Kokomo Civic Center
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Thanks To:

- My parents
- Outside critic Tony Costello
- Studio critics Charles Sappenfield, Les Smith, Jeff Culp
- Undergraduate Fellowships Program
- Fleck and Hickey, Inc. Architects
Abstract

Project

Civic Center in downtown Kokomo, Indiana. This center would provide space for conference, arts, and theatrical or musical production.

Concepts

- Transition to different zones.
- Nodes and zones as magnets.
- Indoor and outdoor civic spaces.
- Bring people downtown.

Intentions

Create building with feel of community, place for people to gather. Form outdoor civic space using adjacent city hall, high school, and new complex. Create a landmark building and space that will attract people.

Issues

- Potential redevelopment of downtown.
- Multi users and loads/different time usage of spaces.
- Impact on context - parking/traffic/ped/ zones.
- Multi function capacity.
- Systems/ structural load difference.
- Back/ front house concept.
Introduction
Goals

The major intent of this thesis is to promote interest in a multi-use facility in downtown Kokomo, Indiana. To achieve this, the proposal must address a variety of civic groups, show the effect on downtown redevelopment, and suggest options for the community. The recommendation of an actual building complex explained by drawings and models - must advocate activities, spaces, and user groups for the facility. It is hoped that this thesis can be utilized to aid funding, community contribution, and development of an actual facility in the downtown area.
Community

Geography
Kokomo is an industrial community of 50,000 in north-central Indiana. It is located in Howard County and is the county seat. The city is 50 mile radius from Logansport, Lafayette, Anderson, Muncie, and Peru.
History

Kokomo was founded in 1844, but development was slow until 1886 when natural gas was discovered beneath the city. This discovery marked the beginning of the gas era, a period of rapid growth and prosperity for Kokomo. Industries were attracted to the city with its abundant, free energy. Before the boom, the city was a small gridiron that now makes up the downtown - as the city grew its gridiron was expanded. When the gas was depleted, many of the industries left, but manufacturing still remains Kokomo's largest business.

Growth

Kokomo went through a period of slow, steady growth until the 50's when the by-pass of U.S. 31 was built on the east side of the city. Because of uncontrolled and unforeseen growth, the commercial sector of the city shifted to the by-pass from the downtown. The 50's, 60's, and '70's also saw construction of subdivisions on the outer edges of the city.
Facilities

Kokomo has two high schools, Haworth on the southwest edge and Central on the downtown's south end. Numerous secondary schools are located throughout the city which serve as neighborhood gathering points. Indiana University at Kokomo (IUK), is located on the south side and is the present cultural center for the city. IUK's Havens Auditorium provides space for Kokomo Civic Theatre, Kokomo Symphonic Society, Carriage House productions and IUK's Havens Series. Because of Havens size it can not acquire travelling groups and instead is geared to local or less publicized entertainment. With the recent growth of both IUK and Kokomo, it becomes evident that the facilities will become increasingly difficult to provide adequate space for community rehearsal and production.

Along the by-pass are 300 top-quality hotel rooms that are somewhat underused because of the lack of meeting facilities to attract conferences. Large meetings must take place at Havens (which is difficult to schedule), school auditoriums or gymnasiums. Smaller meetings take place at the library, school classrooms, or small meeting rooms provided by hotels.
Problem

As outlined in Howard County's Overall Economic Development Program (1980), there is a pressing need for a multi-purpose Civic Center that would provide space for community entertainment, meetings, arts and education. As in most cities, the downtown area of Kokomo is declining. This area is the center for legal, banking, and governmental services of the county. It has therefore been conceived that the center's location in this area would not only bring a cultural and physical attractiveness, but would also bring the people back to the central commercial district.

In order to achieve the goal of making the city an attractive and inviting place to live, it is necessary to focus on the provision for a culturally and physically attractive downtown area. This would not only better serve the community, but would also serve as an incentive to attract potential employers and employees.

Basic functions of this multi-purpose meeting facility would be the capacity to handle group conventions, meetings and seminars, shows, displays and performances of numerous sorts. This project would have the following impact on the local area:

DOWNTOWN REDEVELOPMENT

The multi-purpose center would be located within downtown Kokomo, where it would be a major component of the redevelopment of the area. The center would attract persons downtown at nights and on weekends plus aid in the survival of existing downtown business.

JOB CREATION

The center would be heavily promoted as a site for state and area wide conventions and meetings. The local motel industry would be able to employ additional personnel. Also all local restaurants and retail stores would benefit from the additional visitors to Kokomo, and would be able to acquire additional employees.

