THE STUDEBAKER MUSEUM COMPLEX
An Urban Revitalization of South Bend, Indiana

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An Architectural Thesis
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Ball State University
College of Architecture and Planning
"A specific type of multiple-activity development can serve as a catalyst for the revitalization of Downtown South Bend."

-John E. Arndt
architectural thesis statement
December 1, 1984

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Preface

This book presents an overview of my architectural thesis year, an effort undertaken over a period of thirty weeks. I have condensed most of my thesis process into general information and analysis. This summary will provide the reader with the highlights and rational of the results that lead to my thesis project and its development.

It is important to understand that this project is realistically developed and presented. It is the intention of the author of this thesis that the information gathered and the results developed be incorporated into an urban design master plan for the City of South Bend. The architectural project developed in this thesis is intended to become reality.
The Studebaker Museum Complex
An Urban Revitalization of South Bend, Indiana

A multiple-activity facility, that is designed and planned for Downtown South Bend, Indiana. This museum complex contains museum exhibition space, movie theaters, restaurants and a night club, and office and retail spaces. It is designed to attract the greatest cross-section of potential users to the facility, and to the downtown. The museum complex is intended to serve as the catalyst for the urban revitalization of South Bend.

Faculty Signatures

Jack Wyman
thesis studio critic

Dan Woodfin
thesis studio critic

Bruce Kieffer
architecture critic

Michele Mounayar
urban design critic

John Russell
landscape architecture critic
Dedication

I dedicate not only this book, but my entire thesis year to some people who are very close to me in so very many ways. My great-aunt and uncle, Bertha and John Rogers. They were a third set of grandparents to me. Their love and support have meant more to me then I could ever express in words. My maternal grandparents, Nick and Mathilda Lochmancy. The dedication and perseverance my grandfather taught me to have in athletics I have applied to my education and will continue to do throughout my architectural career. The spiritual devotion of my grandmother has taught me to always have absolute faith in what I believe in and the architectural projects that I will produce. She has also made me realize that the architectural problems that I will face throughout my career will never be as great as the struggles she encounters each day to continue her life. Thank you, and I will always love each of you more than you will ever know.

My Parents

The two people who have meant the most to me in my life are the two people who brought me into this world, my parents. Through their personal sacrifices and belief in me, they have taught me to stop at nothing short of excellence in any endeavor I undertake. They have also taught me not to let reality stop me from dreaming, but to make my dreams become reality.
Identification of a Thesis

As I approach my thesis year, I had my own preconceived ideas of what thesis year was all about. I interpreted thesis year to be an independently executed design project. I have great pride in my hometown of South Bend and in the Studebaker Vehicle Collection which the city owns. I had a personal desire to design a state-of-the-art automobile museum facility in which the collection would be permanently displayed.

The meaning of an architectural thesis was clarified during the thesis proposal presentations at the beginning of the school year. An architectural thesis is a statement of a position held on an issue in architecture, and the study of that issue in architecture. The thesis project is an examination of the thesis position, and is usually in the form of an original design of a built environment. In regard to my thesis, I think that any project can and should be approached and designed with the user in mind. What good is a facility that is so inconvenient to use that the public stays away? It is important to understand the people who will use the project. We, as architects, must realize how the environment we create can affect the people who use it. We must also design for a change in the user's attitudes and user groups over a period of time. It is the user whom we provide our architectural services for, not just the client. These are general and broad statements, but it is the users that I had to continuously keep in mind as I proceeded through my thesis process and design project.
Abstract

Thesis year, to many people, is thought of as the drawing of plans and elevations, and building a model of a large building designed during the thesis year. Fortunately, the thesis year is more intense than the previous statement describes, and it creates the framework for a very rewarding educational experience. An architectural thesis year requires the perspective thesis student to make an arguable statement on an issue relating to architecture, and take a position on the statement. He/she proceeds to research the issue, develop a means of testing the thesis - usually an architectural project, and conclude weather the thesis, position and project are successful or not successful.

My thesis year focused on the Central Business District of South Bend, Indiana. The reason for focusing my thesis on South Bend was that I have great pride in my hometown, and that I feel my thesis can make a tremendous positive impact for the future of Downtown South Bend. My thesis statement was: A specific type of multiple-activity development can serve as a catalyst for the revitalization of Downtown South Bend. The approach and process I took for the first quarter of my thesis year was to do an intense urban study of South Bend and develop specific design concepts to be followed in giving rebirth to the city. I also conducted interviews with professional people, city officials, and the general public. I then proceeded to do extensive research on successful and failed urban revitalization attempts by cities, and on multiple-use developments. The second and third quarters of my thesis year were spent analyzing the research information I gathered, and developing and designing my thesis project.

My thesis project is the Studebaker Museum Complex. It is a multiple-activity facility in the heart of South Bend's Central Business District. This facility contains a uniquely designed state-of-the-art museum for the display of the Studebaker Vehicle Collection. Its design will set a precedence for the design of future automobile museums. The museum complex also contains rentable office and retail space, restaurants and a night club, and four movie theaters with sophisticated computer controlled laser, lighting and sound systems. My efforts over the past year have resulted in a very successful thesis process and project, and have set me on a very enthusiastic course for the beginning of my professional architecture career. Please continue reading my thesis book. You will find it very enjoyable and informative.
I have grown up in South Bend and call South Bend my home. I have seen the city go through many changes. Some of these changes have been positive, but most of them have turned out to have a negative effect on the community. I have seen the downtown area experience a transformation from bustling and crowded shops and streets to a district of vacant buildings and deserted sidewalks. Through my architectural thesis, I wanted to investigate why this transformation has happened, and to direct Downtown South Bend to a positive future as we approach the twenty-first century.

There were three very influential factors that guided me toward an urban design oriented architectural thesis. The first factor was that I was born and raised South Bend, and have seen the city go through many changes. These changes include the relocation of two of the four major downtown department stores to suburban developments, the third one closed, and the fourth store was reduced in scale by approximately seventy-five percent; many small retail stores either moved out of the downtown or closed; and several major industries have moved to the sun belt. Some of the positive changes that have occurred in the downtown area include the construction of a white water rapids for kayak racing, a convention center, and a hotel/banking center. I have seen Downtown South Bend experience a transformation from crowded shops and streets to a district of vacant buildings and deserted sidewalks. Through my architectural thesis, I want to investigate why this transformation has happened, are the effects as devastating as they appear, and is the downtown area salvageable for development as a retail and/or office center. If the downtown is salvageable, then what has to be done to revitalize this area. I believe that through architecture and urban design, especially my architectural thesis, I can direct Downtown South Bend to a very positive future as we approach the twenty-first century. After all, South Bend is my hometown, and I am like most americans who have a strong sense of pride in their hometown. Even if I relocate half-a-continent away, I will always have a sense of pride in South Bend.

