RAPID URBAN REVITALIZATION: FLEXIBLE DESIGN STRATEGIES FOR
PROMOTING ECONOMIC GROWTH, SOCIAL ENGAGEMENT, AND FUTURE
SUSTAINABILITY IN URBAN SPACES

A CREATIVE PROJECT
SUBMITTED TO THE GRADUATE SCHOOL
IN PARTIAL FULLFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE
MASTER OF LANDSCAPE ARCHITECTURE

BY

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I found after many years of education, landscape architecture that allowed me to combine the best parts of all my interests and passions. This creative project and the last three years have let me explore and further understand the many dimensions of landscape architecture, and I look forward to beginning the next chapter of learning in my life about landscape architecture.

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CHAPTER 1: INTRODUCTION

Introduction

Since its peak in the early 1920s and 1930s as an important Midwest manufacturing center, Muncie, Indiana, has suffered a dramatic loss in population. The combination of rundown remains from industrial decline and disconnected urban spaces along the McGalliard Road corridor created by urban sprawl, and has led to an overabundance of leftover spaces, blighted land, and derelict infrastructure that is in need of revitalization. Muncie must address the need to stabilize these distressed urban environments and align the city’s built environment with the needs and desires of current and future residents.

These leftover spaces offer unique design opportunities to utilize examples from similar cities of rapid urban revitalization to create a new sustainable future for Muncie residents. In The Good Life: New Public Spaces for Recreation Zoe Ryan describes how “Smaller-scaled action have also reawakened urban areas” (2006, p. 11). Ryan further describes how London-based artists and architects focus on projects that they describe as “Greyworld Work” that tackles transforming grey
areas of the city by reimagining standard elements of the cityscape. As an example of how these rapid urban revitalization projects reach further into urban spaces, Ryan describes San Francisco-based public artists and activist organization Rebar, that produces enlightening public design installations that create pocket parks in car parking spaces along city streets (2006, p. 11). Many of the problems resulting from the blighted urban spaces that populate Muncie are representative of problems sweeping through cities across the nation. These small-scale flexible design installations address a solution to the problem of underutilized urban environments by focusing on facilitating a greater quality of life for local residents.

The significance of this creative project lies in its ability to address the issues surrounding the surplus of vacant land, access to urban spaces, urban revitalization, and future sustainability, and how each of these can contribute to developing a sense of place and a model to transform a struggling urban space that promotes walkability, connectivity, flexible use, and economic vitality while also reusing the existing infrastructure.

The study’s focus is to repurpose Muncie Mall’s underused parking lot to create an environment that engages pedestrians to a develop an understanding of how small-scale designs can revitalize a space and to lead city’s future sustainability. Lastly, these flexible design installations foster ideas on how urban environments can once again hold strong public identity through rapid change, with creating cultural programs that ensure vitality and relevance over time. Overall, rapid
urban revitalization can connect a city’s main public spaces that are the vital organs to aid in its social and economic sustainability.

**Project Significance**

This project reveals the potential for rapid urban revitalization in urban spaces transformed negatively by national and local economic downturn. This is significant beyond landscape architecture and adds a value to society by emphasizing sustainable design and conservation of the land and environment. Today in the U.S. 80.7% of the population lives in urban spaces (United States Census Bureau, 2012). Mathematical biologist Joel Cohen, of Rockefeller University, has predicted that by 2050 most people in the world will live in urban areas, and these urban trends will reinvent many different areas of our lives that we know today (What Will Life, 2012). If such predictions stand true, students and professionals of landscape architecture must be educated and trained for the type of work that can demonstrate sustainability for future cities. We must understand the importance and value of our land to the quality of life. Americans have already begun to prefer a more enjoyable standard of living and have taken action to improve the way our cities are currently being managed to transform leisure, recreation, community, and everyday life experiences. Urban revitalization is growing, and is not just a trend, but landscape architects must reexamine how we approach such design to ensure its sustainability.

This creative project explores this paradigm shift in how communities across the nation are choosing to help create vibrant urban areas that empower social,
economic, and sustainable change. To achieve environmental sustainability, designers of the built environment must take on the challenge to create the new armature that facilitates a sustainable lifestyle. In response to this challenge, this project will provide a model for revitalizing industrial rust belt cities that are demanding a change in how they support local residents’ lifestyles. This project expands its relevance and importance to landscape architecture professionals, as an academic exploration in urban revitalization and how design features of rapid urban change can be actualized in Middletown America.

**Definition of Problem, Subtopics, & Hypothesis:**

**Problem Statement**

I propose to demonstrate, through research and design, how rapid urban revitalization of inner-city spaces can serve as a model for creating sustainable, flexible installations that can lead to long-term sustainable change.

**Subtopics**

- Identify the characteristics, methods, and design approaches of rapid urban revitalization, and assess how they can be applicable for transformative and flexible design installations.

These urban interventions acknowledge the increasing density and limited availability of land in cities by identifying and using leftover urban spaces. Rapid urban revitalization uses these blighted gaps to reactivate and make sustainability in urban spaces visible again through the help of civic initiative. A “Do-It-Yourself” mentality surrounds the essential method of implementation.
Transformative design installation allows the design to offer its own special qualities not possible through traditional approaches. These opportunistic design approaches do not require tremendous use of natural resources or demolition and disposal of the existing fabric; instead they offer a suggestion or solution to the larger problem with small-scale change. A DIY design solution empowers community residents to change areas of their cities with a rapid creative solution, without having to participate in city planning on a larger scale. In the long-term utilizing blighted areas for flexible amenity uses stimulates the space and contributes to the city’s sustainable future. Rapid urban revitalization design is generated by the community’s wants and desires for safe outdoor spaces for play and other activities. The spaces for action also emerge from the current state of urban space where civic participation spurs the initiative. This creative project will utilize the methods of rapid urban revitalization to showcase small-scale transformative design interventions. The design solutions presented in the project will identify problems and design for the small-scale flexible changes that can serve as a model for Muncie for a long-term large-scale effect on the city.

- Assess fundamental characteristics, and contributing design factors of urban sustainability and how they can be applicable to a sustainable future of Muncie, Indiana.

Urban sustainability within a city can be identified by green mobility within the space; green mobility includes key factors such as, public transportation; walkability; and bikeability. In addition, sustainable cities utilize adaptable
infrastructure which provides a reduction in waste and consumption for the cities future generations. Also increasing connections to surrounding context as well as public spaces provide opportunity for social sustainability. Reduction of resource consumption, limitation of emissions, addition of vegetation, and decreased amount of noise levels all contribute to a city’s environmental sustainability. The application of each of these sustainability factors provides opportunities for economic sustainability of a city. Using transformative architecture, emphasizing connectivity and creation of public spaces in the design solutions for the Muncie Mall site addresses this sub problem.

**Hypothesis**

Reactivating the Muncie Mall with a small-scale transformative design can lead to long-term economic, social, and sustainable change for Muncie, Indiana.

**Delimitations & Assumptions**

In order to manage the scope and scale of this creative project, I will make the following delimitations and assumptions.

**Delimitations**

- The purpose of this study is to present a flexible design solution for the underutilized parking lot and other areas immediately surrounding the Muncie Mall. Design goals and objectives can serve as building blocks for future development of long-term city wide design improvements. The master plan will serve as a model that can be achieved through a series of changes
to promote a downtown atmosphere. Muncie’s downtown was designed with a pedestrian-friendly framework, and this downtown sense of place can be achieved at the Muncie Mall site through a series of stainable changes. It is the hope of the author that this study will become a topic of discussion within the community and may be the spark that leads to the eventual transformation and connection of one or more similar sites in this, or other, Midwestern communities.

- While city transportation networks are a substantial part of urban sustainability, this project focuses on the site specific transportation and circulation aspects. Future city design enhancements that may further improve the surrounding transportation methods will be able to use the proposed design as a major connector of adjacent and surrounding pedestrian friendly environments.

**Assumptions**

- Simon Malls is interested in this type of development arrangement, and is willing to allow the new adapted designs.
- Residents of the Muncie community are interested in supporting in the redevelopment of blighted urban environments in their local area.
- Muncie residents will accept the selected site.
- Muncie officials are willing to work with the community on any codes, ordinances, and variances during the design phases and implementation.
Rapid urban revitalization, guerrilla urbanism, urban sustainability, and urban spaces are compatible both conceptually and in site.