CIVIC PRIDE

The center would serve as the focal point for community pride and civic activities. This project and the redevelopment of the downtown would make Kokomo a more marketable area for new private sector businesses.
Downtown

The downtown business district of Kokomo is bounded by Wildcat Creek on the south, Apperson Way on the east, Jefferson Street on the north, and Washington Street on the west. The area still contains a large amount of its historical buildings—having not yet developed large scale destruction of building stock. Major buildings in the district are County Court House, City Hall, Central High School, and Public Library. Use zones of the district are commercial/governmental, warehouse/services, housing, school, and auto service.

A plus to the area is its wide diversity of uses and the interaction they provide. Because of this there is usually a good amount of pedestrians and auto traffic at all times. Some major buildings have been vacated and others are being built—such as the city hall and elderly housing complex. This is a very transitory point for the downtown—the next ten to fifteen years will be the deciding factor in its rise or decline.
Nodes

1 Courthouse
2 City Hall
3 High School
4 Gym
5 YWCA
6 YMCA
7 Library
8 Newspaper
9 County Office
10 Elderly Housing
11 Telephone
12 Fire Station
13 Park
Traffic

- Heavy
- Medium
- Light
Site

Site selection came about by an examining process of the downtown analysis, determinants, and site needs. The major factor in site selection was site size. There are few sites in the area that afford the amount of space that the facility would require. The sites that would conceivably meet the needs, were compared on determinants such as parking locations, school and government locations, prominence of site, and urban boundaries.

The block north of Central High School surrounded by Sycamore, Market, Superior, and Apperson Way was chosen on the aforementioned determinants. Later in the project it became evident that the site should be expanded to include the adjacent block with the new City Hall and that Market Street should become a pedestrian mall. The site dynamics is a necessity to the project. This two block area connects to five different use zones, the importance of this is that the project will address several users at differing time periods and become a true center for the community.
The original conceptual framework or parti of the Civic Center was to create an abstracted gridiron on which the center would draw its organization. As this concept grew, the gridiron began to suggest that this complex was a miniature abstraction of Kokomo, with its spaces, lobbies, and halls comparable to zones, edges, and streets of the city. The structure and systems were also set up on this gridiron plan, with structure occurring in the intersections and systems ducts following the street patterns.

From this starting point grew numerous schemes, with the final product being a combination of various schemes and new concepts. One of the strongest concepts that developed through criticism, was the idea of the new center creating an outdoor room. This outdoor civic plaza would be created by placing the mass of the new center to the north, with the City Hall and High School creating the other enclosing walls.

Along with the concept of the outdoor civic space developed a notion of an indoor civic space. This large community room would provide - like its exterior counterpart - a place where the community could view displays, gather information, or attend meetings.
Context

Another major concept of this project was dealing with the urban contextural impact of the building. The complex developed a strong relationship with the various zones on the site in order to strengthen its edges. To achieve this, the complex was formed to define where the downtown's non-residential sector begins and ends. The mass of the building would not encourage pedestrians to continue from the business sector to the housing. If linkage into the neighborhood would be fortified, then growth of the commercial sector into this zone would be encouraged.

Urban View

The urban redevelopment concept was to use the grid by strengthening its links and infilling voids. In addition, a pedestrian link along the creek from the Civic Center to the park would fortify interaction between the spaces. Areas that would have a high concentration of people, such as theater or entertainment districts, would have additional spaces and circulation within the gridiron.
Evaluation

Future
The downtown of Kokomo is in better shape than in many similar cities of its size. Most of its building stock is still intact and pedestrians can be seen downtown during much of the weekdays and on weekends. Planning to preserve and rehabilitate the downtown must begin now. The next decade will decide the success or failure of the area. Events such as the Downtown Revitalization Seminar, historic group activities, and rehabilitation of the buildings on the east side of the courthouse show that there is support and commitment to making a new downtown.

Action
Action and cooperation are the key words to developing a new downtown. Planning must begin before the opportunities disappear. Community groups/business owners and government must join in preparing and implementing plans. The community must be willing to make a commitment — without a commitment and positive attitude the downtown will become an archaic unused void in the community. With dedication and involvement the downtown has great potential for becoming an attractive, thriving center of the community and a drawing point for people, business, and culture.
Downtown

There have been major nodes or gathering places developed in this scheme - the Court House Square, the Civic Center, and an entertainment district. The entertainment district would be developed from the two block area surrounded by Buckeye, Superior, Union and Wildcat Creek. By an infill and rehabilitation process this zone would become a center for restaurants and social amusement. This area would be linked to the park and Civic Center with a diagonal pedestrian pathway.

