the St. Joseph Iron Works

Redeveloping a Post-Industrial Downtown

the Collaborative... Interdisciplinary Thesis of

landscape architecture

architecture

urban planning

architecture

Steve Kolwicz

Jamie Lake

Michael Urbanski

Sara York

Transformations of an industrial site presently known as Uniroyal
"There's no telling what the power of the people and the river can do."

Pete Seeger
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redeveloping a post-industrial downtown

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I would like to take this opportunity to give thanks to all those who have been so supportive of me throughout my academic career as well as this final comprehensive project.

First, I would like to say thank you and I love you to my parents, Jim and Kathy Lake. Their unselfish and caring gift of my college education is the ultimate act of love, one which I will never be able to repay. I love you both very much.

I would also like to dedicate this thesis book to my future bride, Deborah. It is her endless support and companionship which has allowed me to persevere through the trying times, and enabled me to accomplish what I have in the past several years. I love you sweetie!

Lastly, I would like to note special thanks to my professors, Andy Seager and Tony Costello, for their endless help and support. There are simply no two people who could care more for their students, or express their sheer love of teaching any stronger. In addition, I express my sincere appreciation to Steve, Mike, and Sean for this unique and rewarding experience.
DEDICATIONS

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Michael Urbanski

This project would not have been possible without the assistance and understanding of several people.

First of all I would like to thank my parents for offering me the opportunity to attend Ball State University and further my education.

I would also like to thank Dr. James A. Segedy, Jim you were one of the biggest reasons I had for staying in planning throughout my doubts. There is no one who could care for a student more. I thank you and wish you the best.

Thank you to everyone who has helped to open my mind and taught me to experience new and exciting things in the world through their insight and love of teaching.

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Sean York

I would like to give special thanks to my studio critics Jack Wyman and Harry Eggink who have provided much support in my pursuit for a successful thesis. In addition, I would like to thank my studio colleagues as they have offered valuable insight, namely, Amado, Nicky, Andy (tucky), and Amarin. To Mike, Steve, and Jamie, I offer thanks for the learning experience. Most importantly, I give thanks to my parents Dick and Linda York for their overwhelming support and investment in my architectural education. I feel very fortunate for the opportunities given me in pursuit of an architectural degree.
ACKNOWLEDGEMENTS

There are many people who, throughout the course of this past year, have served as invaluable resources for the members of our team. Without the labored help of these individuals, we would have been unable to accomplish the work that we did. Thank you all for your help, advice, and expertise.

We would like to thank the city of Mishawaka for all of their help and support during our community charrette and throughout the project. The indispensable resource of the community had a great effect on the ultimate results of this project. The dedication and genuine concern of the community of Mishawaka has made a lasting impression on both us and our thesis. Thank you all again.

A special thanks goes to all of our professors, whose help and support made it possible to partake in the first interdisciplinary thesis project involving the three departments within our college. It is only through the open minds and flexibility of such professors that we are free to explore the potentials of what our education truly offers us. Thank all of you for understanding and sticking by us through this project.

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**ST. JOSEPH IRON WORKS**

_redeveloping a post-industrial downtown_
ABSTRACT

Deteriorating urban industrial sites often sit idle, serving as a painful reminder to the residents of the community of the way life used to be. Often times, these lands block connections within the city, invite undesirable users, such as drug dealers and transients, and are potentially dangerous to the immediate neighbors. In Mishawaka, IN, the Central Business District is completely separated from the waterfront by a similar site. The Detroit Foundry Company, which sat on the St. Joseph River, has been decreasing production in their older industrial buildings for years. Many of them are now derelict and structurally unsound. A site which used to stand for viability and livelihood now imposes itself on the urban landscape. This property's dominance of the waterfront land in the Central Business District blocks the potential connections which exist both along the waterfront and between the neighborhoods surrounding downtown.

Unfortunately, the City of Mishawaka has neither the ability nor the resources to take over this piece of property. Thus, the potential for a well connected city with a rich historical, cultural, and economically viable waterfront development could go untapped. However, the people of Mishawaka can reclaim their waterfront. Through a grassroots effort with residents, business leaders, developers, and city officials, the community can make a stand for their visions.

