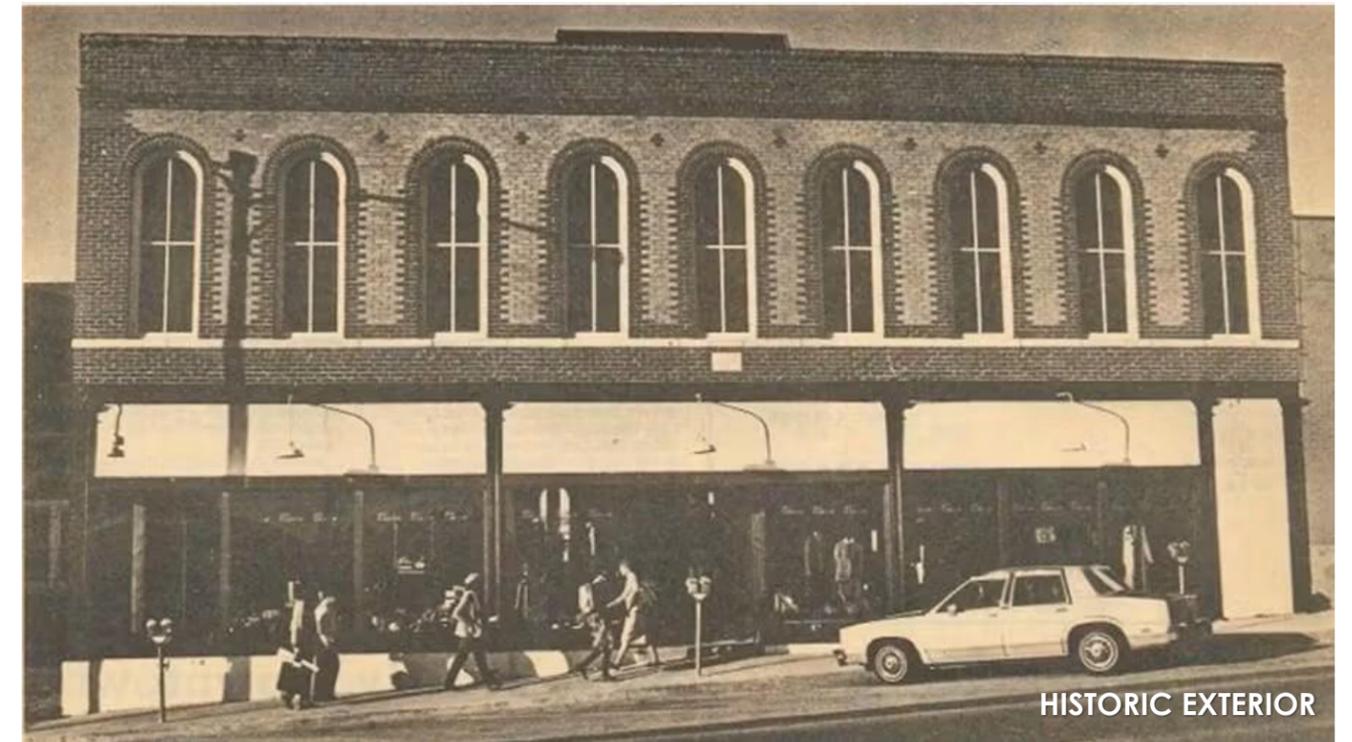
1.4 HISTORIC OVERVIEW

Due to the historic significance of the McKinney building, special consideration has been given to keeping and enhancing the existing character of the building.

The McKinney Building is among 24 locations in Columbia commemorated with informational markers along the African American Heritage Trail. Located at 411 E. Broadway, the century-old building has functioned as a jazz venue, candy store, shopping outlet and African American community center, among other things.

The City of Columbia purchased the McKinney Building in August 2023. Following the acquisition, the Mayor's Task Force on McKinney Building Planning was formed to help determine the building's future use. Composed of 15 members appointed by the Mayor, the Task Force represented a wide range of industries and expertise within the community, including local history, music studies, and downtown business development.

The Mayor's Task Force on McKinney Building Planning, gathered feedback through a series of meetings, surveys, and community engagement efforts. This valuable public input was used to shape a set of recommendations.



2.1 CODE COMPLIANCE

Although the McKinney Building offers historic significance, due to its age, remedying the following code deficiencies is a City priority.

ADA Accessibility at the Broadway entrance:

A new exterior **ramp** is provided at the main entrance to ensure full accessibility for all building users. The ramp is sensitively integrated with the building's geometry and site improvements, maintaining both functionality and visual coherence with the historic façade.

ADA Accessibility between the main and upper floors:

An interior **elevator** is planned to serve both floors, meeting accessibility requirements for vertical circulation and supporting the building's assembly use. The elevator complements the renovated interior layout while ensuring compliance with current codes.

Safe Exit for Assembly Occupancies:

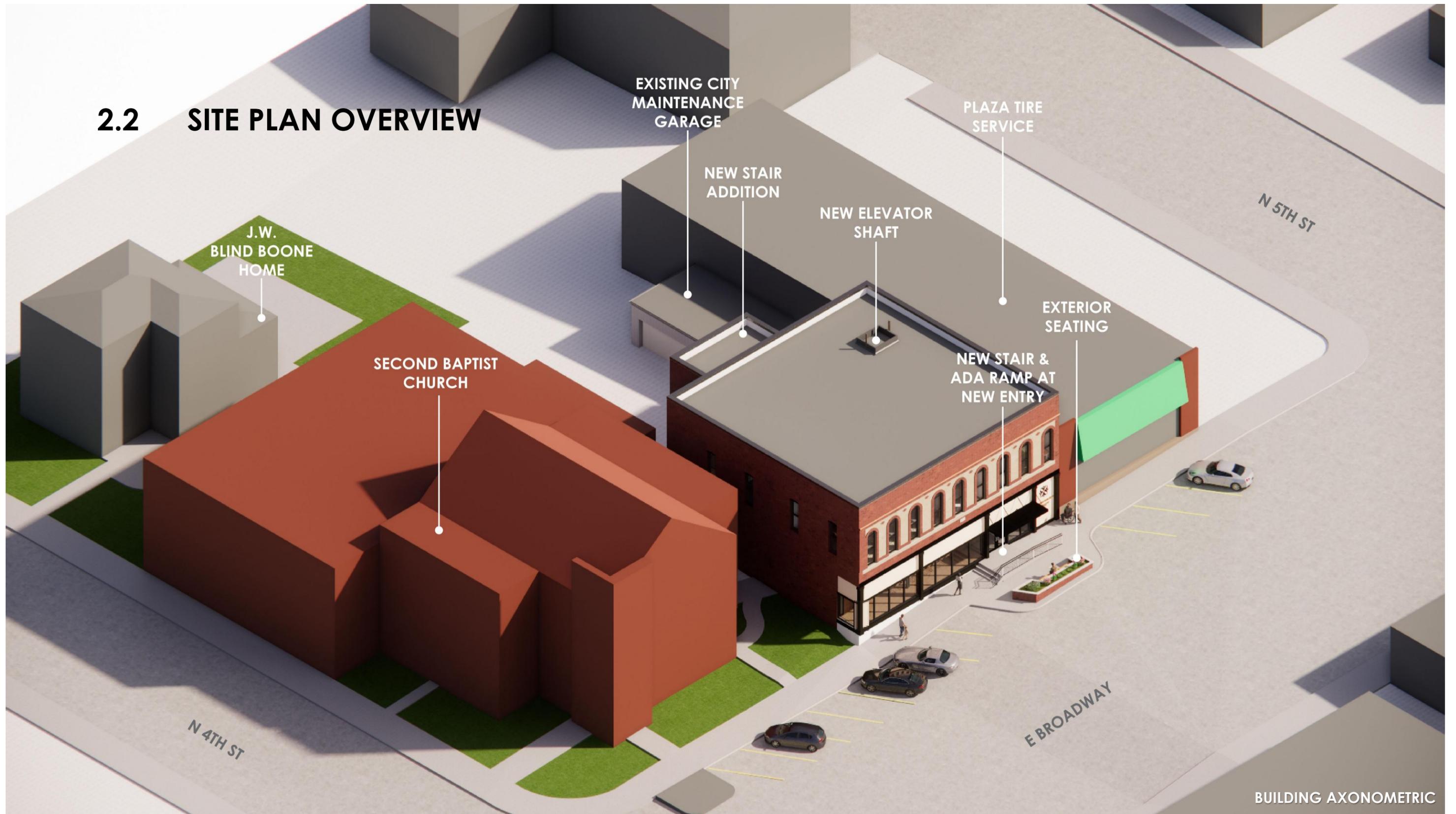
Two **stairways** are planned to satisfy means of egress requirements. One stairway is located inside the building and does not require enclosure while the second stairway is part of a new building addition to the north.

Demolition & Abatement:

The project includes a full interior gut of the building to allow for system replacement and programmatic updates. Asbestos abatement will be performed as part of the demolition to ensure a safe construction environment.



2.2 SITE PLAN OVERVIEW



2.3 FIRST FLOOR PLAN NARRATIVE

Lobby:

The Lobby serves as both an inviting entry space and a cultural focal point. Designed to host rotating art exhibitions, the lobby offers visitors an engaging visual experience upon arrival. It also functions as a critical circulation hub, effectively channeling foot traffic from the multipurpose space during large gatherings or performances, ensuring smooth movement and a cohesive spatial flow throughout the building.

Multipurpose Room:

The Multipurpose Room is designed for maximum flexibility, accommodating a wide range of events and activities. While the idea of exploring a fixed stage was initially explored, it was ultimately set aside, as it limited the versatility and accessibility of the room. Instead, a curtain can be drawn to create a stage-like setting when needed, offering the ambiance of a performance area without compromising spatial adaptability. Seating is movable and can be arranged as required or stored away in the adjacent storage area, making the space ideal for a variety of events.

Corridor:

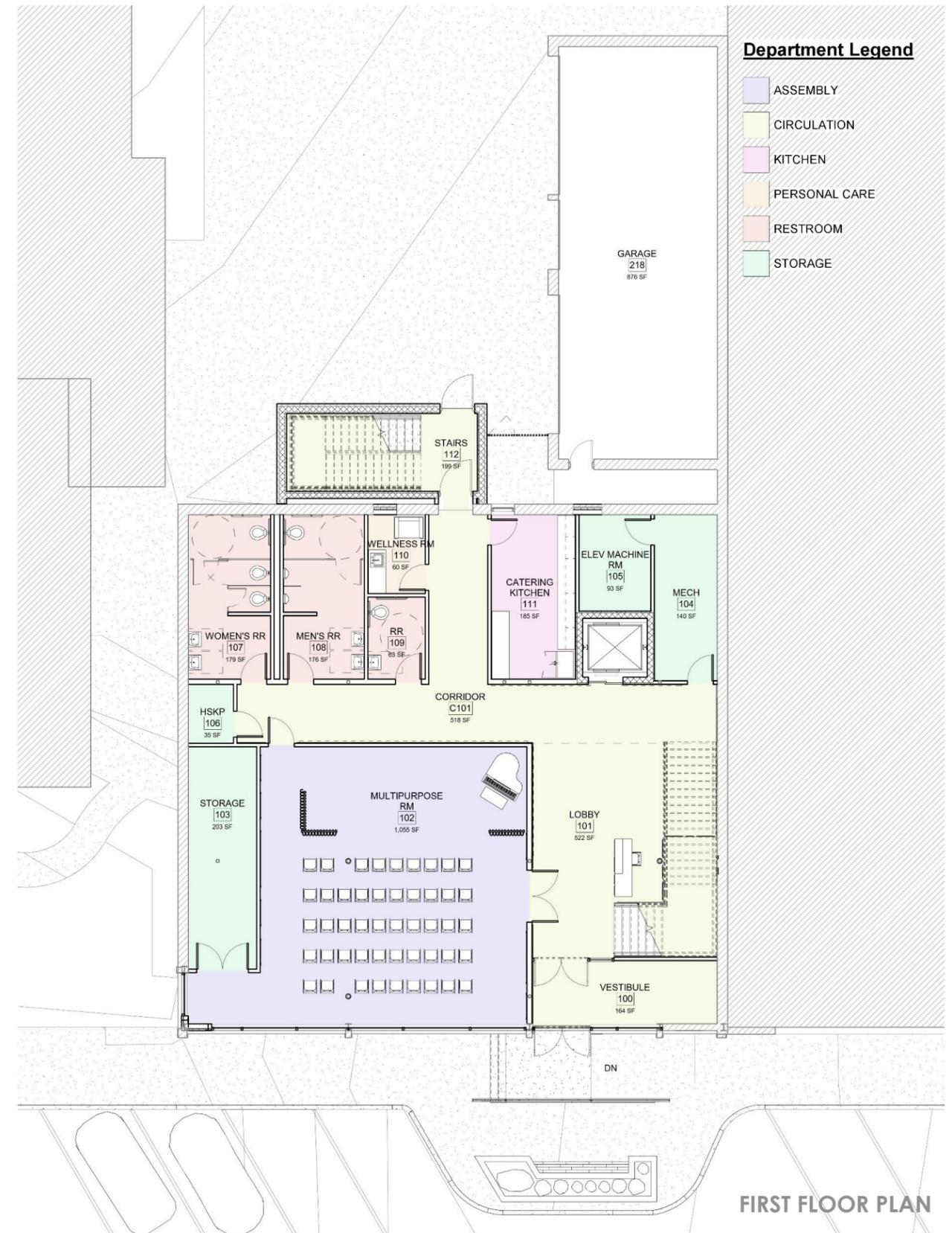
The Corridor features space for a curated art exhibition that guides visitors between the Lobby and Multipurpose Room, creating a cohesive and engaging visual journey through the heart of the building.