A space north of the entertainment district would be allocated for the development of a movie theater court. Two new theaters combined with the existing Isis Theater would surround this space, which would be used for movie crowds to gather or dissipate. This space would be linked to the Courthouse Square with an arcade created from the existing alley. The courthouse square would be reinforced with a paving pattern and trees along the commercial sidewalks. This paving would also be continued down Sycamore Street to connect to the Civic Center and City Hall.

Another major concern of this scheme involved the parking. The parking lot can not be expected to continue to meet the needs of the district, especially if redevelopment is to take place. In this scheme, three parking garages have been proposed. Each can be developed as increased parking spaces become needed. It is encouraged to keep commercial uses on the ground level of these structures to avoid breaks in the continuity of the streetscape.
<table>
<thead>
<tr>
<th></th>
<th>Civic Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>City Hall</td>
</tr>
<tr>
<td>3</td>
<td>High School</td>
</tr>
<tr>
<td>4</td>
<td>Townhouses, Shops</td>
</tr>
<tr>
<td>5</td>
<td>Courthouse</td>
</tr>
<tr>
<td>6</td>
<td>Parking Structure</td>
</tr>
<tr>
<td>7</td>
<td>Movie Theater</td>
</tr>
<tr>
<td>8</td>
<td>Entertainment District</td>
</tr>
<tr>
<td>9</td>
<td>Park</td>
</tr>
</tbody>
</table>
Complex

Plaza
1 City Hall
2 Plaza
3 Market
4 Parking
5 Terrace
6 School Plaza
7 High School
8 Shop
9 Lobby
10 Theater
11 Meeting
12 Gallery
13 Administration
14 Backstage
15 Stage
16 Restaurant
17 Arcade
Arcade
South
Structure

The structure of the building would be of reinforced concrete with infills of glass, skylites, glass block, brick and procelain panels. The organizing system of the structure would be the gridiron. Columns would be located on corners with beams spanning the distance between.

Systems

The system to heat and cool the building would be a double duct system. The ducts would run in chase spaces above the gridiron. Additional ventilation for the theater would occur over the side lobby space. Because of the size of the complex and its different functions, two mechanical rooms are located in the lower level. Fumes from the parking garage would be exhausted by vent stacks located behind the plaza stage.
1 Civic Plaza
2 Clock Tower
3 Open Air market
4 Bus Stop
5 Fountain

Exterior

The exterior of the complex would be a series of spaces created by the building masses. The plaza area, with its clock tower which would act as a landmark and lookout, would be used for public gatherings and musical or theatrical entertainment. The terrace area would be utilized for the same purpose in addition to exterior exhibition/socializing space for conference participants.
1 Terrace
2 Covered Entry to Theater
Commercial

The commercial portion of the complex, north of the plaza, would contain an arcade (with areas for dining that would spill out to the plaza), shops, restaurants, and office space. The arcade space could also function as for display and advertisement.
Conference

The conference part of the project would provide a large exhibit lobby or civic room where displays, meetings, and gatherings can take place. Also included would be a divisible meeting room, gallery space, and banquet kitchen.
Theater

The theater would provide space for presentation of musical, theatrical, and informational productions. The balcony and rear portion of the main floor would also be divisible for smaller meetings and to provide acoustical variations. The support area of the theater would provide space for rehearsal, dressing rooms, workshops and administration.
Square Footage

Administration ................. 1,400 sq. ft.
Auditorium ........................ 19,160 sq. ft.
Back Stage ........................ 4,580 sq. ft.
Commercial ........................ 23,250 sq. ft.
Dressing Rooms .................... 3,415 sq. ft.
Exhibit ............................ 20,000 sq. ft.
Theater Lobby ........................ 13,700 sq. ft.
Parking Garage ........................ 48,600 sq. ft.
Circulation ........................ 9,800 sq. ft.
Mechanical ........................ 9,900 sq. ft.
TOTAL ............................ 153,805 sq. ft.
Administration

Manager's Office ......................... 150 sq. ft.
Assistant Manager's Office ............... 150 sq. ft.
Office .................................. 150 sq. ft.
Storage .................................. 50 sq. ft.
Reception ................................ 400 sq. ft.
Secretary (2) ............................ 300 sq. ft.
Employee Lounge ......................... 100 sq. ft.
Employee Locker ........................ 100 sq. ft.
TOTAL .................................... 1,400 sq. ft.