The ideas presented within this work demonstrate the attempt of members of an interdisciplinary urban design team to help harness the ideas and visions of the citizens of Mishawaka, Indiana, and make them a reality.
INTRODUCTION TO THE TEAM

"Individualism, with respect to design, at first unity shapes the virtues of public life, but in the long run, it attacks and destroys all others and is at length absorbed in self-interest."

- Lewis Mumford

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INTRODUCTION TO THE TEAM

The following is an account of what we have been told is the first interdisciplinary design team to collaborate on a senior comprehensive project. Others have informed us that ours is the first project spanning all three disciplines in the College of Architecture and Planning to be taken through completion and presentation. What we hope to convey through this collaborative written work is the importance of interdisciplinary work to the students, and possibly more importantly, to the professors in the college. For the purpose of this document, an assumption has been made concerning the difference between the terms interdisciplinary and multi-disciplinary. We have used the term interdisciplinary to refer to work done as a group, focusing on a common end product. Multi-disciplinary has been determined to refer to work done by individuals, focusing on the same project site but not necessarily with the same end product in mind.

This work has been co-authored, and is the written product required by each of the authors' respective departments for completion of the comprehensive project. A group product was also completed for the graphic and verbal presentation portions of the project, demonstrating the commitment to interdisciplinary work. These portions of the project may be viewed on the video cassette which should be referenced with this work.

The team is only as good as the "sum of its parts", so to speak. Therefore, a personal introduction has been included by each of the team members to provide a cross section of the various backgrounds which brought each one of them into the team.

Team formation is possibly the most crucial aspect of the interdisciplinary thesis project, and is what kept this team as close as it was. Selection of individuals for the project was not conducted with the intention of meeting specific "quotas" by departmental backgrounds. Instead, there was a slow process of group formation which is explained in the last portion of this chapter.
PERSONAL BACKGROUNDS

"The creative process is circular, constantly passing from architecture to science, to art and to society... good teamwork must work like a cascade, one after the other, and everybody speaking his mind."

-Ronzo-Peach

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PERSONAL BACKGROUND

Department of Landscape Architecture
College of Architecture and Planning
Ball State University

Stephen Kołwicz

My principal interest in this project stemmed from the fact that I grew up in a large city and have always been interested in urban issues. The city I am from has, what I feel to be, an underdeveloped waterfront. Therefore, the issue of waterfronts, particularly urban waterfronts, has been an area of curiosity for some time.

Another interest leading me to this project is my concern with community issues, in particular, the means by which designers can recreate a sense of community in run-down areas of the urban landscape with the help of local residents and the rest of the community. I have come to the personal conclusion that if our communities are going to survive, and maintain their sense of identity, it is going to be up to us, as true designers, to lead the way. This can only be done by encouraging both re-use of downtown areas, to counter large scale abandonment and subsequent suburban sprawl, and citizen input and involvement, to create a sense of ownership for the places we inhabit.

Lastly, I hope to satisfy my desire to prove that interdisciplinary projects are both feasible and valuable to students. I have spent the past few years wondering why it is that we are taught as a non-disciplinary group in our first year, and then sent off to become single-minded, and sometimes overly focused in our respective disciplines thereafter. It has always seemed to me that we should be learning about working with other professionals as we approach graduation, so we can successfully interact with one another when it becomes important to do so. I felt the comprehensive project was an outstanding opportunity for interdisciplinary interaction, as well as the opportunity to utilize actual community involvement on an academic project. After all, we call them theses, which to me says we should make an effort to extend the boundaries of typical student work and focus.

Growing up in Northwest Indiana, an area generally referred to by outsiders as "The Region", I have always been aware of the power of industry over an area. My hometown of Hobart, near the home of the famed United States Steel Corporation in Gary, is still heavily supported by the massive industry, and has witnessed the appalling decline of the once great conglomerate. Since I entered the field of architecture at Ball State, I have been in constant awe at what seems to be an obvious oversight in our environment...the missed opportunities which exist on sites such as these throughout this part of the country. These seemingly grotesque industrial sites engulf parcels of land which are truly some of the most magnificent sites our country has to offer. This is the primary reason for me getting involved with the group, the issues raised for the community of Mishawaka will prove to be an invaluable experience to both me and the city as a whole.