The second influence that directed me toward my chosen thesis was the revitalization of the City of Indianapolis' Central Business District, especially the area referred to as the "Mile Square". I was first introduced to Indianapolis' revitalization efforts through an urban design course I was enrolled in at Ball State during my fourth year. This class was entitled Indyark III. In this course, the class worked jointly with Indianapolis architects, developers, city officials, and concerned citizens to develop specific planning and preliminary designs for an area in the "Mile Square". Planning for this area was rather schematic in the Indianapolis 1980-2000, Regional Center Master Plan. Planning and designing for this area was a very difficult assignment, but it only increased my appetite to learn more about urban planning, and to work on urban design oriented architecture projects.

I had the opportunity to further experience, personally, the revitalization efforts of Indianapolis when I served my internship with an architecture firm in Indianapolis. The Ball State College of Architecture curriculum requires that a six-month work period, internship, be served in an architecture office between the completion of the third year of study and before the beginning the fifth year - thesis year. During my internship, I drove through the "Mile Square" daily on my way to and from work just like thousands of other people. It seemed that each day something new
would catch my attention and I would usually stop on my way home from the office to investigate. I soon realized that the role I was filling was similar to that of thousands of people who either work in or drive through Downtown South Bend each day on their way to and from work. I soon became aware of the strong similarities between the Central Business Districts of Indianapolis and South Bend. These similarities include the suburban shopping malls become the major retail centers of the community, national department stores have vacated their downtown locations for new facilities in the suburban malls, and the downtown area is becoming an office and services center infilled with small retail shops. Indianapolis has three major retail establishments remaining in its central business district. South Bend has one. Downtown Indianapolis has a festive atmosphere and activities that correspond with major events taking place in the city such as the '500' mile auto race and major athletic championships. A strong nightlife has returned to the downtown area as a result of convention activities and professional sporting events. There is also a sense of pride that is evident in the citizens of Indianapolis. This sense of pride has started to fade away in many of the citizens of South Bend. It is the concept of creating activity generators in Downtown South Bend that I wanted to pursue with my thesis. These activity generators will draw the public to the downtown. I did not intend to compete with the suburban retail centers initially. Rather, I wanted to create other opportunities for the public to be attracted to and use Downtown South Bend. Developing entertainment and nightlife facilities was another area I wanted to address. I also wanted to rekindle the spirit in the citizens of South Bend, allowing them to become alive with pride.

I strongly believe that the City of South Bend does not realize the full potential football weekends and special events at Notre Dame present to the city. They also do not fully realize the potential professional sports can bring to a community. My intentions were to capitalize on this potential and create the bases, the framework, for commercial opportunities and festive activities around these events. As the population of Downtown South Bend increases, the number of potential consumers increases. With the increase of potential consumers, retail will relocate in the downtown to take advantage of this growing group of potential consumer, and be located where the community is active.

The Studebaker Collection was the third influential factor on my thesis. I have always felt that the Studebaker Collection is one of the most extensive and historical collections in the world. It is not just a collection of popular cars. The collection consists of carriages, wagons, cars, trucks, and innovative automotive parts. It also contains a complete documentation of the Studebaker Corporation from the first carriage that was built to the last car that was manufactured. This documentation consists of tons of papers and records, thousands of photographs, and hundreds of miles of film.

This collection has never been displayed in a manner that the visitor could fully appreciate and realize the historical value of the collection. It has been moved from storage to display facilities several times, and has not been brought to its full potential for the city and visitors to enjoy.

Ever since I had entered architecture school, I had wanted to be able to design a project that could allow the Studebaker Collection to realize its full potential, and have a permanent display facility. I

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believe that my thesis year would be the best opportunity for me to work on such a project. In selecting a program for my thesis year of study, I did not want to use this project as my basis for my thesis and manufacture a thesis around the project. That would create as much injustice for the treatment and display of the Studebaker Collection as it already endures. It also would not meet the requirements of the thesis year curriculum. Rather, I would develop a thesis statement, take a position on that statement, and develop a testing vehicle for the thesis statement. If the development of the testing vehicle presents an opportunity for the design of a facility to display the Studebaker Collection, I would not hesitate to pursue the design of such a facility. If my thesis process revealed another type of project or testing vehicle, I would pursue that type of project or testing vehicle.

The three major influences that served as a genesis for my thesis year of study were: that I am from South Bend and I have been the the city go through very positive times and very negative times. Through architecture, I wanted to project the city in a positive direction for future generations. Second, having lived and worked in Indianapolis and experienced and participated in that city's urban revitalization efforts, I acquired an urban revitalization spirit. I wanted to transfer that spirit to South Bend. The third influence was my love for the Studebaker Collection and the desire to create a facility to display the collection in such a manner that it would project a lasting positive image of the Studebaker Corporation and the City of South Bend to all its visitors and for countless future generations.

Thesis Statement:

A specific type of multiple-activity development can serve as a catalyst for the revitalization of Downtown South Bend.

My Position:

It is my firm belief that architecture, urban planning, and urban architecture projects play a key role in revitalizing a city's urban core - downtown. It is important to create situations which promote social interaction, facilities to bring residents of the community to the downtown area, facilities that can draw visitors to the community, and facilities that promote financial exchange and input into the community. Architecture, urban planning, and urban architecture projects are the "tools", in my opinion, by which these situations and facilities progress from dreams and wishes into reality and revitalization. Through urban planning and architecture, I firmly believe that areas of a city can be developed for arts and entertainment, conventions and exhibitions, office and retail space, and open space for social interaction. With the development of these areas, successful revitalization can and will take place.