Catering Kitchen:

The Catering Kitchen is solely intended for staging and serving food brought in from outside vendors. It features generous counter space and is located near the back entrance, allowing for easy and discreet delivery access during events.

Wellness Room:

The Wellness Room offers a quiet, private space for lactation or mental health breaks, equipped with seating and a counter with a sink to enhance convenience and comfort.



Main Lobby:

The main lobby features a reception desk and reflects the historic character of the building. Perimeter walls function as an art gallery space, with the potential to support rotating exhibits, enhancing public engagement upon entry.

Vertical Circulation:

Upon entry, visitors are immediately met with clearly visible stair and elevator access, facilitating intuitive wayfinding and ensuring full ADA accessibility to the second building level. The open staircase maintains the historic character of the lobby space.

Multipurpose Room:

This space is designed to accommodate a range of community-focused functions, including performances, events, and gatherings. This space has the potential to be rentable and adaptable, supporting flexible layouts to meet diverse user needs.



MAIN LOBBY



MULTIPURPOSE ROOM



MAIN LOBBY



MULTIPURPOSE ROOM



VERTICAL CIRCULATION



MULTIPURPOSE ROOM

2.4 SECOND FLOOR PLAN NARRATIVE

Classroom:

The Classroom is a highly adaptable environment designed to support a wide variety of programming and user groups. Outfitted with a kitchenette and integrated cubby storage, it accommodates both short-term and extended-use scenarios. Flexible furnishings, including moveable tables and stackable chairs, can be reconfigured or stored in the adjacent storage room to suit different layouts and occupancy needs. The space is intended for public use by community organizations and educational groups. Retaining many of the building's historic windows, the room benefits from ample natural daylight, enhancing user comfort.

Conference Room:

The Conference Room is designed as a public use meeting space for organizations and community groups, accommodating approximately 12 occupants. Its central location, conveniently positioned near both the stairs and elevator, ensures easy access for all users. The room supports a range of small-group functions, offering a professional yet approachable setting for meetings, planning sessions, and collaborative work.

Display Room & Corridor:

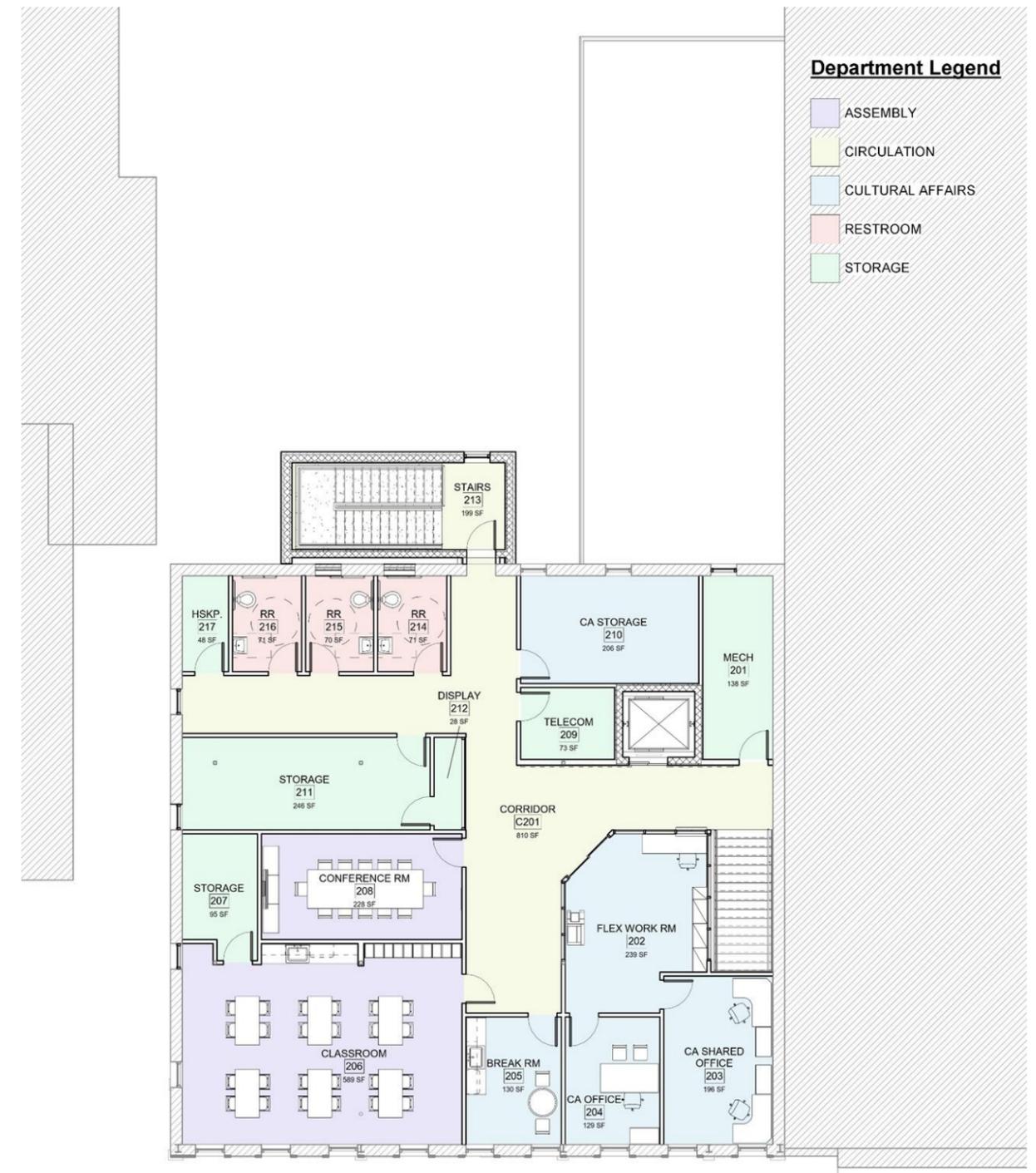
At the top of the open stair and elevator, visitors are greeted by a Display Area featuring curated art, with the Display Room enclosed in glass to showcase more delicate objects while maintaining visibility and security.