Methodology

The methodology is broken into two sections: analysis of case studies and literature; and design. The first section investigates case studies of rapid urban revitalization, the leading inspiration for the theoretical framework of the proposed design solution. A review of literature surrounding the focus area of urban revitalization, specifically in the past decade, develops a complete understanding of the focus area.

The second section focuses on site analysis to identify areas for implementation to and the potential for making connections with nearby amenities. The design resulted from the two sections of the methodology: case study research and literature review, in close correlation with a detailed site inventory and analysis.

Design Synthesis

The final stage of the project integrates all of the preceding steps of the methodology into a final product which expresses a small-scale rapid urban installation. The final design also creates a framework that will allow flexible change of the site proposed plaza and outdoor spaces. The design process includes steps from site inventory and analysis to design development.

Site inventory and analysis is the crucial first part of the design process. It entails gathering, synthesizing, and evaluating information about the site and its
surrounding context. This design stage develops the project’s goals and objectives, revealing community and site needs. Though laid out as linear, the process becomes cyclical and overlapping, i.e., a “loop”. During this process, the goals and objectives are clarified, as the site program develops.

Lastly, after completing the site inventory and analysis, and determination of the project’s goals and objectives, and program development, the design process begins. Concept design starts the process with a more general idea; this repeated method leads to a specific and clear design. Once the design is refined, the components of the final documentation for the project are prepared. The final design documents represent the finished design.
chapter 2
CHAPTER 2: EXPLORATION OF TOPICS

The exploration of topics identifies and defines key concepts crucial to understanding the potential for small-scale transformative installations at the Muncie Mall. The major concepts discussed in this section are urban sustainability, urban revitalization, public spaces, and economic sustainability through design. Topics explored through this chapter extend beyond the scope of the previously mentioned exploration topics, but provide important context and rationale for the design strategies that will become an integral part of this project. Case study examples allow further understanding of rapid urban revitalization. A further look into the topic of industrial small cities and suburban development patterns provides insight into Muncie’s current economic status and how urban sustainability can be achieved through rapid urban design. Lastly, this chapter ends with key design components for creating sustainable urban spaces.
Rapid Urban Revitalization

Rapid urban revitalization utilizes a small-scale micro-level design approach to spark civic participation in reimagining underdeveloped urban spaces. Initiated by community activists, rapid urban improvement projects is spreading through cities around the world, reactivating, revitalizing, and reimagining public spaces in more innovative and sustainable ways. An example of these transformative designs is San Francisco based design studio Rebar, who initiated PARK(ing) Day in September of 2005. The motivated design activists created a micro park that occupied a metered parking space. Eight years later PARK(ing) day is now observed in 162 cities, and 35 different countries. This design movement led other cities such as New York into converting several miles of roadway into micro plazas. The city took the idea one step further and began issuing Pop-up Café licenses, allowing businesses to extend outdoor seating into adjacent parking spots during the summer months. In addition, in 2011, San Francisco began issuing Parklet Permits to residents and businesses alike, as part of its Pavements to Parks program (Architect Magazine, 2012, p. 93). Moreover, architects, designers, and landscape architects use case studies of urban improvement projects to further understand the methods and design concepts within these projects that help revive sustainability to urban spaces. A review of literature identifies the main factors of urban revitalization applicable to design at the Muncie Mall.

To begin, John Sorrell, in *New Public Spaces* 2006, clearly points out that “the public realm is one of the few services that every single person benefits from:
whether rich or poor, young or old” (as cited in Gaaventa, 2006, p. 7). To help residents of cities across the country utilize their public spaces, action must be taken to reclaim blighted urban areas. Rapid urban revitalization is an alternative planning method in high demand due to public dissatisfaction of public spaces and amenities created by traditional planning tools (Haydn & Temel, 2006, p. 19).

This design method examines a “bottom up” approach to improvement motivated by the 21st century economic downturn that has caused a lack of care and maintenance to public spaces. Architect Magazine dedicated its entire August 2012 issue to the topic of spontaneous interventions to express that these blighted public spaces across the county should not be left unresolved, but instead can be reinvented through creative design. Toni Griffin states 2012, “These trends suggest an opportunity for integrating new design innovations into public policy. . . aimed at remediating longstanding structural inequalities and progressing toward a more just and inclusive city” (p. 58).

Architect Magazine devoted the August 2012 issue to Spontaneous Interventions: Design Actions for the Common Good, a display at the U.S. Pavilion 13th International Architecture Exhibition at Venice Biennale. Cathy Lang Ho a contributing editor to Architect Magazine was the commissioner and curator for Spontaneous Interventions. The idea for the design show concept steamed from an article previously written in Architect Magazine by Ho. The Biennale is the world’s largest architecture festival that takes place at the Giardini, a lagoon-side public park in Venice, where 29 countries have installed permanent national pavilions. The
choice was narrowed from 450 to 124 entries of rapid urban revitalization projects to be displayed in the 4,000 square feet of space in the permanent American pavilion. 

*Spontaneous interventions* included projects that transformed public urban space to better serve the common good. The goal of the exhibition was to display projects that would act as an archive of achievable strategies that could be replicated in other cities facing similar problems. Ho describes the notion of the “common good” as “what is beneficial to the most people with respect to everyday needs” (p.24). These projects articulate through design how the commons can be reimagined to reflect our collective well-being. To respond to this demand Spontaneous Interventions divided the featured projects into ten categories. The categories are: (1) urban blight, (2) wasted places created by auto-centric planning, (3) property abandonment defined by shrinking cities, (4) vacancies left by the real estate bust, (5) lack of access to amenities, (6) insufficient mobility options, (7) pollution, disenfranchisement, (8) social alienation, (9) privatization or corporation of public spaces, and (10) underutilized spaces caused by over-development (p.26).

Following, Ned Cramer, co-curator of *Spontaneous Interventions*, further describes the characteristics of a rapid urban revitalization and how it is applied in small-scale installations:

Architects, urbanists, designers, activists, and artists who want to improve their communities and the lives of their neighbors... have good intentions and exhibit great creativity, but they are coping with limited resources and often operating at a modest scale. They paint bike lanes on busy streets,
plant vegetable gardens in vacant lots, and replace illegal street advertising with artwork. They often avoid working through official channels, because official channels so rarely seem to work. And in relying on themselves to get the job done, sometimes they go so far as to break the law. (p. 4)

*Spontaneous Interventions* is relevant to this creative project because it understands the main components of rapid urban revitalization. The design at the Muncie Mall responds to the blighted public space created by the mall’s auto-centric planning. Like all of the small-scale interventions displayed in *Spontaneous Intervention*, the long term goal for the Muncie Mall design is to inspire a sustainable future for the city through reintroducing the public into derelict urban spaces. Through a unified collaborative design, the Muncie Mall site can harbor a flexible urban improvement that can lead to a long-term permanent future built for the community’s health, safety, and overall welfare.

In his article “Suburban Retrofits, Demographics, and Sustainability,” Dunham-Jones (2005) explains rapid urban revitalization as “retrofits...that seek to improve the sustainability of the system as a whole. By seeking to create the basis for change beyond their immediate property lines . . . and help suburbs evolve to meet changing needs” (p. 8). Rather than concentrating on urban blight, this article discusses suburban sprawl and the environmental damages caused by the disconnected relationship to its cookie-cutter designs. This view is not separate from that of *Spontaneous Interventions*, but combines issues that many cities all over the country are facing.
Dunham-Jones (2005) states clearly in her article that change must happen in urban development to ensure the future sustainability of cities and suburbs. She elaborates on this statement with a startling fact about the county’s current state: “In 2000, for the first time, the U.S. suburban population exceeded that of rural and urban areas combined” (p. 8). With many cities surrounded by suburbs, this article points out that the problem stems further than the urban core and is continually growing. The overarching goal of sustainability combines these two aspects of revitalization. Dunham-Jones also supports redirecting growth towards underperforming spaces to help conserve open space, reuse existing infrastructure, and ultimately strengthen existing communities. The article points directly to the focus of this creative project when looking at case studies such as Eastgate Mall Indianapolis, Indiana; Winter Park Orlando, Florida; and Surrey Center British Columbia, Canada. These shopping malls have been revitalized to bring back connectivity to the surrounding community. The once large-scale shopping malls take on a series of small-scale design installations that reclaim the open space previously consumed by auto-centric planning. Applicable to the proposed creative project, this article examines how the landscape is changing as disconnection and blight deteriorate our urban and suburban areas. The article states that retrofitting existing conditions can bring back networks of streets and public squares that once were the heart of city design. Dunham-Jones calls attention to how retrofits create a sustainable design by reusing the space. Replacing parking lots with parks and providing spaces for civic interaction also provides a positive identity to spaces that
were once amorphous. The article states, “This kind of place making provides important opportunities for promoting social equity and cultural sustainability” (p. 13). This creative project will utilize rapid urban revitalization to create urban spaces to what Muncie residents will be able to physically connect with to enhance future economic and social sustainability.