I realize that to form a sound urban plan for the City of South Bend it would take longer than the duration of my thesis academic year - nine months. I say this in realizing that urban plans or planning for many cities is a continuous ongoing process with periodic accomplishment dates. The major objective of my thesis was not to develop a comprehensive urban plan, but to develop design concepts from an intense urban study and then proceed to design a project using the "tools" - architecture, urban design, and urban architecture project(s) - in equal weight with the resources the

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city has to offer that will start the development of these design concepts. The development of a project(s) as opposed to the formulation of development guidelines and plans would allow my thesis to experience a full circle of process and development and to evaluate whether or not my thesis statement was correct. Anticipated project:

The project that I anticipated would develop from the final analysis of the information I gathered from my urban study, interviews, buildings type study and research was a multiple-activities facility. I am very happy to say that the project I anticipated was correct. In developing this multiple-activities facility, I had to be very cautious about not developing a facility that would be in direct competition with the suburban retail malls and existing downtown public facilities. I had to develop and design something uniquely different than what exists in the urban and suburban areas of the city today. This facility had to also complement and enhance the existing public urban facilities, while maintaining its own character and identity in the community. This was not an easy project to design, but I always looked at it with great enthusiasm and pride.
My thesis process had a three part research approach to developing the project that would prove my thesis statement and position. These three parts consisted of an urban study of South Bend, interviews with professional people and the public, and a building types study. I concentrated most of my research activities into the first eight weeks of the first quarter of my thesis year. In the remaining three weeks of the quarter, I analyzed my information and developed a project to test my thesis statement. The following divisions of this section deal with general areas researched and the specific results of my analysis of these areas that lead to my thesis project - The Studebaker Museum Complex. The reason for the generalization of the researched areas is that if I included even half of the information that I gathered and the preliminary analyses that lead to the final decisions and results I developed, this book would result in being multiple volumes.

Goals

I began the urban study by establishing a set of goals for the urban study. First, plan for the retention and stabilization of existing businesses, and plan for new office, service and retail developments. Second, keep in mind that the urban study is not intended to develop a comprehensive urban plan for the city; but to study what exits downtown, and plan strategies, directions, and conceptual designs to be incorporated in the development of a comprehensive urban plan. Third, I intend for the information I gathered and the analysis I developed to also be incorporated into a comprehensive plan. The final goal was to establish a project that will serve as a catalyst for the revitalization of Downtown South Bend. The area of my urban study is approximately one square mile in the heart of Downtown South Bend. This area is bordered by LaSalle Street on the north, the East Race Park and St. Joseph River on the east, the Railroad tracks on the south, and William Street on the west.

User Groups:

I identified nine different user groups and developed my design concepts around these groups. These groups are realistic and do exist, or have the potential to exist in Downtown South Bend. The user groups consist of business and convention visitors, tourists and vacation visitors, the office workforce, daytime consumers, and evening consumers. Also on the list of user groups are weekend sports fans, the elderly, pre-driver teenagers, and families, couples, singles, and groups that patronize entertainment facilities. The list of user groups represents a very broad cross section of people in the community.

Design Concepts:

I dealt with fifteen design concepts, from an initial list of forty-four concepts, in response to the findings of my urban study. Each one of these design concepts leads to the goals I established for the urban study, and incorporated at least five of the user groups I have identified. The design concepts were approached in three phases. First, I formulated a principle for each concept. Second, I identified the existing conditions my design concepts were to deal with, and then I developed the concept solution.
- Urban Study of South Bend

1. REGIONAL PUBLIC TRANSPORTATION

-principle:

The systems of public transportation - airplanes, buses, helicopters, trains - can be of best service to the public if they are all well connected. However, they usually are not connected because the different agencies controlling the systems have no incentives to connect with each other. They usually do not see the value and profitability in coordinating the different systems.

-existing condition:

Michiana Regional Airport is located five miles northwest of the downtown area. Several airlines serve South Bend through regional flights. The airport terminal also serves as a terminal for regional bus companies, and is being proposed as the new location for the South Shore - an interurban that runs from South Bend to Chicago daily. Presently, the South Shore shares a station with Amtrak. The station has limited access, and is located in a high crime neighborhood two and one-half miles west of downtown. Accessibility from these terminals depends on the ability to catch a local bus, hire a taxi, or make previous transportation arrangements to reach one's destination.

-concept solution:

My solution is the creation of a regional transportation center in the downtown area. Relocation of the airport should not be considered or attempted for obvious reasons. A regional and interstate transportation center in the downtown should be considered and planning should be initiated. The concept of revitalizing a central business district should deal not only with bringing in people from the community, but also bringing in people from the region and the nation. To do this effectively, the visitors should not be dropped off four miles and two and one-half miles from the downtown, but be brought into the central business district.

The concept solution I have developed is for the vacant Union Station to be renovated to accommodate regional bus transportation, Amtrak which has eight stops in South Bend each week, and the South Shore interurban which connects South Bend with the Chicago "Loop". The South Shore is the last interurban operating in the United States. The Union Station renovation could also contain space for offices, small retail shops, restaurants, entertainment facilities and overnight lodging. A role model for the Union Station renovation can be the Union Station renovation project in Indianapolis. It too is located in a neighborhood of vacant buildings and high crime, but with this renovation project the neighborhood has started to change into a prosperous area heading into a positive direction.
AREA OF URBAN STUDY
SOUTH BEND INDIANA

1. Regional Public Transportation

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2. LOCAL PUBLIC TRANSPORTATION

-principle:

Local public transportation needs to provide a direct and effective means of transporting its patrons from their origin to their destination.

-existing condition:

The city is served by fifteen bus routes. All the routes converge in the downtown at the transfer lot. This lot is located one block from retail and offices. A proposal was submitted by the transportation corporation, and strongly endorsed by city officials, to relocate the transfer lot four blocks away from its present location. This would make the patrons walk three or four extra blocks out of their way to get to their destination. The city is loosing prime land for development with the present location of the transfer lot and would be stopping opportunity for commercial development of the proposed transfer lot. The transfer lots are used only twenty minutes of each hour.

-concept solution:

This situation can be corrected by opening the River Bend Plaza for two-way traffic from Western Avenue to Colfax Avenue. Bus route transfer points can be established along these four blocks. This will allow the bus patrons to be dropped off within a few short feet of their destinations, as opposed to being dropped off hundreds of feet away which occurs at the shopping malls and the present transfer lot. This will subsequently help downtown retail by placing potential customers a few short feet from the front door.
3. RING ROADS

-principle:

The principle for this concept is for the community to be accessible or serviced by roads for high speed travel, and at least one of these roads is to pass through the community.

-existing condition:

South Bend is served by the interstate system, federal highways, and state routes. Two federal and two state highways pass through the downtown providing quick and direct access in to and out of the downtown area. The city is laid out in a predominately gridiron pattern. The north-south routes through the downtown are one-way multiple lane streets and serve as primary circulation. The east-west streets are secondary routes with some one-way traffic and others two-way traffic. This creates confusion and inconvenience to the driver as he/she tries to negotiate traffic and find a parking space.