Cultural Affairs:

The Cultural Affairs suite is located at the top of the stairs and elevator, featuring a glass-window reception area for visibility and welcome. A flexible workroom with sliding glass doors allows the space to be opened to or separated from the rest of the floor as needed. Adjacent to the workroom are a private office and a shared office, providing dedicated space for all Cultural Affairs staff.

Break Room:

The Break Room includes a small kitchenette and table for Cultural Affairs staff, positioned just outside the offices for easy access. While primarily intended for employee use, its location also allows for potential shared use by Classroom or Conference Room users if needed in the future.



SECOND FLOOR PLAN

Corridor:

The second-floor corridor features accessible vertical circulation via adjacent stair and elevator, interior glass walls to provide visibility into Cultural Affairs Offices, and a designated display area and wall space for display of historic artwork.

Cultural Affairs Offices:

The Cultural Affairs Offices incorporate a flexible layout with open workspaces, shared and private offices, and a break room. Interior glass walls provide a connection to the rest of the building while still offering privacy. The historic windows provide natural light throughout the offices and break area, supporting occupant well-being and fostering a productive, comfortable work environment.

Classroom:

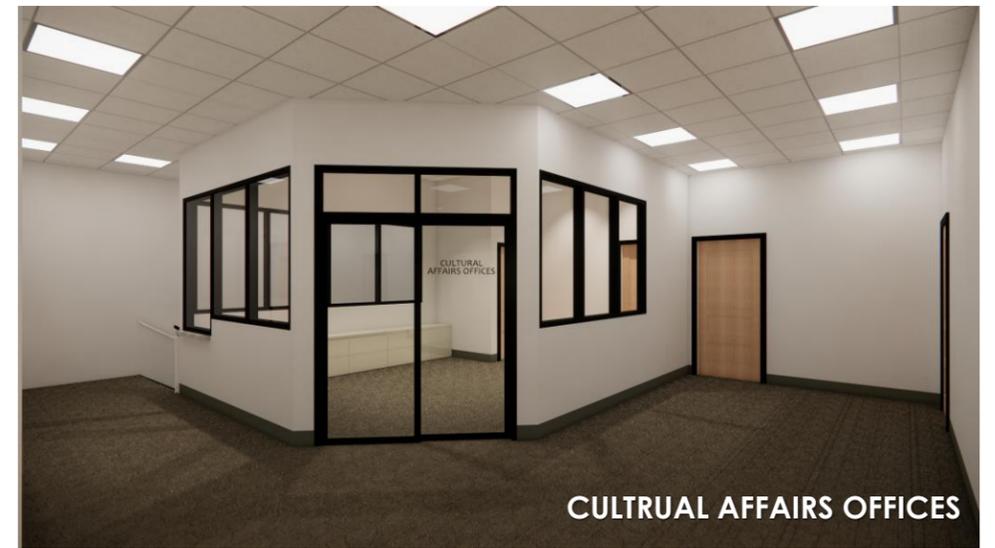
The classroom utilizes the original style of the historic windows for optimized natural daylighting. The space includes an integrated kitchenette, built-in cubby storage, and fixed/semi-flexible seating for approximately 24 occupants. It is designed as a private classroom space with potential for external rental use.

Conference Room:

The enclosed conference room seats up to 12 occupants. It is designed as a private meeting space with potential for external rental use.