Dunham-Jones further elaborates how public space is important as a means of promoting sustainable community growth. A main design goal of rapid urban revitalization is to promote and improve pedestrian circulation and connections. New pedestrian circulation frameworks replace superblocks created by vehicle circulation and provide space for civic engagement. The opportunity for all residents to have social interaction is crucial in restoring social equity. The renewed sense of place instills opportunities to create positive identity for a previously isolated urban space.

Restored pedestrian paths and community gathering spaces also foster cultural sustainability. Parks, libraries, schools, and performing arts venues infuse quality of life into parking lots, desolate shopping malls, and blighted urban spaces once dominated by vehicles. Having available spaces to interact provides opportunities to create a sense of place and instill a community’s identity, ultimately supporting a sustainable future of the community.

To further elaborate on the topics of cultural sustainability and social equity; New York City High Line Project is a prime case study that reintroduces these sustainably topics in the surrounding urban neighborhood through revitalization of
an underutilized community space. Although this industrial redevelopment project was not a rapid process, this project still utilizes key components of urban improvement relevant to the proposed project for the Muncie Mall.

Before redevelopment, the High Line was an abandoned 1.5-mile-long elevated railroad. Built from 1929-1934, it once eased traffic that sliced through three of Manhattan’s most dynamic neighborhoods: the Meatpacking District, West Chelsea, and Clinton (High Line, 2013). These neighborhoods were home to New York City’s industrial corridor; however, in recent decades the industrial uses declined, resulting in the High Line becoming a derelict urban separator of the historic neighborhoods.

In 1999 High Line neighborhood residents Joshua David and Robert Hammond formed the not-for-profit group Friends of the High Line. Threatened demolition of the historic structure initiated the civic emergence of the neighborhood organization in fighting for the preservation of the High Line. The importance of this historic district’s survival began the public outreach to recreate the High Line into a culturally significant landmark, honoring its past importance (High Line, 2013).

After a decade of public forums, design competitions, and funding struggles, the High Line became a successful revitalization design using the historic industrial structure to reconnect the surrounding neighborhoods. The High Line made cultural sustainability and social equity possible. By creating an elevated pedestrian network, the High Line served as a catalyst to ignite a resurgence of economic and
cultural stimulators. The High Line, a once blighted industrial space, is now home to the world’s largest concentration of art galleries, in addition to restaurants, design studios, and fashion boutiques (High Line, 2013).

The High Line design concepts are not separate from rapid urban revitalization projects, but instead reinforce sustainability as an overarching design concept that unites urban revitalization projects. Cultural, social, and economic sustainability are created through the High Line’s connectivity with the surrounding neighborhoods. Like previous case studies, the High Line, helps conserve open space by reusing existing infrastructure and ultimately strengthening the existing communities. The High Line provides residents and tourists’ opportunities for social interaction in an area that was once dominated by large-scale industrial infrastructure. The High Line also provides the community a reinvented identity with a new sense of place and sustainable future growth.

**Urban Sustainability**

The previous case study project unites the urban sustainability subtopic with the reuse of an industrial structure that had become derelict during the decline in manufacturing across the county. This section discusses how post-industrial cities like Muncie can secure a sustainable future through rapid urban revitalization. This portion of the literature review examines the current problems that a post-industrial city faces, and explores how applying sustainable design methods reinvent a post-industrial urban space.
To begin, like many Midwestern cities, Muncie, Indiana, is brimming with leftover spaces that are the by-products of urban infrastructure planned and designed without engaging the surrounding context. In *After the Factory: Reinventing America’s Industrial Small Cities* (2010), James Connolly describes the environment that comes to mind when thinking about a rust-belt city: “crumbling city streets, empty factories, abandoned homes, blighted neighborhoods, and desolate downtowns” (p. 1). However these cities did not appear overnight, instead, Connolly elaborates further on how rust-belt cities emerged across the country and became what they are today.

Rust-belt cities started forming as early as the 1950s when American manufacturing output began to decline. The combination of manufacturing decreases and rising technological innovation created efficiencies that increased production levels while reducing the amount of labor required to sustain or even increase production output levels (Connolly, 2010, p. 4). This became a deadly combination for cities across the Northeast portion of the United States. In addition, improvements in communication and transportation began to arise along with increased costs for labor and land. All of these lethal combinations provided the encouragement for firms to relocate plants to the southern and western parts of the United States. Much of remaining industry was forced to close due to high tax levels and the emergence of globalization. As the productive capacity and market size of other countries around the world expanded, the United States became less protective of its domestic industries. Competitive pressures forced companies to
shut down expensive, aging plants, leaving behind blighted areas of industry (Connolly, 2010).

Following the economic downturn of the industrial era begin urban sprawl, this trend is the current state of rust-belt cities and the majority of cities across America. From the 1960s into the early 2000s this transformation began to shape cities into service and knowledge-driven economies. The new economy relied increasingly on the importation of consumer goods. Big box stores, shopping malls, and large privately owned businesses moved into dying cities, depleting what was left of historic small downtowns’ sense of place and community. Toni Griffin (2012) responds by stating, “in 1956 the Federal Highway Act facilitated even greater mobility of people and goods, meaning people could live outside the city and commute to jobs anywhere in the region” (Architect Magazine, p. 56). The rise of personal vehicles brought on disconnected urban spaces with an overabundance of parking lots, plus large spans of highways, diminishing the final piece of urban sustainability. Today, ecological conscious trends are emerging and cities are expecting sustainable growth in the coming decades.

The impact of urban sprawl has led the nation to an unsustainable future. In 1990 the federal census reported that the U.S. has become a suburban nation, with more people living in suburbs than in central cities. This is leading the U.S. to become the highest producer of greenhouse gases, and largest consumer of energy and natural resources (Birch & Watcher, 2008, p. 26). Tom Daniels in Growing Greener Cities (2008) explains that in the year 2050 the United States
population will reach 419 million, an increase of more than 120 million from the 2000 census (p. 12). Accommodating 100 million more Americans with minimum impact on the environment, calls for action to change the outlook of our current ways of life. With help from designers, citizens, and civic leaders, cities must provide a sustainable future for the current generation, and generations to come.

As mentioned in chapter one, cities require crucial elements to achieve urban sustainability. For rust-belt areas like Muncie, Indiana, rapid urban revitalization offer effective strategies to reintroduce these elements. James Connolly (2010) points directly at Muncie in his statements reassuring that rustbelt cities can remake themselves. He directs specific attention to the “Muncie Action Plan,” stating that it displays that initiative is being taking in the right direction to improve the quality of the city through citizens and civic leaders. (p. 6) The action plan is a city-wide effort to improve and secure Muncie’s sustainable future. Local participants listed their top priorities including restored infrastructure; smarter land use; more parks, cultural, and entertainment options; improvement of the community appearance; greater community pride; and increased civic cooperation (Muncie, 2010).

Moreover, the Muncie Action Plan assuredly adds to the ideas being expressed through small-scale urban interventions. If these ideas are embraced the outcome of a small-scale intervention can empower a transformative and flexible design to become a greater move towards future urban sustainability. Architect
Magazine (2012), reiterates these fundamental ideas supporting small-scale interventions:

If these informal contributions were formally authorized and properly resourced as effective strategies to help redefine the American city, rather than only temporary installations to help bring greater safety, stability, and civic activism to improve blighted communities, [they might] do more to inform permanent strategies for neighborhood revitalization, zoning, community development, and long-term civic capacity building. (p. 60)

Muncie is filled with underutilized skills that can be brought together to create new local entrepreneurial endeavors that can take advantage of networks and advancements being formed through the Muncie Action Plan. In turn, these endeavors can promote leadership development and educate the community and youth. The resulting advancement will reveal the process of ultimately sustaining the city.

A key example of this is the Proxy (San Francisco) case study in Chapter Three. This revitalized urban space utilizes key components of urban sustainability to reinvent an urban space that was blighted during the economic downturn.