Another reason which attracted me to this group project was the mutual respect for, and interest in the community's involvement with the project. Through my experiences at Ball State, I have learned that those who are generally kept from the design process or who can not afford our professional services, are usually the ones most directly affected by what we do. The opportunity to involve the community, plan and build a community charrette, to get real people's insights into our design seemed to give a level of validity to our project that seems to be missing in the traditional thesis.

Lastly, Ball State is one of the few universities to offer multiple design curriculums under the same roof. Living with members of the other two disciplines this last year has opened my eyes to what I have been missing all these years here - the chance to truly work side by side my allied professions. I felt an obligation to myself to push the limits of the traditional thesis and prepare myself for my upcoming career by learning to respect and work alongside my design colleagues.
As I began to think about thesis in my fourth year of school, I had pondered the idea of being involved in a collaborative thesis. Very much interested in the idea of sustainable community and urban design, I hoped to connect with an urban planning and landscape architectural student to tackle a larger design problem in greater detail than would be possible individually. I had approached Mike Urbanski while on a field trip to Europe about the possibility of working together and he got back with me soon after we returned to express his interest.

I had already begun searching for a potential site in which to investigate a sustainable community when Mike came to me with the possibility of the Mishawaka Unionvale Property. I became interested in the possibilities that the site offered in terms of urban design and agreed to use it as a basis for study. The site had an exciting industrial appeal which I saw could produce a great character for new development. Interested in adaptive reuse, the industrial material motifs of the brick and steel, and the creation of urban identity, the project site seemed to fit very well.

In addition, I had hoped from the beginning to design a community center for the development, which could serve as the anchor or catalyst from which subsequent development could grow. With an interest in sociology and culture, I hoped that the center would be designed to include communal spaces for assembly, as well as, educational facilities, and galleries. From these beginnings, the project emerged into something quite noteworthy.

Mike Urbanski

Department of Architecture
College of Architecture and Planning
Ball State University

As I began the stages of writing this report I was unclear what exactly was being accomplished or why I was doing it. In 1995, I entered the Ball State University College of Architecture and Planning not knowing where my career was going or why I was in this college. As first year progressed many ideas and concepts, which had never before occurred to me, were presented. The idea of design was something I thought only architects, artists, or interior decorators did. It had never occurred to me that there was design in every space we experience. I never stopped to think about a subdivision or a neighborhood as a place that had certain characteristics which made it more or less appealing. I did however find the entire concept extremely intriguing. It was this allure, along with certain aspects of architecture which were found to be less than appealing, which eventually drew me into the major of Urban Planning and Development.

I began looking forward to my fifth and final year for two specific and unrelated reasons. First, being my last year, I would finally be able to move on to the next part of my life in which my career moved into the forefront. I also looked forward to this year to make the connection which seemed to be lacking in my education process. I spent the summer studying in Italy with a group of architecture students and was reintroduced to the design ideas I enjoyed so much earlier in my schooling. I was hoping to be able to continue this exploration of design and discover a better relationship between planning, development and the built environment. I felt it may be possible to do this through a thesis project which combined the three disciplines of the College of Architecture and Planning, i.e. architecture, urban planning and landscape architecture for a project.
PURPOSE OF THE INTERDISCIPLINARY TEAM

“Americans can always be called upon to do the right thing, after exhausting all other alternatives.”

-Winston Churchill
Over the past five years, we have been a part of a unique and wonderful program at Ball State. The program began with a first year of complete interaction without the barriers of specific majors, which created a wonderful atmosphere of cooperation and inspired many friendships. Beyond the first year, this interaction became more and more limited as our friends became engrossed in their own major areas of study. With only a limited knowledge and understanding of the various aspects of our separate professions, stereotypes quickly arose, and in some cases were encouraged. These stereotypes served only to reinforce the differences between the professors, instead of strengthening the most inherent similarity we all possess, being designers.

Every year it seemed to make less sense to encourage interaction between the disciplines. After all, it is unlikely that a graduate of one field will never have to interact closely and cooperate with a graduate from another field from within the college. Why send individuals into the "real world" ignorant of the fact that there is a need to know how to work side by side with other professionals from many different backgrounds? Through constant exploration of our personal projects and the relentless drive towards competence in our respective fields, we came to realize the significance of others in the entire process. We all firmly believed that this true design process cannot be taught, only experienced. Therefore, in order to learn the activities and responsibilities of the other professions, we needed to pursue a project which encouraged the disciplines to work closely together to produce a more cohesive and holistic project.