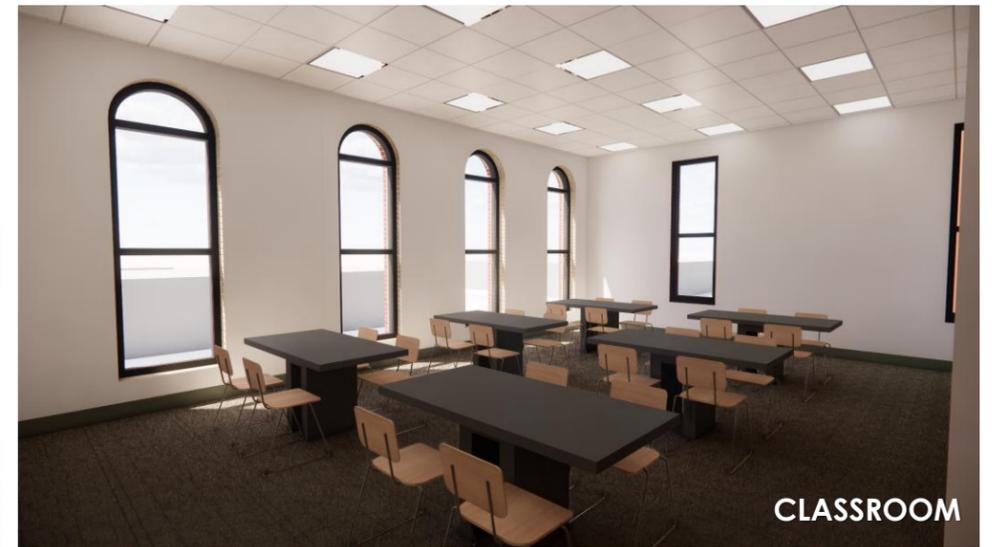
CORRIDOR



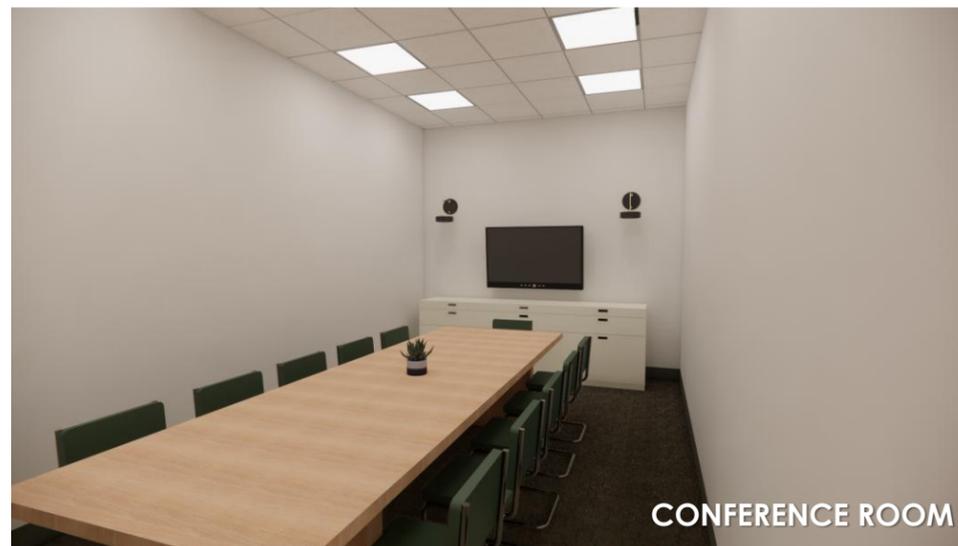
CULTRUAL AFFAIRS OFFICES



CLASSROOM



CLASSROOM



CONFERENCE ROOM



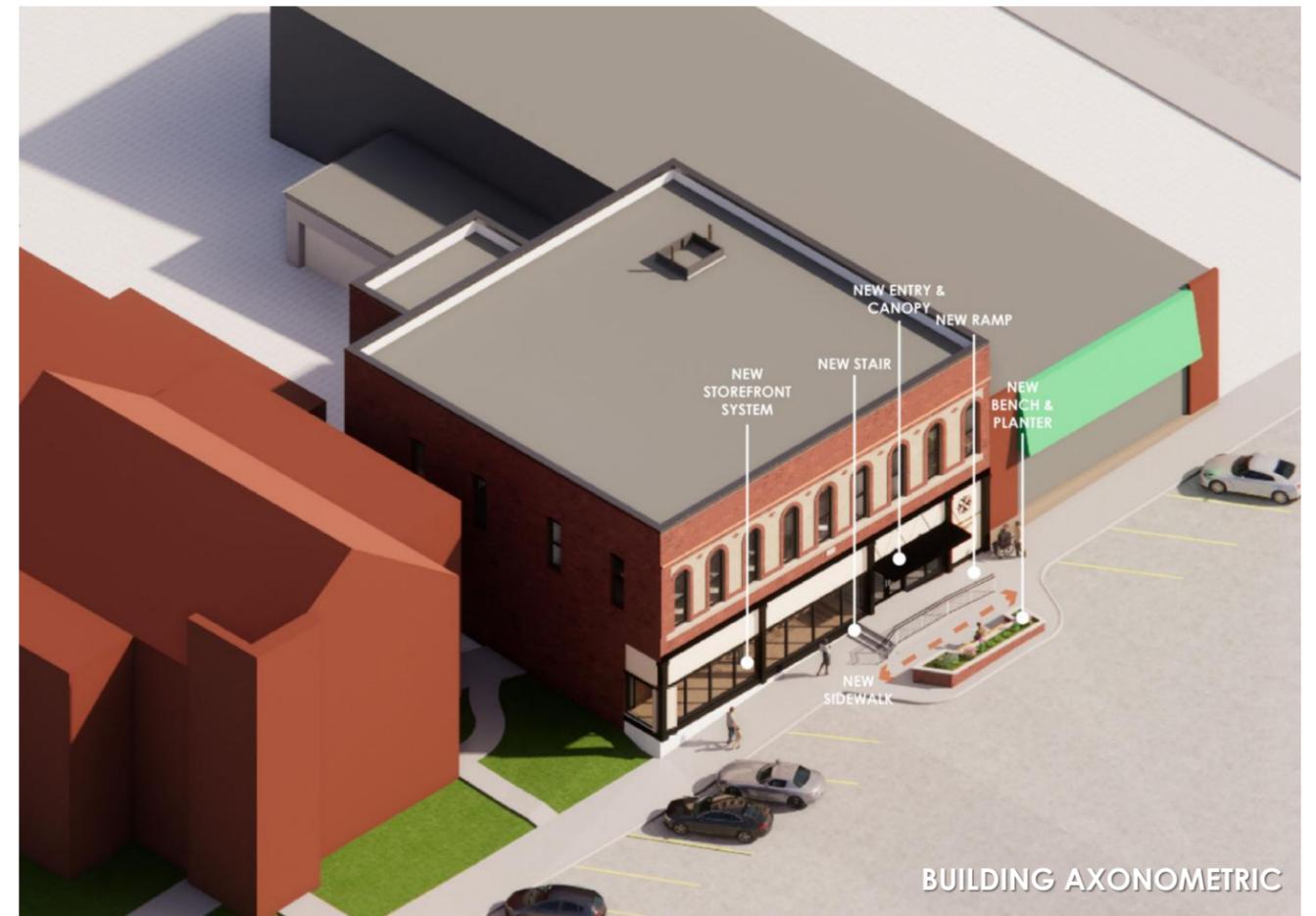
CONFERENCE ROOM

2.5 EXTERIOR ENHANCEMENTS

North Building Façade Narrative:

The front façade of the building preserves its historic character by carefully retaining or thoughtfully replacing key architectural elements that define its original charm. A newly designed storefront, featuring an updated entry point, enhances functionality and improves circulation for visitors. Above the entrance, a new canopy is introduced, paying homage to the original structure, while also offering shelter and a welcoming gesture at the front door. Additionally, a new ramp and stairway have been integrated into the design to provide accessible entry, ensuring the building is now inclusive and compliant with modern accessibility standards.

To further enhance the streetscape, a new seating and planter area has been introduced in front of the building, creating a more inviting space. This addition not only beautifies the sidewalk but facilitates smoother pedestrian circulation, offers additional space for visitor cuing before and after large events while maintaining unobstructed flow for foot traffic. All elements are designed with careful attention to accessibility codes, ensuring that the space remains compliant and accessible to individuals of all abilities.