-concept solution:

I propose the return of all the east-west streets to two-way traffic. This will eliminate confusion for the driver, and make shops and offices more accessible. Returning Washington Street to two-way traffic will require the installation of traffic signals and remarking the driving lanes. Returning Wayne Street and Western Avenue to two-way traffic will require feasibility and traffic pattern studies as well as redesigning of the traffic lanes, however, I believe the return of two-way traffic would be best for the downtown.
4. WEB OF SHOPPING

-principle:
Retail rarely locates itself in those positions which best serve the peoples needs and also guarantees their own survival. When locating retail, identify all other retail which offers similar kinds of services, identify the location of potential consumers, locate the biggest gap in the web of existing retail where the potential consumers are located, and within the gap in the web of similar retail locate the new retail next to the largest cluster of other types of shops.

-existing condition:
The major retail districts are the suburban shopping malls surrounding the city. There is only one major retail establishment in the downtown area as previously stated. There are a few small retail establishments in the downtown but most of the shopping takes place at the suburban malls.

-concept solution:
The area of potential consumers covers basically the whole western half of the city. There are prime sites and facilities existing in the downtown for major retail and small shops. The need for downtown retail has to be presented to the retail sector, and the potential consumers need to be made aware of the advantages of shopping downtown. There is the potential for a solid downtown retail core but it just has not been tapped.
5. ECCENTRIC NUCLEUS

-principle:

The random character of local densities confuses the identities of our communities and also creates chaos in the pattern of land use.

-existing condition:

The nucleus of Downtown South Bend is the street and more specifically Michigan Street. The downtown lives and dies according to the activities on Michigan Street.

-concept solution:

The eccentric nucleus for Downtown South Bend is where the office worker or potential consumer has a common point of origin. The point where the worker or consumer changes from driver to pedestrian is the eccentric nucleus. The paths taken to reach the final destination would be the natural areas to develop.

Thus, the concept is to transfer life from the eccentric nucleus to the nucleus, Michigan Street. Colfax Avenue can also be considered an eccentric nucleus because for the three block stretch west of Michigan Street it has more activity on it than Michigan Street. The idea would be to increase this activity and have it progress around the corner up and down Michigan Street. The placement of parking is vital to the rebirth of the downtown, especially because the parking lots and structures are the eccentric nucleus.
6. ACTIVITY NODES

-principle:

Community activities and facilities scattered individually throughout the city do nothing for the life of the city. Identify the areas in the community where activity is taking place, and plan new developments in such a manner that they line the paths from one activity area to another. The new developments serve as connectors. This will enable the community to become unified.

-existing conditions:

There are cultural, commercial, entertainment, and office/service activity nodes existing in the downtown.

cultural:
- Northern Indiana Historical Museum
- Morris Civic Auditorium
- Century Center

commercial:
- Robertson's
- St. Joseph Station
- Inwoods
- Century Center

entertainment:
- East Race Park
- Island Park
- Morris Civic Auditorium

-office/services:
- City-Government Block
- One-Michiana Square
- Valley American Bank Building
- St. Joseph Bank Building
- First Source/Marriott Center
- Tower Federal Savings Building

-concept solution:

potential activity nodes:
- Union Station Regional Transportation Center
- Michigan Street - Western Avenue to Washington Street
- Washington Street - Main Street to St. Joseph Street
- south Michigan, Main, and Laffayette Streets

These potential activity nodes can be developed because the eccentric nucleus is already there, and the eccentric nucleus is the base from which to start development.
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7. PROMENADES

-principle:

A promenade is a means of connecting the activity nodes and creating a unified whole. Placing main points of attraction at the ends and key points in between keeps a constant movement up and down the promenade.

-existing conditions:

A visual axis exists between the convention center and the government block. Michigan Street has existing and the potential for office/service and retail activity nodes.

-concept solution:

The convention center/government block axis is to be developed as a cultural and entertainment promenade. Connecting the activity nodes on Michigan Street will create a promenade of offices and small shops with major activities strategically located along the path.
8. SHOPPING STREET

-principle:

Shopping centers depend on access. They need locations near major traffic arteries. They also need vehicular circulation adjacent to the facility. However, shoppers do not benefit from traffic surrounding their destinations. They need a little quieter and safer places, comfort, convenience, and access from the pedestrian paths to the shops.

-existing condition:

The principle behind the River Bend Plaza was to create the quiet, convenient, and safe place in front of the shops. However, access from the auto to the plaza and shops was not as carefully planned as the plaza. This has caused the shopping street to fade away.

-concept solution:

The development of new activity nodes and promenades will give the shopping street new life. This can be accomplished by allowing tightly controlled accessibility of the auto from the main streets through the shopping street while the shopping street remains the domain of the pedestrian. Vehicle storage can be located behind the existing nodes and within the new activity nodes.
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9. NIGHT LIFE

-principle:

Most of the city's activities close down at night; those that stay open do not do much for the night life of the city unless they are close together.

-Points in developing night life:
  a.) People enjoy going out at night; a night on the town is something special.
  b.) If evening activities i.e. movies, cafes, ice cream parlors, night clubs are scattered throughout the community each by itself cannot generate enough attraction to stay open and be profitable.
  c.) People do not always like to go out at night and be forces to focus on one place. They like to be able to choose from several places in the same specific area.
  d.) Fear of being out at night away from one's own "back yard" is a common condition.
  e.) Night street crimes are most prevalent in places where there are too few people to provide natural surveillance.
  f.) Centers for night activity should be arranged such that there is one major night life activity and smaller supporting activities.

-existing conditions:

The most common form of night life downtown presently is transients and street people walking the sidewalks and sleeping on the plaza benches. All the retail closes around 6:00 p.m. There are no family type movie theaters open downtown. The major centers for night activity are the convention center, Morris Civic Auditorium, a few scattered bars and restaurants, and three fast-food restaurants. There presently exists very limited activities downtown to draw people from the residential areas and/or retain the downtown work force after business hours.

-concept solution:

The city should use one of its most prized possessions as the center piece for a night time activities center. This is the Studebaker Collection. This collection could be placed in a facility that would also contain night time activity establishments such as movie theaters, restaurants, and night clubs. This facility should be strategically located to enhance the cultural/entertainment promenade and the shopping street. A shopping block can be developed that would contain multiple levels of retail and restaurants and snack shops. Downtown retail can have longer business hours with more people in the downtown area, and the area will become safer.
10. MARKET OF MANY SHOPS

-principle:

It is natural and convenient to want a market where all different foods and household goods you need can be bought under a single roof. When the market has a single management, like a supermarket, the foods are of the same brand and there is no price competition. This same principle can be applied to other types of retail. Where there is one major type of retail with no other competition or selection to choose from in a community, the store has a monopoly on the market and the merchandise on the shelf is not always of top quality.