The formation of our interdisciplinary team was not entirely planned to evolve in the manner which it did. The original discussions occurred while Mike and Sean were on an ITALIA, a European study tour during the summer sessions. It was the initial courage of Mike to cross the barrier, and be the only urban planning student on a trip with a group of architecture students, to which we can probably attribute the beginning of questioning "what if?" Nevertheless, considerations of incorporating the respective approaches to a project were further encouraged when Mike returned to school and began talking to Steve, one of his roommates, about his thesis intentions. Soon Jamie's interest in housing issues in the post-industrial town began to blend into the mix of conversation.

Although nothing was initially discussed, the idea of working together on a project seemed almost inevitable as more and more conversations about individual thesis topics continued. As our topics began to overlap and our interests coincided, we began to see the opportunity of both creating a more holistic thesis project and learning from the strengths of each other by uniting forces.

Everything began to fall together as we investigated how we could all work together on a single site, that Mike had found, which naturally united the issues of each of our thesis topics. Once we visited the site together, met with local city officials, and aired our viewpoints, we decided to combine our theses and create the interdisciplinary project at hand. The idea was formally proposed to our professors, and they seemed to realize the significance of what we wanted to do.

We felt that through such needed collaboration, we would be able to address larger concerns that could not otherwise be done through individual projects. These issues included: accountability to the community for the design which we produced to the through a final presentation to citizens and city officials, a poster which would be distributed among the community, a group presentation of the total scope of ideas we were able to generate, and a group book displaying a combined authorship as an ending point for the creation of a team project. Our hope, however, was not only to discover much more about our responsibilities to the community and our relationships with allied professionals. We hoped to provide a precedent for future interdisciplinary work within the College of Architecture and Planning. We wanted to demonstrate to other students in the college that it is possible to work side by side throughout the process to create an interdisciplinary project.
"Industrialism, the main creative force in the nineteenth and twentieth centuries, has come to produce some of the most degrading and un-opportunitistic human environments the world has yet laid eyes upon."

- Lewis Mumford
Introduction

Cities and developments have always been strongly influenced by the existing natural systems in the region. Building sites are limited by soil and geologic conditions. Farming is generally best suited on slight to moderate slopes with good soils for crop production. These are only a few of the examples of the impact natural systems have on the form of settlements in the past and, with the exception of some modern “technologies,” in the present day.

Settlements have historically occurred along rivers, streams, and other bodies of water due to the need of an abundant water supply and an effective method of transportation. These early towns were generally located very close to the water, but as technology improved methods of transportation, settlement tended to move more and more outward. The effects of these new forms of efficient transportation can be seen in the second most influential elements of modern day urban form, railroad corridors and road systems.

The point must be made that the effects which are seen today of settlement patterns of the past are just another layer of the total development pattern. Each era of development has been influenced by a particular set of needs which were independent of the future needs of society. The old adage “hindsight is always 20/20” holds true for development of urban form too. Each generation has had to make decisions based on their situation. The current generation holds the distinct honor of trying to plan better for future generations as well as for themselves.

Original locations of settlements were based on their accessibility to transportation networks and natural resources. Many new towns were totally dependent on their resources for economic development, and others would move in entirety to speculate on the success of such inventions as the railroad. For some it paid off, for others, the results were not as pleasant.

Over time, the relationship between the city and its waterfront has evolved greatly. Areas which once relied on the river for economic stability, began to turn their backs on it as technology improved the methods of transportation and generation of power. As cities grew more independent of their water resource, they began to exploit it for its capacity to carry waste and provide water for industrial uses. As society has continued to grow still farther away from its central commercial districts, many waterfronts have been forgotten completely. They are now seen as industrial wastelands, uninhabitable and unuseful for public use (Sindall, 1979).
Settlements Through 1840

Prior to 1840, no real distinction could be made between settlements which would eventually take an urban form from those which would take rural form. There were two general types of settlements in the Midwest during this time period. Native Americans and French Explorers and Trappers.

Native American river settlements reflected the values of the culture. There was very little permanent change to the landscape they inhabited. These cultures lived off of the land and used the river as a primary means of transportation. This was an extremely sustainable culture which had existed in more or less the same fashion for thousands of years. However, in the 1890's, all of this was changed through Federal Government Treaties which sent the Native Americans onto reservations, away from their sustainable environment.