Green Source: The Magazine for Sustainable Design (2012) interviewed Douglas Burnham, founder and principle of Berkeley-based architecture firm envelope a + d, about his viewpoint regarding the project’s feasibility and long-term effects towards the city. Burnham states, “We think that a thoughtful insertion of compelling [flexible] uses can be an effective strategy to bring vibrancy to languishing parts of
the city. There’s nothing trendy or faddish about this” (cited in Hart 2012). Proxy offers urban sustainability to the residents of the Hayes Valley section of San Francisco through:

- Social public gathering spaces
- Local vendors and entrepreneurship opportunities
- Sustainable transformative architecture
- Adaptive reuse of urban space
- Retail and cultural activity stimulation
- Renewable energy
- Reduced energy consumption

Proxy sets an example that goes beyond environmental diligence to emphasize its main goal of social sustainability. This project demonstrates a new model for urban development “by temporarily transforming underused, but high-value, areas into thriving cultural experiences” (Hart, 2012). Burnham describes Proxy as "flexible urbanism," elaborating on the crucial idea of urban sustainability through reutilizing underused spaces. These spaces have the potential to promote access to products, services, and amenities that are not readily available and foster more sustainable neighborhoods and cities.

Overall, the Proxy case study shows a radical application of small-scale flexible installation that focuses on the long-term sustainability of the city. The Muncie Mall design will incorporate such sustainable strategies to revitalize urban space and serve as model for long-term urban sustainability.
chapter 3
Studying existing rapid urban revitalization projects is a major component of this creative project’s methodology. Cities all over the world are currently exploring this topic, and we must learn from case studies and carry knowledge over into new designs such as the Muncie Mall project site. The following exemplary case studies offer unique qualities and creative solutions to urban revitalization. The examples cover a broad range from small-scale transformative urban installations to long-term temporary installations. The flexible installations in each case study demonstrate how to activate urban spaces but still allow potential for future development. Like the Muncie Mall, these properties are prime urban space, and the flexible nature of the projects discussed in the case studies shows how activating the site appeals to the community but also to current land owners. These flexible installations create a more desirable space through activation, which allows land owners to generate income until a more permanent use is established. Over time, the flexible installations also can lead to permanent structures. Each case study explores the larger topic of how rapid urban revitalization and short-term flexible installations can lead to permanent change. The case study interventions serve as models that
provide a wide scope for addressing rapid urban improvement. They invite others to learn from their constraints and opportunities, as active examples of communities uniting to enhance their urban spaces.

**Better Block**

In April 2010, the Oak Cliff neighborhood of Dallas, Texas, underwent an overnight streetscape transformation. Led by urban revitalization activists Jason Roberts and Andrew Howard, local community organizers, neighbors, and property owners all reimagined a single commercial block. This site had many vacant properties, wide street lanes, and few amenities for residents within walking distance of the commercial corridor. The team, now known as the Better Block, assembled and began their “urban intervention” using temporary materials to install bike lanes, cafe seating, street trees, plants, pop-up businesses, and lighting. With their united efforts, they transformed the block into a walkable, bikeable neighborhood destination for the Oak Cliff community (WalkSteps.org, 2012).

Jason Roberts and his partner Andrew Howard founded Better Block in 2010 as a demonstration project that promotes social community engagement in the build-out process and provides instantaneous feedback through the living charrette. The Better Block mission is to show residents of U.S. cities how to actively engage in reimagining their communities. Better Block redevelops
communities by increasing economic development using pop-up business, supporting multi-modal transportation with complete streets, while ultimately reducing carbon emissions in the project areas by having new vibrant walkable neighborhood centers. The Better Block invites people to view their cities as opportunities instead of vacant lots that are unable to change because of zoning and regulations that stand in their way (Better Block, 2012). In 2011, the American Society of Landscape Architects honored team Better Block with a National Honor Award, stating their projects are a “21st Century version of what the Chicago World’s Fair did in 1893” (Architect Magazine, 2012).

Since its founding, Better Block’s success has continued to spread to dozens of projects and partnerships across the country. Their How to Build a Better Block Workshop, has empowered activists around the county through educational hands-on experience that they brought back to their hometowns. Better Block is an exemplary project. Through these small-scale studies, they enlighten communities on how flexible and adaptive installations can make a difference in urban areas. Better Block overhauls incomplete blighted areas into complete, vibrant streets by working with developers, stakeholders, and municipal officials to create quick, inexpensive, high-impact changes (Better Block, 2012).
DeKalb Market

DeKalb Market in Brooklyn, NY, hosts many different activities based on temporal patterns. Interchanging activities take place throughout the year to celebrate each season. The Brooklyn community enjoys a fall classic in DeKalb Market celebrating autumn culture with gathering artists for outdoor live music. A civic destination in downtown Brooklyn, DeKalb Market takes place among a collection of salvaged shipping containers on a 43,000-square-feet dormant construction site. Designed for long-term interim use, the program for DeKalb Market used shipping containers and salvaged material to keep the cost of the project under $30 per square foot. The modular containers also provided design flexibility, letting the site be transformed in a myriad of ways with rapid efficiency. DeKalb Market brings together Brooklyn’s creative entrepreneurs in a community setting that includes 65 storefronts offering activities and events such as an incubator farm, performance venue, various eateries, and work-sell spaces. This case study is a larger look at how a design can transform normally unused space for a set of programmed events (ORE Design + Technology, 2012).
DeKalb Market was created by several joining forces: Thomas Kosbau, founder of ORE Design + Technology firm; Urban Space, a leading developer in specialty retail markets; Youngwoo and Associates; and lastly community developers Jennifer Louise Lyon and Joann Kim-Nunez. With an overarching goal to give the market a sense of place beyond just retail products, and enhance quality of life, DeKalb Market mission statement covers five areas of interest that its founders wish to provide the community. (DeKalb Market, 2012).

The first area of focus is entrepreneurship; DeKalb Market wants to provide an economic opportunity through connections between the community, independent entrepreneurs, and creative people in four broad categories: makers, artists, farmers, and chefs. Second, DeKalb Market wishes to assume quality, originality, and value of offerings to provide a dynamic experience for the Brooklyn community and neighboring cities. The third focus area is community: creating place through outdoor activities and involvement in a combination of spaces to harvest a community gathering and marketplace utilized for selling products, but also for culture, education, and generating new ideas. Sustainability is the fourth area DeKalb Market strives to consciously consider through designing and disclosing information about the various systems used by the market--such as vendors’ products, water, waste, energy, capital, knowledge, and health--to reduce both reliance on and impact of using traditional materials and fuels. The fifth area is education. DeKalb Market
provides space for Farm, a cooperative of five not-for-profit groups, to educate the community in food production and security. This program invites community members of all ages to learn how food is grown, produced, served, and prepared (DeKalb Market, 2012).

Today, DeKalb Market is closed, and City Point Developers are preparing to use the site to finish a second phase of a residential and commercial development project. Eldon Scott, the director of Urban Space, states, “the [DeKalb Market] project was designed in the beginning to be movable…our idea of sustainability is to be lightweight and able to move, so in term of the green footprint of this project, it’s tremendous” (Yannetta, 2012). The future of the Market is now moving onto a new location in a new city to build upon the five areas in the DeKalb Market’s mission statement. The idea behind DeKalb Market is an exemplary model that demonstrates how enrichment can be expanded to cities across the country.

FIGURE 2: DEKALB MARKET (DEKALB MARKET, 2012)
Proxy

Proxy is a mixed-used development that began in 2011 in San Francisco, California. This project reimagines how an urban space blighted by economic downturn can be revitalized for economic gain for the surrounding community. Envelope a + d, the project design firm, created a vibrant community center from a site leftover from a former path of elevated highway, using shipping containers as the main building structures. The space has been undeveloped because of the economic recession, but this did not stop Envelope a+d from seeing this space as an opportunity for urban life. The site is now home to a long-term temporary two-block community focal point that invites residents to enjoy the many activities and amenities that take place in this former surface parking lot. Proxy features a partially covered interior courtyard, an exterior movie theater, a dining courtyard served by food vendors, and a glazed art-box housing rotating art installations. More than just aesthetic appeal, the art also invites the community to be part of the space curated by premier local curators. The community has used this space for two to three years, and it adds richness and diversity to Hayes Valley, California (Envelope a + d, 2012).

Since Proxy is a temporary installation, it was designed to promote sustainability and reuse as its highest achievements. The site layout allows the southern face of the L-shaped shipping container arrangement to catch photovoltaic rays for on-site power generation. Water collection uses stored
rainwater for irrigation of on-site plantings. In addition to water conservation, the existing asphalt surface will be partially removed to install pervious paving in common areas. Lastly, retail pods and frames will be re-used or recycled after this inhabitation of the Proxy design. Most other components will be rented or recycled after Proxy is dismantled for the future use of the site (Envelope a + d, 2012).