-existing condition:

There is only one department store in the downtown, and distance between the shopping malls is large enough that the opportunity for comparative shopping is not financially realistic due to transportation costs.

-concept solution:

Bring major retail into the downtown. Locate them in renovated department store buildings and in the shopping block building. Plan for small shops and office services to be located in or near the major retail stores.
11. NETWORK OF PATHS AND CARS

-principle:

Cars are very dangerous to pedestrians yet activities occur just where cars and pedestrians meet. Except where traffic densities are very high or very low, layout pedestrian paths at right angles to roads, not along the roads. The paths will begin to form a second circulation network from the road system.

-existing conditions:

The means of pedestrian circulation is by street level sidewalks that line both sides of the street. There are some skybridges that link parking garages with buildings across the service alleys from the garages.

-concept solution:

Connect major activity nodes by means of skywalks. The skywalks should be on a simple rectangular plan through the downtown. Allow the skywalks to be accessible after business hours, and be spacious, well lit, and accessible from the street as well as from inside the buildings. Design the skywalks so they will have focal points and simple to understand informational graphics.
12. MAIN GATEWAYS

-principle:

Any part of a city, large or small, which is to be identified by its inhabitants as a specific district of some type will be reinforced and made more evident if the paths which enter it are marked by gateways where they cross the boundary.

-existing conditions:

Entering the downtown from the south, one passes under the railroad tracks and "officially" enters the downtown. Large trees line the streets leading to the downtown from the west. When the large trees are gone you are in the downtown. The river provides a natural boundary on the east, and the change from one and two-story building to five and six-story buildings marks the entrance to the downtown form the north.

-concept solution:

Cover the railroad viaducts with graphics proclaiming entrance to the downtown. They can advertise upcoming festivals and activities. In the same way, attach banners to light poles and stretch banners on cables across the streets proclaiming community events, exhibitions, and facilities.
13. HOUSING IN BETWEEN

-principle:

Wherever there is a sharp separation between residential and non-residential parts of town, the non-residential areas will quickly turn to slums. These slum areas will eventually start to infringe on the adjacent residential and non-residential areas of the community.

-existing conditions:

Presently, there is a very small amount of residential units in the central business district. There are some apartment buildings and single family residences on the north edge of the downtown. There is an elderly housing complex in the central business district, but there are no major concentrations of housing in the downtown area.

-concept solution:

Along the East Race Park are several two and three-story vacant warehouses and manufacturing buildings. The development of these buildings into offices and small shops on the lower level(s) and apartments on the upper level(s) would provide constant life along the park and in the downtown. These new residences would also provide closer proximity between work and residence for a person who works in the downtown.
THE STUDEBAKER MUSEUM COMPLEX
14. SMALL PUBLIC SQUARES

-principle:

A city needs public squares, they are the largest, most public rooms that the city has. When these squares are too large, they look and feel deserted. Group buildings around these squares at a distance proportional to the size of the square so the inhabitant will have the same relaxed feelings when standing alone or in a group.

-existing condition:

The pedestrian plaza could be considered a public square, but it is an example of too large a public square. Considering the lack of activity taking place on it, it is rather deserted. Island Park, in the river, is successful with its lunch time programs, but its location is removed from the central nucleus and has limited accessibility.

-concept solution:

The design of new developments should include provisions for small public plazas for people to congregations, observe activities taking place, and eat lunch.

The development of the vacant block across from the county court house should incorporate a plaza facing the court house. This plaza can be used for ceremonial activities and presentations.
15. INDIVIDUALLY OWNED SHOPS

-principle:

When shops are too large, or controlled by absentee owners, they become plastic, bland, and abstract. Encourage the development of individually owned shops. Approve applications for business licenses only if the business is owned by those people who actually work and manage the store. Approve new commercial building permits only if the proposed structure includes many small rental spaces.

-existing condition:

South Bend is in a unique situation in that the only major retail store downtown is locally owned. Most of the other retail downtown are locally owned also.

-concept solution:

Renovate the State Theater and Mall Theater buildings into small shop retail malls and rent the shop spaces to individually owned small retail. This allows small retail the opportunity to operate in downtown without the burden of having building overhead and maintenance costs to incorporate into the product price. The upper level of the State Theater could be rented to the major retail store next door. This would place a stabilizing major consumer draw in the facility. A role model for these developments could be Century City on North Clark Street in Chicago or Water Tower Place also in Chicago.
THE STUDEBAKER MUSEUM COMPLEX
Building Types Study

My building types study consisted of studying multiple use developments in anticipation that my thesis project would be a multiple-activity facility. I studied multiple use developments that have a positive effect in the community, and ones that do not have such successful results in the community. This was so that I would have a clear understanding as to what makes multiple use developments successful, and so that I would be fully aware of the successful and not so successful concepts as I design my thesis project. Most of the multiple use developments that I studied I have visited. These developments include Water Tower Place in Chicago, the Omni and Peachtree Center in Atlanta, Renaissance Center in Detroit, San Francisco's Embarcadero Center, Place Bonaventure, Place Ville Marie, and Les Terrasses in Montreal, Eaton Center and Scarborough Center in Toronto, Rockefeller Center in New York, Kalamazoo Center in Kalamazoo Michigan, and Arcade Square in Dayton Ohio. The results I have drawn from the building types study are somewhat diverse but very simplistic in concept. Each one of the developments studied have a central space. It is either an outdoor plaza, or an atrium, or arcade space. In each one of these developments, all the different areas of activity have some way of reaching the main level, even if it is only a lobby for a bank of elevators. Most of the developments have a distinguishable main entry that set itself apart from the other entries to the facility. If the developments cover more than one block in area, there is some means of connecting the blocks. In Montreal, the blocks are connected by below grade walkways lined on both sides with small shops and eating places. In other developments, the connection is made above grade by skywalks or the extension of upper floor levels across the streets and into the next building. Automobile parking is usually contained within the development, or immediately adjacent to the facility. Where retail plays a major role in the development, such as Water Tower Place, the major retail stores serve as anchors for the retail area of the development by extending vertically through the retail levels. Small shops are located in front of these large stores on the atrium. This is so there will be a constant movement of people from level to level and store to shop. There was something different and unique about each of these multiple use developments, and it seemed to be an attracting element of the public.