Another resident of the Midwest in the early 1800’s were the French Explorers and Trappers. These individuals lived in a very similar manner to the Native Americans and had a great respect and understanding of their culture. Explorers and trappers followed the bearing game and migrating wild fowl throughout the Midwest (at that time the Western Frontier). They left very little permanent physical marks on the landscape, but did have a tremendous impact on the populations of muskrat and beaver in the area. These wildlife populations were saved from extinction only by a change in the fashion of the times.

Trappers and Explorers did something which had never been done before in the area, they began naming rivers, valleys, and mountains, and developed a basic economic system (Jackson, 1954). Towards the middle of the 1800’s, these transient populations began to settle in response to the growing trading industry. This began the settlement pattern of our rivers and waterways.

1840-1900 Pioneers and the River

This period saw an explosion of population and settlement in the region. The high quality land brought more and more settlers in search of their “piece of the pie,” and with them came increased environmental impacts.

Viewed ecologically, their occupation of the land was pretty indifferent to performance. Trees were gotten rid of by any means, the grasslands were overgrazed, game was hunted out. They were farmers after the Indian fashion of wood-deadening, clearing, and planting and made little and late use of plow or wagon. The impression is that they gave more heed to animal husbandry than to care of their fields or to the improvements of crops.

The mid 1800’s brought an increased demand for improvements in transportation, communication methods, and improved trade tools. Increased quality of farm machinery allowed farmers to increase their amount of cultivated land, and industries such as lumber mills, and wagon manufacturers sprang up to meet the demand for economic productivity. Other answers to these demands were the introduction of the telegraph and the development of steam power.

The introduction of the railroad in the 1850’s to the 1870’s spurred a tremendous economic development for those fortunate enough to be along the lines. This period brought the evolution of towns and cities with stockyards, shipping industries, factories, hotels, financial institutions, saloons, and gambling houses.

Along with the growth of the cities came an increase in surface runoff, erosion, and flooding which prompted the construction of levees and drainage ditches in order to control these problems (Sauer, 1977). It seems that the new settlers were in a difficult position of whether to appreciate the river for all it had to offer, while trying to control it in order to protect lives and property.
1880-1940 Industrial Cities and the River

Suddenly there was a change in the settlement patterns around the rivers across the country. New attitudes towards the environment and the economy caused speculative developers to look outside of the industrial areas for cheaper land which could be subdivided and sold. Factories were no longer limited by the river. Coal and steam generated power allowed industry to locate along the railroad lines where transportation was more readily available. This did not decrease the importance of the river to the factories however, they now used the river for a waste disposal system (Mumford, 1961).

The industrial expansion resulted in the need for bigger and better river transportation systems; as well as bigger and better warehouses to store goods. This lead to more sprawl in the industrial cities. World War I only increased the need for production, of equipment and machinery for the Department of Defense (Jackson, 1972).

All of this expansion brought about the need for two types of river modification: First, the need for flood control sparked the construction of still more levees, flood walls, and filling of flood plains. This construction resulted in increased river velocity and water levels through channelization. This in turn increased the damage downstream by the flood waters which were now too restricted. Second, there was an increased need for easy access to warehouses (Smith, 1979).

1940-Present Metropolitan City and the River

By the end of World War II, improvements in technology in transportation and housing enabled people to pursue their dreams of suburban life. What seemed to be a mass exodus from the city did not stop at the residential level. Factories and other companies began to leave the tight spaces and traffic congestion of the riverfront in order to be near the interstate highways. The result was the rapid decline in nearly every industrial riverfront. Central business districts which used to serve as the link between the commercial and industrial areas of the city began to deteriorate in the face of the suburban strip mall developments which still prosper today.

A three pronged attack upon the riverfront has been in effect ever since the deterioration of the riverfront began. Unfortunately, they have been attacking in different directions. On one hand, the developers and investors have ignored the economic possibilities of land adjacent to the river in favor of more “abundant” and cheaper land in the suburbs. Cities have attempted to bring plans for riverfront redevelopment to their residents, but these plans have been shelved due to the closed-minded belief that the riverfront only holds economic potential for industrial development, and should be reserved for that use. And Environmentalists have insisted riverfronts be returned to their original natural state, not to be tampered with by human’s historically have.