Activities -
- Office work, meeting clientele
- Information center
- Employee co-ordination

Space Performance -
- Quietly away from main activities but accessible to public
- Private and relaxed in the lounge

Equipment -
- Built in seating in reception
- Lockers in employee locker room

Environmental -
- Daily usage
- After hours usage
- Noise control

Design -
- Comfortable inviting atmosphere
Activities -
- Large and small scale meetings
- Traveling or community based drama, music, and dance productions

Space Performance -
- Create multi function space with moveable partitions
- Provide direct site lines to stage from all seating
- Orchestra pit becomes additional stage or seating
- Restriction of sound and light

Equipment -
- Fixed, padded, fold up seating
- Moveable partitions - sound absorbing
- Freight elevator backstage

Environmental -
- Large ventilation loads, erratic times
- Vents located over side lobby space
- Control of light, sound, air

Design -
- Provide attractive environment but not distract from performance

Auditorium

Seating - main floor ........ 859 seats ........ 6,300 sq. ft.
Balcony ...................... 356 seats ........ 2,880 sq. ft.
Total 1215 seats

Stage ......................... 3,130 sq. ft.
Backstage ........................ 2,400 sq. ft.
Trap space/storage ............ 4,450 sq. ft.
Spot Booths (2) ................ 320 sq. ft.
TOTAL ................................... 19,160 sq. ft.
Backstage

<table>
<thead>
<tr>
<th>Room</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage Manager</td>
<td>150 sq. ft.</td>
</tr>
<tr>
<td>Director</td>
<td>150 sq. ft.</td>
</tr>
<tr>
<td>Design</td>
<td>100 sq. ft.</td>
</tr>
<tr>
<td>Maintenance</td>
<td>150 sq. ft.</td>
</tr>
<tr>
<td>Electric</td>
<td>100 sq. ft.</td>
</tr>
<tr>
<td>Electric Office</td>
<td>100 sq. ft.</td>
</tr>
<tr>
<td>Sound</td>
<td>300 sq. ft.</td>
</tr>
<tr>
<td>Sound Storage</td>
<td>50 sq. ft.</td>
</tr>
<tr>
<td>Sound Air Lock.</td>
<td>30 sq. ft.</td>
</tr>
<tr>
<td>Restrooms (2)</td>
<td>100 sq. ft.</td>
</tr>
<tr>
<td>Janitor</td>
<td>150 sq. ft.</td>
</tr>
<tr>
<td>Costumes</td>
<td>400 sq. ft.</td>
</tr>
<tr>
<td>Costume Storage</td>
<td>350 sq. ft.</td>
</tr>
<tr>
<td>Costume Dying</td>
<td>150 sq. ft.</td>
</tr>
<tr>
<td>Make Up</td>
<td>200 sq. ft.</td>
</tr>
<tr>
<td>Workshop</td>
<td>2,100 sq. ft.</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4,580 sq. ft.</strong></td>
</tr>
</tbody>
</table>

**Activities**
- Daily production of technical aspects of theater
- Co-ordination of various departments

**Space Performance**
- Various requirements in sound and light control
- Easy interaction between departments

**Equipment**
- High technical equipment in sound and electric
- Special sinks and counters in costume dying
- Special lights and mirrors in makeup

**Environmental**
- Special environmental control and fire production in storage areas
- Sound proofing in sound room

**Design**
- All spaces must be located close to stage
- Circulation must provide for passage of large number of performers
Activities-
• Cafe dining, exhibit, gathering

Space Preformance -
• Restaurants, shops and offices to be completed by renters

Equipment -
• Cafe tables for dining in arcade
• Elevator to offices

Environmental -
• Different systems loads
• Natural light from skylights

Design -
• Arcade provides transition from indoors to out

<table>
<thead>
<tr>
<th>Activity</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants (2)</td>
<td>3,500 sq. ft.</td>
</tr>
<tr>
<td>Shops (4)</td>
<td>4,200 sq. ft.</td>
</tr>
<tr>
<td>Restrooms</td>
<td>450 sq. ft.</td>
</tr>
<tr>
<td>Arcades</td>
<td>6,500 sq. ft.</td>
</tr>
<tr>
<td>Storage</td>
<td>400 sq. ft.</td>
</tr>
<tr>
<td>Office Space</td>
<td>8,200 sq. ft.</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>23,250 SQ. FT.</strong></td>
</tr>
</tbody>
</table>
Dressing Rooms