I had also studied the skywalk systems of Cincinnati, Calgary, and St. Paul. In each of these cities, the skywalk systems are not miles of steel and glass tubes running parallel above the sidewalks. They run directly across the streets connecting the buildings. A unique thing about Cincinnati is that most of the downtown movie theaters are located on the second level with small shops below on the street level. In planning a skywalk system for South Bend, run the skywalks directly from building to building and allow the paths within the buildings change the direction of the system.

Interviews

I conducted interviews with professional people and the general public in South Bend. The professional people I classified as city officials, architects and planners, and people who work in the downtown. My findings were varied and a little confusing. The people who work in the downtown seemed to express the
opinion that Downtown South Bend can return as a major retail center. They felt that it would take some time and good planning but it can realistically happen. Their second greatest common response was to have River Bend Plaza reopen to vehicular traffic. The third most common response was the need for some type of downtown entertainment facilities.

The architects and planners I had talked with were quite receptive to my thesis as a whole, the design concepts I concluded from the urban study, and my proposed thesis project. They did express some concern as to the realistic possibility of the downtown returning as a major retail center. They felt that for retail to return, it would have to be in a very large scale development project such as a urban shopping mall. The large scale they felt would be necessary for the new development to be able to immediately establish itself against the competition from the suburban shopping malls.

The most disturbing responses to me came from the city officials. I feel they have almost written off the concept of retail in the downtown. They envision the downtown as an offices and services district. The city planners seemed to have this concept the most solidly cast in their minds. I question whether this is because of a lack of progressive city planning and foresight, a narrow minded position of the administration, or pressure from politically influential people in the city. I really expected the interview responses to be in the complete opposite, with the city officials expressing the optimistic views and the downtown workforce expressing the office and services attitude.

Seventy-three percent of the general public that I interviewed expressed the desire to shop in the downtown again. They also expressed the need for some type of entertainment and social interactive activities to accompany the rebirth of retail in the downtown. The inconvenience of having to travel all the way across the city to shop was another common response I received from my interviews.

-Final Analysis

My final analysis is that the project I will develop to test my thesis is to be a multiple-activities facility. It will be designed so as to be an activities generator for the public and for new developments in the downtown. It will include activities that do not presently exist in the downtown area such as movie theaters and a sidewalk cafe. Its special attraction will be a museum for the display of the Studebaker Collection. I will have to develop a creative financing plan for this facility so the cost of the project will not have to be absorbed by the tax payers. The site for my project will have to be located at the intersection of the convention center/government block axis and Michigan Street. This is so the project will start the development of the cultural/entertainment promenade and the shopping street promenade, thus serving as a catalyst for revitalization.

THE STUDEBAKER MUSEUM COMPLEX
The Studebaker Collection

The Studebaker Collection has a very interesting history that reaches back to the nineteenth century and to the Studebaker brothers themselves. The collection was established in 1890 by Clement Studebaker, one of the founding brothers of the corporation. He purchased two carriages, although they were not Studebaker products, that had a national historic significance. The two carriages are the Lafayette carriage and the Lincoln carriage. The Lafayette carriage was ordered by the federal government to be presented to General Marquis de Lafayette upon his visit to the United States to celebrate the fifteenth anniversary of the American Revolution. The Lincoln carriage was used by President Lincoln while in office, and was the one he rode in on the night of his fatal visit to Ford's Theater.

Clement Studebaker recognized the importance of preserving our heritage while at the same time attracting national attention to the Studebaker Corporation. As the Studebaker Corporation grew so did the collection. The collection was used as an effective marketing tool for the corporation's products. Today the collection contains one-of-a-kind products, presidential carriages, prototype vehicles, first and last vehicles of a production run, and revolutionary parts of the automotive industry. The collection also contains over seventy tons of written documents and records, 150,000 photographs, and hundreds of miles of film ranging from five minute promotions to full length feature movies. The collection is not stagnant. It continues to grow as social groups and private citizens continue to donate everything from restored vehicles to corporate documents. Ninety-five percent of the contents of the collection are products of the Studebaker Corporation, and were manufactured in South Bend. This is an industrial collection that is truly rich in historic significance.
Project Program

<table>
<thead>
<tr>
<th>Studebaker Museum</th>
<th>80000 S.F.</th>
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<tbody>
<tr>
<td>- Studebaker Exhibit</td>
<td>5000</td>
</tr>
<tr>
<td>- Industrial Exhibit</td>
<td>2000</td>
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<tr>
<td>- Administrative Offices</td>
<td>13000</td>
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<tr>
<td>- Restoration &amp; preparation Areas</td>
<td>10000</td>
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<tr>
<td>- Storage</td>
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<tr>
<td>- Library &amp; Archives</td>
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<td>Studebaker Museum</td>
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<tr>
<th>Museum Gift Shop</th>
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<tr>
<td>Temporary Exhibition Gallery</td>
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<tr>
<td>Cinema</td>
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</tr>
<tr>
<td>- two theaters with 450 seats</td>
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<tr>
<td>- two theaters with 250 seats</td>
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<tr>
<td>Cinema</td>
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<tr>
<td>Cafe</td>
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<tr>
<td>- indoor seating</td>
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</tr>
<tr>
<td>- food storage and preparation</td>
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<tr>
<td>- outdoor seating</td>
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<tr>
<td>- food preparation and storage</td>
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</tr>
<tr>
<td>- lobby</td>
<td></td>
</tr>
<tr>
<td>- bar and lounge</td>
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</table>

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<tr>
<td>- stage and d.j. booth</td>
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<tr>
<td>- seating area</td>
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<tr>
<td>- bar</td>
<td></td>
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<tr>
<td>- open area around bar</td>
<td></td>
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<tr>
<td>- live stage and seating</td>
<td></td>
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<tr>
<td>- non music entertainment</td>
<td></td>
</tr>
<tr>
<td>- lobby</td>
<td></td>
</tr>
<tr>
<td>- kitchen</td>
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<table>
<thead>
<tr>
<th>Retail</th>
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<tr>
<td>- six to eight shops</td>
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<td>Retail</td>
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<td>- four levels</td>
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<tr>
<td>Office Space</td>
<td>24000 S.F.</td>
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THE STUDEBAKER MUSEUM COMPLEX
Sub Total Area ...................... 300000 S.F.

Atrium ............................ 18000 S.F.
Lower Level ......................... 82000 S.F.
Sub Total Area ...................... 400000 S.F.

HVAC ............................... 40000 S.F.