2.6 EXTERIOR ENHANCEMENTS

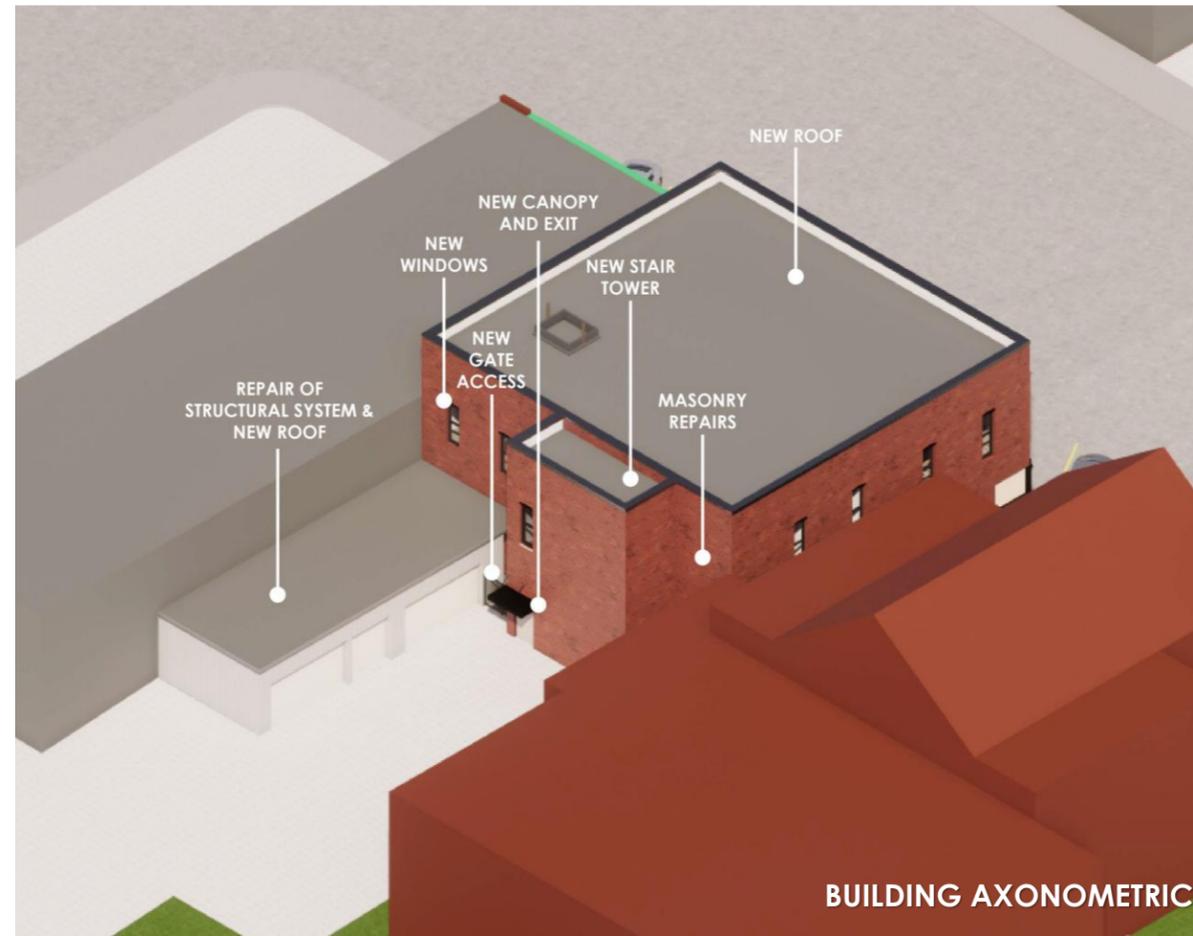
South Building Façade Narrative:

In keeping with the commitment to honor and preserve the historic character of this building, the South building façade will undergo a thoughtful restoration and enhancement process. Several key interventions are introduced to ensure the building meets modern accessibility standards, safety codes, and performance expectations.

A new stair tower will be added to the south elevation. This will be sensitively integrated into the existing architectural language. The stair tower will provide essential code-compliant egress and improved accessibility. As part of this addition, a new canopy will be constructed to offer a covered entry and exit, creating weather-protected access.

The exterior façade will undergo selective masonry repairs to restore the integrity and appearance of the original brick. New windows will be installed to closely replicate the original window profiles and proportions. Additionally, the roof will be replaced.

Adjacent to the building, the garage structure will also receive a new roof and structural repairs, ensuring consistency in restoration quality across the site.



3.1 THE PROGRAM - SUMMARY

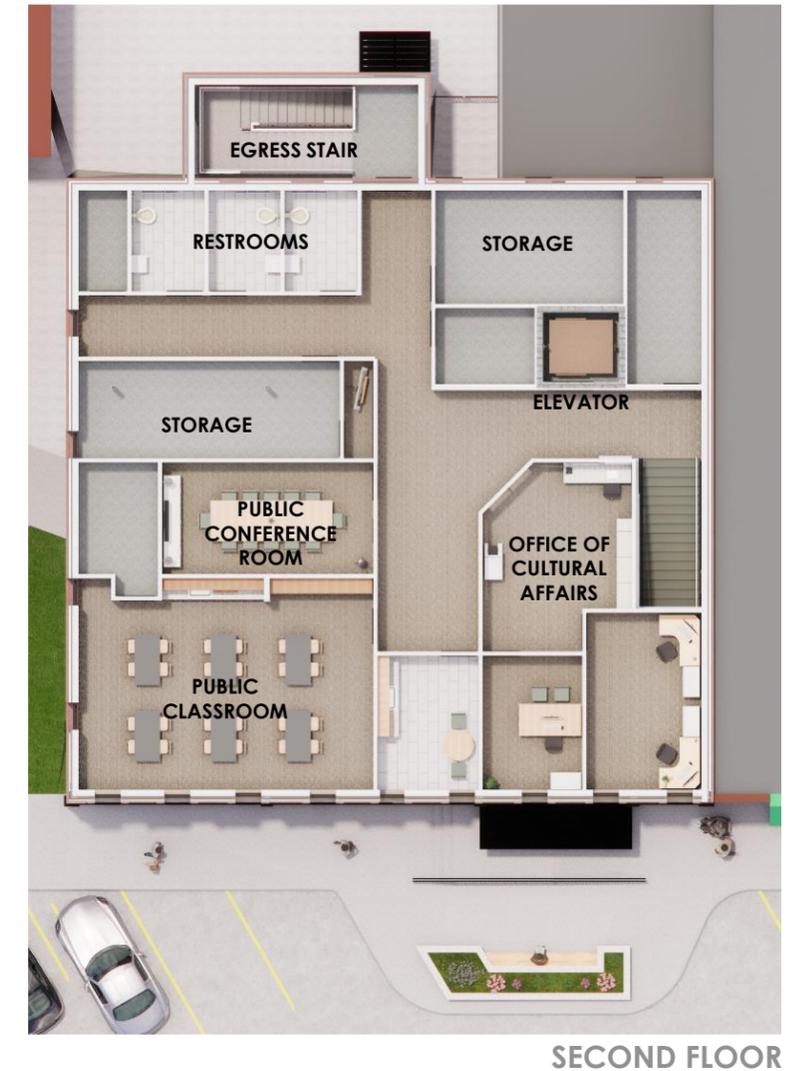
Key Features & Objectives:

The program for this building was shaped by the vision of the Mayor's Task Force, which emphasized the need for inclusive spaces that support education, culture, history, and community engagement. In response, the design focuses on flexibility and accessibility, offering a variety of spaces that serve both civic and cultural functions.

On the ground floor, the building features a multipurpose space designed for performances, lectures, community gatherings, and more, supported by a catering kitchen for events. A welcoming lobby serves as a central hub and primary art exhibition area, with additional room for displays throughout the building.

The second floor houses a versatile classroom space and a conference room, both intended to be rented by community organizations and adaptable to a range of programming needs. The Cultural Affairs offices are located nearby, with supporting workspaces and a flexible layout. Additional exhibition space continues along corridors and in a dedicated glass display room, reinforcing the building's commitment to cultural storytelling.

Across both levels, the program includes essential support spaces, such as restrooms, storage, mechanical rooms, and janitorial areas, ensuring the building functions efficiently for both staff and the public. Together, these spaces reflect the Task Force's goals by creating an accessible, community-oriented facility that celebrates local culture, history, and the arts.



3.2 ARCHITECTURAL NARRATIVE - INTERIOR

Interior Finishes:

The interior design of the McKinney Building blends historic charm with modern sensibility, preserving key elements while introducing refined updates.

Wall moldings and paneling evoke timeless elegance, while wrought iron stair railings and black metal ceiling panels bring character and texture. Carpet tile patterns are inspired by the dynamic geometries and rhythmic motifs of the buildings Jazz Era, serving as a subtle reference to the building's connection to music and performance while being a functional flooring solution.

Checkered porcelain tile flooring ensures durability while adding vintage flair, warm wood tones create a welcoming atmosphere. Original columns are enhanced with custom casings, preserving their presence while adding a tailored touch of the past. Together, these elements create a cohesive, respectful, and revitalized interior that honors the building's legacy while looking forward.

The second floor builds on this approach with a more modern, day-to-day functional design. While finishes are more contemporary, they still reference the tones and materials from the first floor, maintaining a cohesive identity. The layout emphasizes usability and flexibility, while new high efficiency windows remain a key architectural feature, bringing in natural light and preserving the historic rhythm of the space.

DECORATIVE
METAL CEILING
PANELS

WROUGHT
IRON STAIR
RAILING

WALL
MOLDING &
PANELING

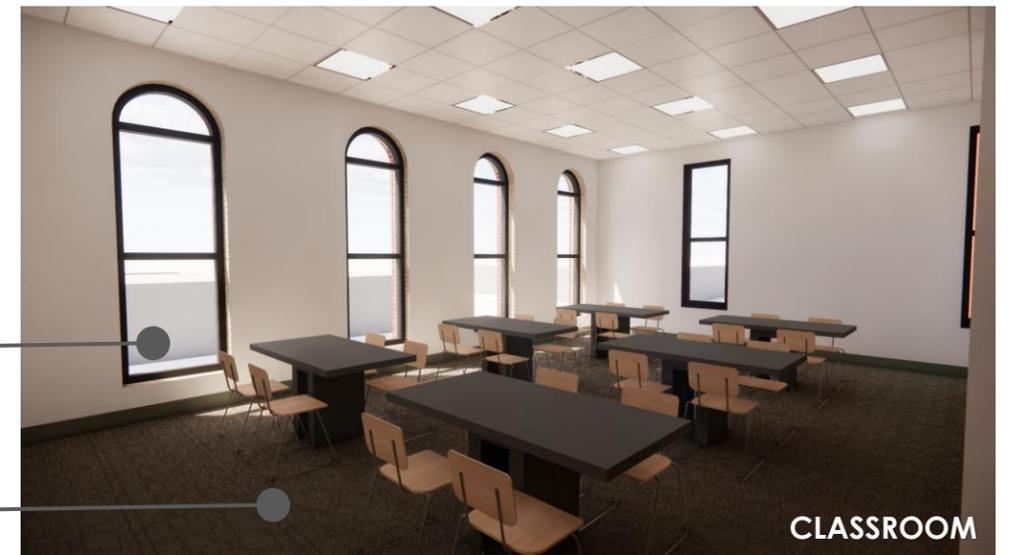
CHECKERED
TILE



LOBBY & CORRIDOR

NEW HIGH
EFFICIENCY
WINDOWS

CARPET TILE



CLASSROOM

GYPSUM WALL
BOARD

WARM WOOD
TONES



CONFERENCE ROOM

3.3 ARCHITECTURAL NARRATIVE - EXTERIOR

Preservation & Accessibility:

The architectural narrative of the building's exterior focuses on preserving and restoring the building's historic character while seamlessly integrating necessary upgrades. Original brickwork and arched window openings are retained and repaired to maintain the architectural integrity and craftsmanship of the façade. A new storefront, designed to complement the building's original proportions and materiality, replaces the old one, reestablishing a sense of openness and connection to the street.

To meet accessibility requirements, the main entrance has been carefully relocated, allowing for the introduction of a sensitively designed ramp and stair. These are integrated with a new brick planter and seating area that echoes the building's geometry while improving exterior circulation.

New entry canopies are added at both entrances to provide protection and visual definition, using materials and detailing that tie back to the historic palette.

A new stair tower, required for code compliance, is constructed at the north end of the building. Its exterior is carefully designed to match the original finishes, ensuring it reads as a cohesive extension rather than a foreign addition. New historically compatible windows and updated signage complete the exterior improvements, reinforcing the building's identity while supporting its renewed public role.