Envelope a + d is a design firm that values relationships to space and how normal ways of living must be reimagined for transforming world we live in. The design firm states, “We create an immersive architecture that seeks to alter people’s relationships to each other and heightens awareness through intelligently disrupting the normative condition. . . architecture is a framework for transformation rather than an object of consumption” (Envelope a + d, 2012).

In conclusion, Proxy demonstrates how urban spaces can be utilized now, designed sustainably, and avoid being vacant lots. Proxy represents how transformation can maximize a previously blighted urban area into a space that is sustainable for the common good.
Conclusions

Each of these case studies offers a diverse set of examples for implementing urban revitalization into urban spaces of varying types and scales. While not every aspect of each example is applicable to this study, the project will utilize specific elements of each in the design solution for the Muncie Mall.

Better Block in Oak Cliff, Texas, is a valuable example of a small-scale guerrilla installation. The project shows how a small change can generate a large positive response from the community. The installation also demonstrated that change encompasses many facets to truly become possible. The most important feature of this project is the complete street movement that allowed surrounding residents to fully reimagine the space. By incorporating a vegetated median, bike lanes, outdoor cafes, and new locally run businesses, Better Block created a desirable space within the community. The one-day experiment opens the door and allows the community to see possibilities, thus creating new local activists. This overarching idea is the main focus that this creative project will strive to achieve.

DeKalb Market is an exemplary project that showcases sustainability while incorporating the idea of seasonal activities. The flexible reuse of the space allows the design to be fit to that particular need, but also allows the created uses to move to a new location once the area is ready for permanent development. DeKalb Market promotes key factors that allow a neighborhood to
have a vibrant center with local community engagement through pop-up business endeavors, open spaces, and educational opportunities. This project is different from Better Blocks in Oak Cliff Texas, because the events lasts more than just a day, but it still touches on the same main ideas. These two projects highlight reusing and reimaging spaces to provide social engagement, local economic growth, and sustainability.

Lastly, Proxy pushes the first two case studies to the limits by creating a long-term space that over time allows the community to enjoy new areas of their city. Sustainability is a large portion of this project, as revealed through the design’s material choices, layout, and conservation efforts. Moreover the main focus of this project is transformative architecture, and the ideas lend knowledge for the future design solution for the Muncie Mall.

Public participation is highlighted in each case study illustrating the most crucial component of rapid urban revitalization. Better Block created new local activists through the residents’ engagement in the revitalization process. DeKalb market demonstrated how a vibrant city center can be provided through the participation of local community engagement to create economic, social and educational opportunities. Finally, Proxy involves the community through local entrepreneurship opportunities within the transformative design. Ultimately the shaping of these spaces is created through the civic initiative and continues to grow the investment of the city’s community engagement after the initial creation.
and investment of the space. Public participation is encapsulated through the entire process of rapid urban revitalization and provides the continued shaping of the city’s sustainability.

In similarity these case studies highlight latent urban spaces, the Muncie Mall provides an urban space that can be reimagined and designed as a vibrant community center with adaptive urban design. The knowledge gained from learning about similarities and differences between existing projects will allow me to interweave these ideas to develop a program and design for the Muncie Mall. Each case study holds valuable information for developing a small-scale flexible urban installation at the Muncie Mall.
CHAPTER 4: SITE INVENTORY AND ANALYSIS

This chapter details the beginning stages of development for the master plan which will explore how the design strategies outlined in chapter three must be applied around the Muncie Mall. The project tasks in this chapter include site selection, site inventory and analysis, and research on the overall history of Muncie, Indiana. The final design will utilize these initial steps, plus the design goals and objectives for the site to develop a conceptual design and the final master plan.

Site Selection

The Muncie Mall contains many constraints and opportunities for applying the lessons learned in the previous section, making it an appropriate site for this creative project. The primary intent of this creative project is to demonstrate in a local context rapid urban revitalization based on the strategies discussed in the case studies and exploration of topics. This chapter illustrates the overall opportunities and constraints of the site through a series of maps and
diagrammatic images to further explain the design intentions related to the previous chapters

Site Context

LOCATION

Map analysis revealed the site boundaries: East Princeton Avenue to the north and west of the site, East McGalliard Road to the south of the site, and North Broadway Avenue, North Granville Avenue, and active CSX rail line to the east.

SITE CONTEXT

The site is 2.1 miles northeast of downtown Muncie, approximately 10 miles from Albany and Eaton, IN and 16 miles from Hartford City, IN. Commercial and residential space are the dominant land use surrounding the site. The Cardinal Greenway, park space, and sports fields are the nearby recreational opportunities.

The commercial surroundings and the abundance of suitable immediate underutilized land were the primary factors for choosing the Muncie Mall for the creative project site. The site has potential to meet the design goal of adaptive
reuse to rapidly develop the underutilized public space. In turn, the Muncie Mall lends opportunity to revitalize the site to a new downtown experience that East Central Indiana residents currently lack after the 21st century economic downturn.

**Mater Plan Development**

**SITE INVENTORY & ANALYSIS**

The site inventory and analysis are summarized in figures 6 through 11

- General Characteristics:

  The site primarily consists of the mall with surface parking lots surrounding the perimeter. Outback Steak House restaurant occupies in the east portion of the parking lot adjacent to the rail line.

  Muncie Mall’s physical measurements:
  - 408,133.5 parking lots square footage totaling 9.3 Acres
  - 631,000 square feet of commercial retail
  - 3,428 Parking spaces
  - 75 different stores within the mall

- Land use:

  Land use on this site is primarily commercial, (highlighted in pink in figure 6), and residential homes surrounding the adjacent land. The figure ground of the site illustrates the vast amount of parking surrounding the site perimeter (also in figure 6). To the east of the site along North Broadway Avenue is a commercial corridor that turns into an industrial derelict thoroughfare.
• Circulation/Access:
  o The site has two main circulation routes: Princeton Avenue and East McGaillard Road (indicated by the blue arrows in figure 6) Princeton Avenue is currently utilized as a cut-through path around the perimeter of the site. East McGaillard Road, the major arterial street, is on approximately 4-mile-long stretch of primary commercial retail.
  o Yellow arrows illustrate residential circulation routes surrounding the site in figure 6.
  o Overall, the analysis displays the site’s lack of connections to the nearby surroundings.
  o The Cardinal Greenway runs in a north-south course .9 miles west of site.
  o An active CSX railroad line runs along the eastern edged the site.

• Topography/ Natural Features:
  o The topography of the site is relatively flat, with the elevation ranging from 940’ to 960’ across the site. The area to the northwest of the site is used for detention of storm water runoff of the mall’s parking lot. The existing vegetation on site is highlighted in green in figure 7, although the site is predominately asphalt for surface parking.

• Recreational Amenities:
  o Recreational features located near the project site include the Cardinal Greenway, McCulloch Park, and recreational sports fields. In addition,
Minnetrista Cultural Center and the White River are 1.6 miles and 2 miles south of the site.

**OPPORTUNITIES & CONSTRAINTS**

Opportunities in order of importance include:

- Adaptive reuse of vacant area
- Abundant space for implementing transformative architecture
- Opportunity implementing of green infrastructure and parking lot vegetation
- High visibility from surrounding locations
- Connections to adjacent commercial areas
  - Target
  - Panera Bread and Buffalo Wild Wings
  - Strip mall across Princeton Avenue to the north
- Located along McGalliard
- Proximity to nearby cities
- Ability to create safe crossing points along Princeton Avenue
- Close proximity to residential areas to the south and west
- Close proximity to recreational areas
  - Cardinal Greenway
  - McCulloch Park

Constraints in order of importance include:

- Providing enough parking to abide with city regulations of the City
- Creating safe pedestrian access within the parking lot
• Connecting vast areas
• Relationship to human scale
• Rerouting vehicular access within the site boundary
• Screening noise pollution from rail line and vehicular traffic
• Existing poor design of the site
This diagram identifies major circulation patterns within the site, plus residential streets and collector streets adjacent to the Muncie Mall. The critical intersections are indicated along McGalliard Road. Most surrounding land use is commercial and residential. The overall mall site is dominated by parking lots, with a lack of vegetation.
This diagram illustrates the existing vegetation on site. The site is mainly dominated by surface parking, and incorporates trees primarily around the perimeter of the site. There is a vacant lot to the west of the site, currently being used for soil stock pile storage. Green space surrounds the detention ponds to the north of the site.
Public and private spaces around the Muncie Mall site boundary are illustrated in this diagram. The main entrances to mall stores create the spaces dedicated and designed for public use by pedestrians, while the service entry points create the private spaces of the site.
This diagram breaks the parking lot of the mall into eight different sections, at which a survey was conducted three times per day over several weeks to identify most and least used areas. Survey results show that the most-used areas are those closest to main entry points of mall anchor stores at earlier times of day, and the least-used spaces are those farther from the main entry points of the anchor stores during evening hours. The typical usage of the site peaks on weekend days during the afternoon and evening hours, and is substantially less throughout the week.
• This construction drawing illustrates the site’s grading plan. Most water on site is directed across the surface of the parking lot into storm inlets that then release the water into the detention ponds northwest of the site.
This construction document illustrates the five existing soils. Found within the site boundary: Rensselaer Silt Clay Loam, Pewamo Silt Clay Loam, Morley Silt Loam, Morley Silt Loam Eroded, and Blount Silt Loam.
Site Analysis Conclusions

The site’s location along McGalliard Road creates a desirable location that lends opportunity to reconnect with Muncie, and nearby adjacent cities. The site’s vacant and underutilized land provides space to create community gathering areas within the site boundary. The site provides an area to create a model for urban revitalization that can spark initiative to reconnect nearby green spaces, and other urban areas in Muncie.
Site Surrounding Context analysis

HISTORY OF MUNCIE, IN

Muncie, Indiana, became known countrywide in 1924, when Robert and Helen Lynd began studying the city under the sponsorship of the Institute for Social and Religious Research. The Lynd’s research was initially designed to explore the ways religion might help ease strife between management and labor in a small community. In Muncie: The Middletown of America (2007), E. Bruce Geelhoed describes the beginning of what would later become a landmark in the literature of American sociology. The research team collected data, conducted interviews, and analyzed newspapers to assemble a profile of community life as lived by the “ordinary citizens of Muncie” (p. 7). Published as the Lynds’ research of Muncie, the book became a national best seller which created the city’s “Middletown” identity as the nation-wide representative of mid-sized American community. Today, the term, Middletown, has stayed with Muncie still.

Economic development of Muncie began in 1918 when the State of Indiana established the Eastern Division of the Indiana State Normal School in Northwest Muncie, the first campus of a state college in the history of Indiana. The Lynds’ conducted their research at the economic height when the boom of auto and glass industries created the era of prosperity and Muncie became known as the manufacturing center for central Indiana. The city’s extensive and growing rail line network added to the list of amenities that created Muncie as an ideal place to locate for several national corporations, including: General Motors, Warner Gear
Company, Ball Corporation, Delco Battery, and Kitselman Brothers Company, manufacturers of woven wire fence products, and Maxon Premix Burner Company, a leader in the combustion products industry. Through these prevailing manufacturing industries Muncie created a sense of place and identity, and their locally made products left Muncie residents feeling they contributed to a better quality for the city (Geelhoed, 2000, pp. 9-10).

FIGURE 12: AERIAL VIEW OF BALL BROTHERS MANUFACTURING COMPLEX IN THE EARLY 19TH CENTURY (GEELHOED, 2000, P. 38)

FIGURE 4: ILLUSTRATIVE DRAWING OF WARNER GEAR FACTORY AFTER 1918 (GEELHOED, 2000, P. 35)
The city’s development as an industrial leader continued throughout the mid-20th century until its decline during the recessions of the 1970s and 1980s. During the 20th century, Muncie’s retail consisted of numerous neighborhood shopping centers with the majority locally owned shops. During the first half of the century Muncie’s central business district was “downtown” along the Walnut Street corridor. As the neighborhoods began to develop away from the city center, the location of the stores also shifted. By the end of the 20th century, most Muncie residents shopped at large box stores and a shopping mall located significant distances from the central portion of the city (Geelhoed, 2000, p. 38).
In the mid-1990s, Muncie’s identity as an industrial center came to a rapid end, when the corporations that were synonymous with Muncie began to relocate
and close, resulting in the elimination of over 2,000 manufacturing jobs from 1990 to 1998. In 1996, Borg Warner Automotive Corporation announced the sale of a major portion of its enterprise to a Mexican corporation. In 1998, The Ball Corporation moved its headquarters from Muncie to Bloomfield, Colorado, leaving a major impact on the city and residents of Muncie. This move caused job loss but also lost sense of identity of a major corporate partner with the city. Immediately after the announcement by the Ball Corporation, General Motors declared that it was closing its Delco battery manufacturing plant in Muncie (Geelhoed, 2000, p. 113). In December 2002, *The Star Press*, Muncie’s local newspaper, announced the official close of Indiana Steel & Wire, formerly known as the Kitselman Brothers Company. After many years of fighting through financial difficulties, the company lost the long-term battle and filed for bankruptcy (McBride, 2002). The fall of Indiana Steel & Wire in the 21st century draws attention to the more recent struggles of Muncie’s remaining industrial companies.

In more recent years, Muncie has built upon its strengths, using this transitional time period to reshape the city’s character and sense of identity. Today, Muncie is a center for regional health, higher education, retail, and finance in East Central Indiana. In addition, civic leaders have sparked a new initiative in cultural activity and recreation to generate new business endeavors within the area (Geelhoed, 2000, p. 113).

Though these new areas of business are developing, the community identity still struggles to separate from its industrial history. The blighted land still dominates
the landscape, and vacant buildings remind residents of the sudden decline of the industrial and manufacturing era.

Fortunately, Muncie’s industrial heritage illustrates the key components that offer hope for the city’s future sustainability. Smaller cities like Muncie are custom-created for innovation and the flexibility required to compete in a new global economy. Great benefits of being a smaller, compact rust-belt city lend hand to the possibility of connection and revitalization. In After the Factory: Reinventing America’s Industrial Small Cities (2010), James Connolly elaborates on how being a smaller industrial city allows for the greater potential and transformation to renew the decaying industry of rust-belt cities like Muncie. Connolly states, “Given their assets, the moment is ripe for the revival of older industrial urban economies” (p. 5). Connolly ties this reasoning back to the scale of the city, emphasizing the importance of creating a sense of community, made more possible through a compact setting. Connolly relates these ideas to new urbanism, with places built on a scale that encourages a stronger sense of community. Muncie has the opportunity to improve the quality of life by revitalizing existing neighborhoods, rehabilitating and repurposing abandoned properties, and connecting the over-abundance of leftover land.
Conclusions

Ontario Corporation is an example of a manufacturing industry that has used flexibility and adaptation within Muncie’s small community to survive throughout the 20th century economic downturn. The corporation revitalized a plaza space left vacant when the city’s last locally owned grocery chain (Ross) was bought out by Marsh in the 1990’s. The local company began by producing silverware, then progressed to making aircraft parts, and is now involved in the computer service business. The repurposing of the building paved way for new age economics and the city’s further economic sustainability.

Another area of repurpose is Muncie’s downtown round-about. The reconfiguration of the street has created a community gathering space through revitalizing an industrial corridor along a rail line. The round-about has created cultural, social, and environmental improvements through repurposing blighted land. Storm water mitigation and solar energy has been designed in a public plaza space to provide opportunity to educate the community of green practices.

These two examples align with the ideas of the project goals of urban revitalization for the Muncie Mall. The proposed design will connect the social engagement factors represented at the Muncie round-about and the economic sustainability of Ontario Corporation into an overall revitalization design. Adaptation and flexibility demonstrated in these case studies of Muncie have begun to provide hope for the city’s future sustainability.
In chapter one, I proposed to demonstrate how rapid urban revitalization of the Muncie Mall site can successfully create an active space that provides places for both vehicles and pedestrians that the mall currently lacks. This creative project will illustrate a possible strategy for providing economic growth, social engagement, and future sustainability. Many cities across the country that are suffering from the effects of urban sprawl have recognized this broad goal.

At a more specific level, the proposed design focuses on transformative interventions that can be created through three phases of design. The first phase improves circulation patterns throughout the site, the second introduces plaza spaces around the perimeter of the mall, and the final phase connects the plaza spaces from east to west on site. These interventions create opportunities to revitalize an urban space that is in great need of repair. When paired with green infrastructure installation, advancements in clearly designated areas for pedestrians have the potential to create a sense of identity for the currently underutilized urban area. Opportunities for economic gain are also incorporated into the overall design.
The plaza spaces can accommodate for community activities and allow local entrepreneurs to sell products and generate new business to the community. These changes will become a catalyst for future reinvestment on site and beyond the scope of this design.