Total Building Area ................ 440000 S.F.
Site Analysis:

The site I have chosen is in the heart of the central business district in Downtown South Bend. My site is a "L" shaped piece of land bordered on the west by Michigan Street, on the north by Washington Street, on the east by St. Joseph Street, and on the south by a nine-story office building and a 750 car parking garage. The total area of the site is 94,100 square feet. The site is the most part level with a slight decline in elevation of two to three feet in the northeast corner. Presently, the site is covered with asphalt and is being used as a pay-by-month parking lot. All city utilities are available to the site, and all surrounding streets are paved and multiple lanes. In order to develop the site, a service alley which bisects the site must be vacated. This would require the relocation of a twelve-inch storm sewer.

A hotel and banking center, designed by Helmut Jahn, is located directly north across the street from my site. The convention center, designed by Philip Johnson/John Burgee Associates, is to the east across St. Joseph Street from my site.

I chose this site because it is at the intersection of the east-west, convention center-government block, axis, and the north-south, Michigan Street, office and retail development axis. It is necessary for my site to be at the intersection of the two major axes if my project is to interject new life into the downtown.

There is a major constriction concerning my site. A city zoning ordinance prevents construction of any type of structure that would block visual access from the main entry of the convention center to the main entry of the county courthouse. This ordinance effects a fifty foot wide strip of land that runs east-west across my site.

Project Description

"What's in a museum is more important than what is outside. You don't want to build a glass box just so you can dress up the street. That would be terrible. A museum should be a retreat, a momentary escape from daily life, it should make the visitor experience the exhibit not just view it, and for that to happen you need walls and doors."

-Edward Larrabee Barnes

There were four overriding concepts that guided me through the design of the Studebaker Museum Complex. First, to design a facility that would be state-of-the-art in horse drawn and motorized vehicle exhibition. Second, I followed the same motto the Studebaker brothers did when producing their carriages and wagons. That is: "Give more than you promise." Third, I would look back into the Studebaker Corporation history when making major decisions. The fourth concept was to work on a two-foot thin-inch grid system horizontally and vertically. This is because multiples of this module can be adapted to relate to the scale of children and adults.

The first major decision I had to make was to establish a framework to design with, design in, and design around. This meant for me to establish the structural system. I went back to the history of the Studebaker Corporation. All the Studebaker buildings are column-slab structures with glass and masonry curtain walls. I chose a concrete flat slab and column structural system. I felt the necessity for all the levels in the museum to be as open as possible. Thus, a large structural bay was necessary. In consultation with a structural engineer, I decided to use a

THE STUDEBAKER MUSEUM COMPLEX

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forty-foot square structural bay. Structural calculations were made to check feasibility, and to find the structural depth and member sizes. The floor slab is fifteen inches deep with electrical access every two-feet six-inches on center. The columns are thirty-two inch square tied columns with two-inches of limestone veneer.

The choice of exterior materials was the second major design decision, and again history played a key role. The Studebaker brothers established their wagon manufacturing business in South Bend because of the vast supply of good quality hard woods in the area. I chose a building material native to Indiana that would make a statement of permanence for generations to follow, Indiana limestone. I also chose to use steel and glass, materials very dominate in automobiles, to make bold statements in the building just as in the spirit of the revolutionary car designs by Studebaker.

I viewed the zoning ordinance that effects my site as a major design element rather than a restriction. The strip of land became a glass enclosed arcade or atrium and serves as the major horizontal circulation path through the building. A vertical circulation core is located at the mid-point of the arcade. Glass enclosed elevators take visitors to the complex from the ground level to the museum entrance, office suites, and commercial and retail levels. Five stainless steel columns mark the intersection of the horizontal and vertical circulation paths. These columns have water sliding down their sides, and are capped with a bust of each of the five Studebaker brothers who started the carriage and wagon manufacturing business. A secondary circulation path extends north from this intersection to connect the museum complex with the bank/hotel atrium across the street. In the glass covered arcade, prisms are strategically suspended so that shafts of light are split into the color spectrum and splash against the buff limestone of the interior. As night falls, lasers will project beams of light through the arcade striking carefully places reflective objects to enhance the exciting quality and activity of the complex.

Entrances to the museum complex are located at the ends of the arcade. Each entrance has its own characteristics but they all have been developed from the same vocabulary of steel frame and glass, two foot six-inch module grid, and stepping down in height. The entrance at the west end of the arcade is the pedestrian entrance. Its curvilinear form provides a backdrop for the entry plaza that extends out to the street. The center piece of the plaza is the stainless steel sculpted "S". The "S" is the familiar ornament found on Studebaker automobiles. As one steps back and takes a full view of the plaza, one can see a strong resemblance to the grill work of the early Champion automobile models. The entry at the east end of the arcade consists of a series of stepped down planes that project out from the building. These planes create the effect that the vehicular passer-by does not pass by the museum complex but passes through a part of the complex. Bands of neon tubing in shades of light green, blue, red, yellow, and powder blue trace the steel framework emphasizing the series of stepped down planes.

Analyzing the plan of the museum complex, it is really three buildings connected by the enclosed arcade.

The Studebaker Museum occupies the ground level at the northeast portion of the complex. It extends up through all five levels of the complex. At the fourth and fifth levels, the museum extends through the arcade and occupies the levels above the night club. A
visitor to the museum would take the glass elevators up to the fifth level to begin viewing the collection. At the fifth level, an orientation theater greets the visitor and gives a short presentation on the Studebaker Museum Complex, its architect, the Studebaker Corporation, and the Studebaker Collection. The museum administrative offices, library, and archives are also located on this level. The exhibit itself will be broken down into historically significant years of the Studebaker Corporation. These divisions include the early years of the company—carriage and wagon production, Civil War production, the beginning of the automobile, World War I production, development of the automobile, World War II production, post war designs, and the final years. Brief multi-media presentations will introduce each exhibit area. These presentations will take advantage of the documentary and promotional films in the collection. Also incorporated into the exhibition will be reconstructions of the engineering rooms where Raymond Lowey and Virgil Exner created revolutionary designs, and the corporate board room where the successful decisions that were made were overshadowed by the fatal ones that lead to the close of automobile production in South Bend.