Activities:
- Preparing for performances
- Storage of belongings during performances
- Clean up after performances
- Green Room provide for rehearsal, eating and socializing

Space Performance:
- Provide private from other sections
- Accommodate various performers at different times
- Green Room provide multi-use

Equipment:
- Kitchen and enclosed makeup counter in Green Room
- Mirrors, sinks, counters and hanging space in all dressing rooms
- Showers in stars dressing rooms and restrooms

Environmental:
- Special lighting in all dressing rooms
- Lighting should be deflected from stage area

Design:
- All spaces must be located close to stage
- Circulation must provide for passage of large number of performers

<table>
<thead>
<tr>
<th>Room</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Room</td>
<td>900 sq. ft.</td>
</tr>
<tr>
<td>Star's Dressing Rooms (2)</td>
<td>200 sq. ft.</td>
</tr>
<tr>
<td>Restrooms</td>
<td>280 sq. ft.</td>
</tr>
<tr>
<td>Corus Dressing Rooms (2)</td>
<td>400 sq. ft.</td>
</tr>
<tr>
<td>Dressing Rooms (4)</td>
<td>480 sq. ft.</td>
</tr>
<tr>
<td>Music Practice</td>
<td>900 sq. ft.</td>
</tr>
<tr>
<td>Music Lockers</td>
<td>175 sq. ft.</td>
</tr>
</tbody>
</table>

TOTAL: 3,415 sq. ft.
Activities -
- Meetings, exhibits, banquets, dances
- Different scales of activities

Space Performance -
- Multi-purpose spaces that can be readapted quickly
- Storage room can link gallery and meeting

Equipment -
- Equipped with seating in lobby
- Ramp with water feature in lobby

Environmental -
- Large systems requirements
- Sound control in gallery and meeting

Design -
- Create community room

<table>
<thead>
<tr>
<th>Room</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gallery</td>
<td>3,800 sq. ft.</td>
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<tr>
<td>Meeting</td>
<td>4,200 sq. ft.</td>
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<tr>
<td>Storage Link</td>
<td>700 sq. ft.</td>
</tr>
<tr>
<td>Kitchen</td>
<td>400 sq. ft.</td>
</tr>
<tr>
<td>Storage</td>
<td>1,000 sq. ft.</td>
</tr>
<tr>
<td>Exhibit Lobby</td>
<td>9,400 sq. ft.</td>
</tr>
<tr>
<td>Projection</td>
<td>300 sq. ft.</td>
</tr>
<tr>
<td>Storage - Projection</td>
<td>200 sq. ft.</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20,000 sq. ft.</td>
</tr>
</tbody>
</table>
Theater Lobby

Lower Lobby .................................. 9,500 sq. ft.
Upper Lobby .................................. 2,900 sq. ft.
Coat Check ...................................... 150 sq. ft.
Coat Storage ................................... 200 sq. ft.
Box Office ...................................... 100 sq. ft.
Lower Restrooms ............................... 500 sq. ft.
Upper Lobby Restrooms ...................... 350 sq. ft.
TOTAL ......................................... 13,700 sq. ft.

Activities -
• Socializing, exhibit before and after performances
• Checking coats
• Buying tickets

Space Preformance -
• Provide large and small spaces for different group intensities

Equipment -
• Built in seating along walls
• Counters in coat check and box office
• Mural wall on theater entry

Environmental -
• Large systems loads
• Sprinkler fire protection required
• Natural light from skylights

Design -
• Space should create elegance and interest seeing people above or below
Activities:
- Gatherings, group meetings, performances
- Outdoor dining, sales by community groups, information
- Terrace acts as refreshment and entertainment center for conferences
- Winter – ice skating on plaza, snow sculpture

Space Performance:
- Various activities simultaneously
- Different scales of gatherings

Equipment:
- Stage in plaza and terrace
- Umbrella tables on plaza
- Built in seating around plaza
- Elevator from parking garage to plaza in Clock Tower

Environmental:
- Wind in winter (northwest) blocked from plaza by building
- Summer wind (southwest) open to plaza
- Shading provided by canopy/skylights, trees

Design:
- Create outdoor room between center and school
- Create landmark with Clock Tower
- Create outdoor civic space

Exterior Spaces

Civic Plaza
Clock Tower
Open Air market
Bus Stop
Fountain
Terrace
Covered Entry to Theater
Covered Entry to Arcade
Dock to Stage
Dock to Exhibit

Site Size ........................................ 186,000 sq. ft.