The following goals and objectives provide a framework for the proposed conceptual designs and final master plan.

**Goals and Objectives:**

**Goal 1--Access:**

Create connections between the site and existing surrounding context.

1.1 Develop visual and physical access to the site through connectivity from the surrounding context.

1.2 Designate main circulation throughout the site to prioritize pedestrians and integrate green infrastructure to better connect the site with its surrounding context.

1.3 Create a design that encourages pedestrian activity throughout the community.

1.4 Create new entry points into the site to better connect with surrounding and existing conditions and human-scale relationship.

1.5 Create a way-finding system that clearly displays pedestrian and vehicular circulation use areas.
1.6 Utilize Princeton Avenue as a main thoroughfare to connect adjacent amenities with the site.

1.7 Maintain and enhance visual connections between site and surrounding context with new flexible infrastructure developments and vegetation.

Goal 2--Materials and Sustainability:

Repurposed recyclable material in small-scale installations to provide a sustainable future for the site.

2.1 Utilize reusable/adaptable materials such as shipping containers for proposed design installations.

2.2 Utilize existing vacant areas in the parking lot to provide new community amenities and plaza spaces.

2.3 Provide temporary transformative architecture with sustainable materials that can be added to or replaced for future long-term permanent design of the site.

Goal 3--Green Framework:

Integrate vegetation on site to create a sense of place and a new urban center for Muncie.

3.1 Utilize vegetated swales to create green rooms that separate pedestrians from vehicular traffic.
3.2 Utilize green framework to create an underlying circulation network that pedestrian and vehicular circulation will follow throughout the site.

3.3 Use green framework to provide areas for pedestrian resting/gathering spaces along the perimeter of the mall, and in the surrounding parking lots.

3.4 Incorporate spaces to sell locally grown produce on site for community wellness and new economic growth.

(Develop future connections with Minnetrista and downtown Muncie’s farmers market.)

**Goal 4--Social and Economic Sustainability:**

Provide opportunities for social and economic sustainability by activating public spaces with local entrepreneurship.

4.1 Create affordable rental spaces for local vendors, using recyclable shipping container materials.

4.2 Develop a new public space within the site boundary to draw in people from surrounding communities.

4.3 Provide spaces for new recreational amenities that also initiate economic growth for the community.
Goal 5--Transformative/Interventions:

Utilize transformative materials and design methods for a nontraditional architecture and design to recreate urban spaces.

5.1 Create a showcase for opportunistic interventions of flexible structural change within and around the Muncie Mall site.
Conceptual Design Diagrams & Sketches

To discern the current circulation, vegetation, and special use, the following concept diagrams focus on specific design aspects of the site.

Concept one: green framework diagram

Concept one: Overall circulation pattern diagram

Concept two: relationship of plaza space with the mall diagram

Concept two: Complete circulation and way-finding diagram

Final design concept: Connections of the plaza spaces made by slicing though the mall’s corridor space. Parking rooms and plaza spaces with proposed peripheral vehicular circulation have been decided adjacent to major store entry points.
Conceptual Design Diagrams & Sketches Enlargements

FIGURE 17: CONCEPT ONE GREEN FRAMEWORK DIAGRAM ENLARGEMENT

FIGURE 18: CONCEPT ONE CIRCULATION PATTERN DIAGRAM ENLARGEMENT
FIGURE 19: CONCEPT TWO PLAZA SPACE DIAGRAM ENLARGEMENT

FIGURE 20: CONCEPT TWO COMPLETE CIRCULATION DIAGRAM ENLARGEMENT
FIGURE 5: FINAL CONCEPT DIAGRAM ENLARGEMENT
This proposed design creates a series of small-scale design installations that reclaim the open space around the Muncie Mall to revitalize the currently underutilized urban area. Community involvement will also provide an opportunity to educate the community about rapid urban revitalization that can support in the social sustainability for Muncie residents.

The following axon diagram reveals layers of the proposed design elements that are crucial to successfully identify the stated design goals and objectives. In addition, the program responds directly to the site inventory and analysis, design concepts, and opportunities and constraints. The first part of the program considers elements that will permeate all facets of the master plan. Next, the program design layers address design elements focused on the key components of the complete master plan design, which is briefly discussed in the site inventory and analysis chapter. Overall, the program addresses essential design components that will create a vibrant community space design for Muncie residents.
Programmatic Axonometric Diagram

FIGURE 22: AXON DIAGRAM OF PROGRAM LAYERS
Design Program

COMMON CONSIDERATIONS:
• Way-finding
• Visual connections
• Linkage to surroundings
• Connectivity of urban spaces
• Visual corridors to new & existing amenities
• Greening of site

1. PEDESTRIAN NETWORK
• Downtown walkability atmosphere throughout site
• Relationship to adjacent spaces/areas
• Human-scale interventions

2. PLAZA SPACE & PARKING ROOMS
• Transformative infrastructure for flexible program
• Outdoor dining spaces
• Seasonal spaces for festivals, and community gatherings.
• Pedestrian resting & gathering spaces
• Performance spaces
• Market spaces
• Outdoor movie viewing spaces
• Rental vendor spaces
• Recreational spaces

3. PEDESTRIAN CIRCULATION NETWORK
• Traffic-calming crosswalks
• Distinct sidewalk areas
• Lighting
• Link to surrounding areas

4. GREEN FRAMEWORK
• Beautification
• Pedestrian and vehicular way-finding
• Creation of spaces/zones
• Separation of pedestrians and vehicles

5. GREEN INFRASTRUCTURE
• Sustainable water management
• Irrigation of vegetation
• Water collection from surface runoff

6. VEHICULAR CIRCULATION
• Peripheral connections to entire site
• Distinct spaces for vehicular access through way-finding

7. CONNECTIONS TO SURROUNDINGS
• Linkages to surrounding commercial areas
• Safe access to natural spaces
• Network between plaza spaces and vehicular spaces
• Connections to adjacent neighborhoods
• Bikeway/greenway connection and/or loop within and/or beyond site
Components of Design

Urban revitalization is a design process that emphasizes rapid sustainable change to urban spaces engaging local community. The proposed plan for the Muncie Mall design creates spaces that promote transformative change with the program of the individual spaces. The chapter proceeds to final design drawings, in plan, perspective, and section views, as a culmination of the entire research and design process. A phase diagram for the complete phased implementation of the proposed design follows the illustrative and diagrammatic drawings. The design phases illustrate the series of installations that will lead to the final master plan.

The design discussion will focus on three main interventions: circulation, plaza space, and green infrastructure. Together, these three design components provide a network of connected pedestrian urban spaces, supporting the revitalization of Muncie’s existing urban fabric. For further understanding of the design discussion, refer to images that follow and the master plan on page 91 to integrate the concepts with their physical counterparts in the overall design.
Circulation

Reconnecting Granville Avenue within the site boundary pushes vehicle traffic to the peripheral circulation pattern, and allows pedestrians to have the most important circulation pathways, closest to the mall. With the separation of vehicular and pedestrian traffic a safe walking environment for pedestrians within the parking lot and around the perimeter of the mall is created. New sidewalks around the mall, illustrated in figure 23, will be 12 feet wide to accommodate pedestrians, lighting, banners, and bikes. The vehicle drive aisles are 2 lanes wide with, 70 degree and 90 degree angled parking spaces throughout the site.
**Green Infrastructure**

The perspective view in figure 25 illustrates trees planted throughout the parking lot designed to provide vegetation and green space on site. The parking spaces are guided by the arrangement of trees that are set in grass paving units. Land-banking the site provides green space while also retaining 3,154 required surface parking spaces for the mall. The trees reduce heat in the parking lot and create shaded spaces for markets and events. A rolled curb around the perimeter of the site provides added safety for pedestrians. The treed lot is also easily and safely accessible from the designed plaza spaces. Along the north entry point of the mall, light posts with banners create a sense of character and human-scale relationship within the parking lot.
A section perspective of the perimeter of the plaza space and parking room in figure 26 illustrates how the green infrastructure provides separation between the two designed spaces. The vegetated swale provides a sustainable way to manage storm water runoff on site and adds a new sense of identity to the vast amount of surface parking. Wooded boardwalks across the swale provide access to both use areas, and seating along the swale provides shaded spaces to rest within the plaza areas. Portion of existing asphalt surface will be partially removed to install pervious paving in plaza areas. Different paving materials will also support creating a safe environment for mall pedestrians.
The vegetated swale construction detail, figure 27, depicts the different components of the swale that allow storm water infiltration. Each vegetated swale catches the water from the parking rooms and plaza spaces on either side of the swale. Overflow from the swale is directed into an overflow pipe that carries the water to a designated vegetated space or detention pond located around the perimeter of the site boundary.