A cafe occupies the ground level at the street corner. An outdoor seating area wraps around the corner of the building allowing the interior spaces of the cafe to be recessed back from the street edge. Each subsequent level projects farther out over the outdoor eating space. A moderately priced restaurant and a night club are located on the levels above the cafe. Each one has its own outdoor spaces. The night club has been designed for musical entertainment and live entertainment to go on simultaneously. Retail spaces and a ten thousand square foot temporary exhibition space occupy the rest of the first level. Four levels of speculative office suites are located on the narrow strip of buildable property at the east end of the complex between the arcade and the adjacent parking structure. The four movie theaters are located on the levels above the temporary exhibition space. These are state-of-the-art designed theaters with the side walls angling away from the center of the theater as they approach the projection screen. This is to eliminate the psychological effect most movie theaters presently create with a closed in tunnel vision sight line of the screen. Computer controlled laser, lighting, and sound systems are also incorporated into the design of each theater. Sound speakers are placed on a grid framework in the ceiling, as well as being located behind the projection screen. This allows for a three dimensional sound experience that creates a situation where the movie viewer has the feeling he/she is actually in the action taking place on the screen. The computer controlled laser system is incorporated into the theaters to accompany the high technology movies of today and tomorrow.

I incorporated office and retail areas into the museum complex to allow the complex to be financially feasible at the start of development. This also allows the complex to be a profit generator for future city development projects. These revenue generating areas were included in the project because I realize federal and state funding for arts and cultural type projects is being eliminated. Asking the tax payers of the community to accept the total financial burden of the complex would not be justifiable. Secondly, if the project is financed through bond issues and a special tax, there are most certainly going to be major cut backs, changes, and eliminations from the original design preventing the museum complex from reaching its full potential.
Looking Back - Views Ahead

Although I have beliefs and guiding influences in many aspects of architecture, I do not feel I can profess to having adapted to or developed a specific "philosophy of architecture" to follow for the rest of my career. If a recent graduate can lay claim to having developed a guiding "philosophy of architecture", he/she is a very brilliant individual who probably did not need any formal architectural education, or he/she is lying through his/her teeth. I feel more often than not the second condition applies. A personal philosophy of architecture takes more than five or six years of education to develop. The results one obtains from the early years of professional practice are the major developers of the philosophy because one learns what is successful and not successful, and what one can and can not accomplish. It is then that a personal "philosophy of architecture" can be developed and followed for the rest of one's career.

Looking back over the past nine months, I have seen the greatest amount of change in my life. I have seen myself growing, developing, and changing my attitudes concerning architecture. I have been able to pull tightly together all the areas of my education, formal and work experience, that were loosely knit together previously. At first, what seemed to me to be a conservative approach and attitude toward architecture and planning I now realize was a lack of knowledge of the diversified components that make up these areas. Through my thesis, I feel my horizons have expanded several times over in architecture and planning.

My thesis year has allowed me to realize all the constraints non-architecture people put on the architect and why the end result rarely resembles the proposed schematic development. I also have realized that political ideologies, individual influences, and short sightedness have had more negative results than positive ones on the community I worked with during my thesis year.

As I proceed into my professional career, I will be more conscious of the users of my projects and design with them in mind. A project could have the most exquisite design and execution, but if the final product alienates its users, the project will fall because the users will go somewhere else. I will also be aware of the fact that my projects should enhance the surroundings where they will be built.

I believe that this past year has been very successful for me from an educational point of view. I have been able to accomplish what I intended to with my thesis. With the spirited success of my thesis, I feel very confident of a successful future as I prepare to start my professional career in a few short weeks.
"The museum building should be supporting the collection rather than competing with it."

-Edward Larrabee Barnes
architect
Statements

The following quotations I discovered while researching my thesis. I would like to share them with you at this time.

"If you are going to make it ugly, make it monumental."
- Raymond Ogle, AIA
Past-President ISA
Commenting on Cesar Pelli's White River State Park Tower
New York Times December, 1983

"Architecture starts when you carefully put two bricks together. There it begins."
- Mies van der Rohe
architect

"The context of the museum should be secondary to the contents of the museum."
- Edward Larrabee Barnes
architect

"We will never have a culture of our own until we have an architecture of our own. An architecture of our own does not mean something that is ours by the way of our own tastes. It is something that we have knowledge concerning. We will have it only when we know what constitutes a good building and when we know that the good building is not one that hurts the environment, but enhances the total environment."
- Frank Lloyd Wright
architect

"We should treat our clients not as adults but as children. To them architecture is the building and its cost. To me architecture is philosophy, ingenuity, and technology."
- Mies van der Rohe
architect

"For a successful urban rebirth politics and self-gratification must be put aside to achieve success. Everyone involved must work toward the final goal, otherwise the results will be total chaos and failure."
- Edmund Bacon
urban planner

"A characteristic of museums, of whatever content or scope, is their flexibility; they allow a wide gamut of differences in the use people make of them. Many, if not most, visitors to a museum hardly distinguish between learning and recreation."
- Louis Kahn
architect

"Museums are not ends in themselves; they are means in the service of man and of his cultural evolution. To accomplish their mission they have to excite people as well as to inform them."
- Le Corbusier
architect
I would like to extend a very special thank you to everyone who has assisted me during my architectural thesis.

THANK YOU:
Edward and Germaine Arndt
my parents

Jack Wyman
thesis studio critic

Dan Woodfin
thesis studio critic

Bruce Kieffer
architectural critic

Michel Mounayar
urban design critic

John Russell
landscape architecture critic

Thesis Consultants:
Dwayne Boyd
engineering consultant
mechanical & electrical

Dale Jacobs
engineering consultant
civil & structural

Scott Jones
theater design consultant
General Cinema Theaters Inc.

Morris Knight
theater acoustical consultant

Scott Truex
Senior Planner
Department of Metropolitan Development
City of Indianapolis, Indiana

Edmund Bacon
CAP Guest Lecturer
City Planner

Honorable Roger O. Parent
Mayor, City of South Bend, Indiana

Jon Hunt
Director, Department of Economic Development
City of South Bend, Indiana

Rick Pitts
City Planner
City of South Bend, Indiana

Gretchen Matthews
City Planner
City of South Bend, Indiana

Gus Saros
Curator, The Studebaker Collection
Director, Discovery Hall Museum
City of South Bend, Indiana

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South Bend/Mishawaka Chamber of Commerce
Charles D. Lucy  
Assistant Vice-President  
1st Source Bank

Dr. Lee Thiesen  
Director, Indiana State Museum  
Indianapolis, Indiana

Martin Murphy  
Architect  
James E. Childs & Associates

Chris Nye  
Architect  
Cole Associates

John Werntz  
Architect  
Cole Associates

John Powell  
Planner  
Cole Associates

Theresa A. Ritter  
Analyst, Consultant, Friend
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