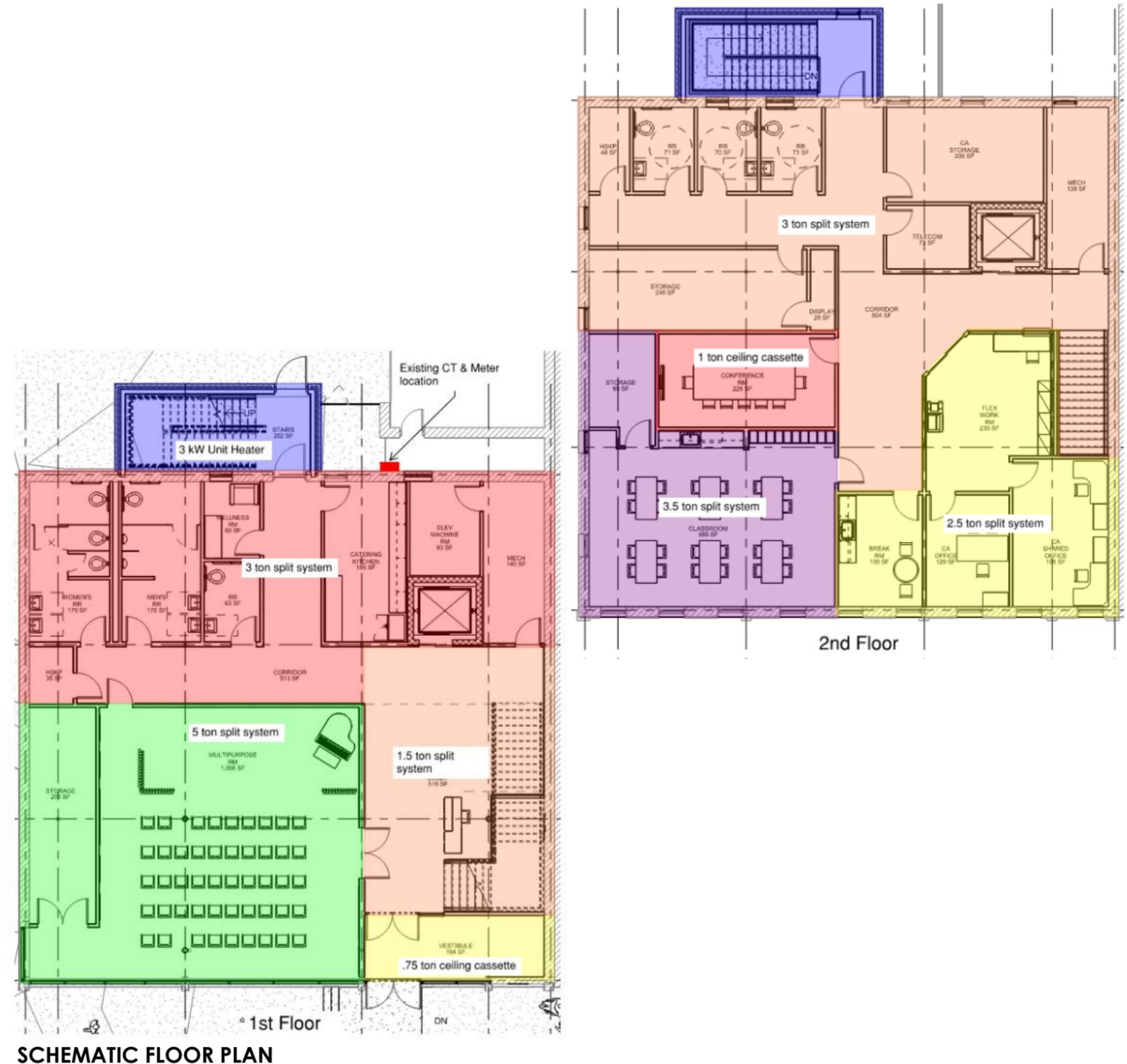
4.0 BUILDING SYSTEMS NARRATIVE

Building Systems Renewal:

The building systems narrative for the McKinney Building focuses on fully modernizing the mechanical, electrical, and plumbing infrastructure while seamlessly supporting the renovated interior program. All existing MEP systems will be removed due to age and obsolescence, allowing new systems to be thoughtfully designed and coordinated with the updated floor plan. The replacement systems will improve comfort, efficiency, and reliability while meeting current building, energy, and accessibility codes.

New mechanical systems will provide heating, cooling, and ventilation through a combination of high-efficiency heat pumps and split systems, and the system will be carefully zoned to respond to occupancy and use. Electrical upgrades will include new distribution, lighting, and power systems that support modern building needs, with energy-efficient LED lighting coordinated with the architectural layout. Plumbing improvements will replace all existing piping and fixtures with new, code-compliant systems, including accessible restrooms and support spaces throughout the building, ensuring the renovated facility is functional, safe, and prepared for long-term use.

The diagrams, at the left, graphically depict the proposed HVAC zoning strategies. For more detailed information regarding mechanical, electrical and plumbing upgrades, please refer to Appendix B.



5.0 STRUCTURAL NARRATIVE

Structural Repairs:

Initial structural assessments indicated that portions of the building were at imminent risk of structural failure. Emergent action was taken by the City of Columbia and the structural engineering team to determine temporary shoring and structural system reinforcements to prevent significant damage and injury. As of the date of this report, the structure is believed to be stable and city staff are monitoring areas of concerns on a regular basis. In addition to the emergent repairs, several other areas of disrepair will be addressed during project implementation.

Where existing conditions no longer meet performance or safety expectations, targeted structural repairs will be incorporated to restore capacity and stability. The abandoned cellar will be infilled with lightweight geof foam and capped with a new slab-on-grade to reduce loads on existing foundations, while deteriorated structural components will be repaired or replaced as needed. A new interior elevator shaft, and infilled floor and roof openings, will further reinforce the building's structural system, ensuring the renewed facility will meet current codes and can safely support its continued public use.

Structural Upgrades & Code Compliance:

The structural narrative of the McKinney Renovation focuses on strengthening and stabilizing the existing building while seamlessly integrating code-required upgrades. New structural elements are carefully introduced to support life-safety, accessibility, and long-term performance without compromising the integrity of the original structure. A new exterior stair tower will be added at the north end of the building, adjacent to the former cellar, and constructed with load-bearing concrete masonry unit walls, and steel-framed stairs and landings provide a durable and efficient means of egress.

For a more comprehensive review of structural challenges and proposed modifications, please refer to Appendix C.

PRE STRUCTURAL REPAIRS



POST INITIAL STRUCTURAL REPAIRS