FIGURE 27: VEGETATED SWALE CONSTRUCTION DETAIL
Suggested plant list for the proposed vegetated swales.

<table>
<thead>
<tr>
<th>Plant Name</th>
<th>Scientific Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Redbud</td>
<td>Cercis canadensis</td>
</tr>
<tr>
<td>River Birch</td>
<td>Betula nigra</td>
</tr>
<tr>
<td>Yellow Coneflower</td>
<td>Ratibida pinnata</td>
</tr>
<tr>
<td>Cardinal Flower</td>
<td>Lobelia cardinalis</td>
</tr>
<tr>
<td>Blazing star</td>
<td>Liatris spicata</td>
</tr>
<tr>
<td>Golden Alexanders</td>
<td>Zizia aurea</td>
</tr>
<tr>
<td>New England Aster</td>
<td>Aster novae-angliae</td>
</tr>
<tr>
<td>Culvers Root</td>
<td>Veronicastrum virginicum</td>
</tr>
<tr>
<td>Pink Turtlehead</td>
<td>Chelone obliqua</td>
</tr>
<tr>
<td>White Turtlehead</td>
<td>Chelone glabra</td>
</tr>
<tr>
<td>Blue Flag Iris</td>
<td>Iris virginica shrevei</td>
</tr>
<tr>
<td>Marsh Milkweed</td>
<td>Asclepias incarnata</td>
</tr>
<tr>
<td>Little Bluestem</td>
<td>Schizachyrium scoparium</td>
</tr>
<tr>
<td>Prairie Dropseed</td>
<td>Sporobolus heterolepis</td>
</tr>
<tr>
<td>Riverbank Tussock Sedge</td>
<td>Carex emoryi</td>
</tr>
<tr>
<td>Switch Grass</td>
<td>Panicum virgatum</td>
</tr>
</tbody>
</table>

**FIGURE 28: SUGGESTED PLANT LIST (SPENCE NURSERY, 2013)**
These images illustrate examples of the vegetated swale boardwalk design.

**FIGURE 29: BOARDWALKS OVER VEGETATED SWALE WITH SURROUNDING SIDEWALKS**
(SAN MATEO COUNTYWIDE WATER POLLUTION PREVENTION PROGRAM, 2013)

**FIGURE 30: BOARDWALKS OVER VEGETATED SWALE IN SURFACE PARKING LOT**
(SAN MATEO COUNTYWIDE WATER POLLUTION PREVENTION PROGRAM, 2013)
Plaza Space

Five designed outdoor plazas provide spaces to accommodate a wide range of outdoor community activities. Kevin Lynch, in *What Time is This Place*, describes how design of community spaces are temporal collages that can make change visible (1976). To further elaborate this design idea, the proposed plaza spaces utilize the temporal seasons of the Midwest to provide spaces for seasonal activities for the community. By creating similar dimensions to a downtown city center, with comfortable walking between individual plaza areas allows for pedestrians to utilize the spaces year round and experience the interchanging activities to celebrate each season. Shops within the plaza design use repurposed shipping containers that
facilitate flexible use of the space. Recycled material use creates opportunity for local entrepreneurs to generate income through a less costly rentable space.

Throughout, plaza grass paving units reduce heat in warmer months and create a distinct pedestrian-oriented space, while incorporating green infrastructure into the design. Figure 32 illustrates how the design utilizing existing vacant areas in the parking lot provides plaza spaces for community activities and engagement including; outdoor markets, local performances, festivals, cafe dinning, boutique shopping, outdoor movie viewing, and recreational activities.

FIGURE 32: NIGHT PERSPECTIVE OF NORTHEAST PLAZA SPACE
Development Phasing

A phasing diagram illustrates three major steps that are needed to achieve the design reflected in the final master plan. The three steps are intended to incorporate civic participation of local residents to demonstrate how to creatively solve the problem of underutilized urban spaces through rapid urban revitalization.

Phase One:

- Rerouting vehicle circulation creates a safe environment for pedestrians. Circulation around the perimeter of the site removes cars from being the highest order of importance, creating a safe space for pedestrians close to the mall.

Phase Two:

- Once the new circulation pattern has been established, the second phase develops the plaza spaces and vegetation throughout the parking lot, forming parking rooms and new areas for community use.

Phase Three:

- The final stage of design slices through the mall corridor space to create a covered connection between the plaza spaces on the east and west of the site. This connection provides safe access separate from vehicular traffic to travel between the different outdoor amenities. The new corridors are glass-covered arcades passageways bringing in much-needed natural light into the mall that also creates additional indoor retail space.

FIGURE 33: DESIGN PHASES
Development Phasing Enlargements

FIGURE 34: PHASE ONE ENLARGEMENT

FIGURE 65: PHASE TWO ENLARGEMENT
FIGURE 37: MASTER PLAN DESIGN
The goal of this creative project is to provide a model for rapidly revitalizing an underutilized urban area to demonstrate the potential for over-developed but now under-used landscapes. The manageable design phases allow community residents to participate in installing these creative solutions for the site. The creative project is designed to create opportunities for economic gain, community gathering spaces, flexible event spaces, and green infrastructure.

**Muncie’s Future**

The creative project plants the seed for rapid urban revitalization in Muncie and hopes ideas expressed through the design expand and inspire solutions for other underutilized spaces throughout Muncie. The project design anticipates the incorporation of other modes of transportation as they become more important to Muncie. As mentioned in Chapter One, bikability is a large component of a city’s future urban sustainability. Although bike lanes were not incorporated within the
design, the site has been design with ample room to accommodate the second mode of transportation when Muncie becomes a more bike friendly city, and can become the fourth design phase of the design once the site become a popular destination within the city. The peripheral circulation route designed for vehicular traffic reconnects the currently abandoned Granville Avenue offering a straight connection to the Cardinal Greenway.

In addition, the design anticipates connections with surrounding recreational and green spaces in Muncie. Linking these spaces can provide a new network of community spaces that revitalize Muncie and restore its sense of identity. The future of the project opens the door to integrate and expand the ideas in other areas and cities that are facing similar situations as the city of Muncie and the Muncie Mall.
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What Will Life Be Like In 2050. (2010, June ). Retrieved from Big Think:

United States Census Bureau. (2012, March 26). Retrieved from United States Census Bureau:


http://dekalbmarket.com/about/


*Places*, 8-19.


Appendix A: Site Photos

1. North facing view of detention pond
2. Southeast View from pond
3. Southeast View from pond
4. West facing view of Macy’s Parking lot
5. Northeast view to Macy’s
6. Northeast view from vacant lot
7. Main entrance next to Macy’s facing north
8. Landscaped area in front of JcPenny’s facing west
9. Landscaped area in front of JcPenny’s facing north
10. Sidewalk in front of JcPenny’s facing south
11. Books-a-Million Entrance north facing view
12. Entrance next to JcPenny’s west facing view
14. Princeton Ave. looking at east towards Sears
15. East view from Books-a-Million entrance
16. East view from Books-a-Million entrance
17. Books-a-Million entrance facing northeast
18. East facing view of service parking lot between Macy’s and Carson’s
19. East facing view of service parking lot between Macy’s and Carson’s
20. East facing view of void green space between Sear’s and Macy’s
21. West facing view of Macy's parking
22. West facing view of Macy's parking
23. Northeast view of Macy's parking
24. Northeast view of Macy's parking

25. Southwest view of Macy's parking
26. Southwest view of Macy's parking
27. West view of Macy's parking
28. West view of Sear's parking

29. West view of Sear's parking
30. West view of Sear's parking
31. West view of Sear's parking
32. Northeast view vacant parking lot

33. Northeast view of vacant parking lot in front of rail line
34. Northeast view of Sear's parking
35. South facing view of vacant parking lot in front of rail line
36. Northeast facing view of vacant lot in front of rail line

37. South facing view of vacant lot in front of rail line
38. Southwest view of JcPenny's Parking lot
39. Northeast view of Mall entrance by landscape area
40. Northeast view of Mall entrance by landscape area
Appendix B: Mall Directory Map

FIGURE 38: MALL DIRECTORY MAP