What these three groups need to do is realize each others arguments and work together to develop a solid comprehensive plan which the citizens can take hold and be proud of. Environmental quality, recreation, housing, commercial and retail services are all important aspects of the revitalization of a deteriorated downtown. City Planners have the responsibility of understanding that riverfront development is an evolutionary process. They must take the initiative to stop the abuse which we have evolved to over the past 150 years and lay the foundation for the next 150 (Smith, 1979).
HISTORY OF MISHAWAKA

"The present Mishawaka site is where it all began. It is the beginnings of Mishawaka. The site is full of history, and it is the hope for a prosperous future. What was once the "front door" and "gateway" to the city, is no longer even a backdoor. But a copse tank and an eyesore."

- Christopher Huff

ST. JOSEPH IRON WORKS - redeveloping a post-industrial downtown
In order to fully understand Mishawaka and the development environment, the past experiences of the City which have brought it to its present stage of development must be examined. The history of an area is also important as a way to help bring a development to life and make it an integral part of the context of the city as opposed to simply being something which has been forced upon a community.

The City of Mishawaka began as St. Joseph Iron Works. In 1833, Alexander M. Hard platted this first community at the location of the rapids in the great St. Joseph River. He built a factory for the manufacture of iron from the bog iron deposits found south east of the present city. In 1835, Mr. Hard completed the first dam across the St. Joseph River (which still existed in the early 1900's) just above the rapids. He also completed the first bridge across the river in 1837. In 1845, the ore deposits ran out and the business activity at the site switched to a industry, manufacturing goods such as plows and cultivators. The first plat of the Town of Mishawaka, another distinct community neighboring St. Joseph Iron Works, was in 1835. Fowler's Addition and Indiana City were subsequently platted adjacent to the first two cities in 1836. It was not until 1838 when the four separate, yet adjoining communities, were combined to form the city now known as Mishawaka.

The founding of the St. Joseph Iron Works was the beginning of what is now known as the City of Mishawaka but is also the historic basis of the activity in the city. The original iron manufacturing laid the forces in building Mishawaka as a great manufacturing center. There were numerous small manufacturing businesses in Mishawaka which grew with their founders to become nationally known for things such as the manufacture of wagons, furniture, windmills, hard woods, beer and woolen boots. All of these had dramatic effects on the City of Mishawaka but it is the manufacture of woolen boots that initiated the activity for which Mishawaka became most famous.

The Mishawaka Plant of Unironal, Inc. has had a succession of names including Mishawaka Woollen Manufacturing Co. Mishawaka Rubber & Woolen Manufacturing Co., Mishawaka Plant of United States Rubber Company, and Unironal, Inc. Early workers and townsmen often referred to the plant as "Ball-Band," or "the Belgian Shoe College."

The company started as a partnership between Martin V. Berenger and his father in which red flannel woolen cloth was manufactured. At this time most of the cloth produced was used for men's underwear and women's petticoats. The company experienced extreme financial difficulties and was near closing in 1876. The company survived the early threats to its existence and pushed forward. Eventually red flannels were no longer in great demand and other products were developed which allowed the factory to remain in business. It was in 1867 that the "All-Knit Boot" was invented by Mr. Berenger. This boot was designed to meet the market need for a warm and dry type of footwear for outdoor work. Sales of the "knit boot" were high mainly due to the fact that it filled a market need but also because no other manufacturer had this type of product. The boots were worn in combination with rubber shoes or short boots called "rubber overs." The boots were produced by the Goodyear Metallic Company until 1897. With time it was realized that the "rubber overs" could be produced much more economically if the rubber and the knit combination were both produced at the same location. It was in 1897 that the first rubber mill was built on the site. This combination of products produced an extremely profitable company which in itself prospered and greatly assisted in the early development of the City of Mishawaka.
INTRODUCTION TO THE PROJECT

“We are entering a time when our small towns are becoming valued again. The opportunity exists to recreate places here worth caring about, places of enduring quality and irreplaceable character.”

-James Howard Kunstler

ST. JOSEPH IRON WORKS
redeveloping a post-industrial downtown

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INTRODUCTION TO THE PROJECT

GROUP GOALS

Goal
Provide a vision, or a point of discussion for Mishawaka residents to take charge of the future of their downtown waterfront when the Uniroyal site actually does become available.

Goal
Create a design for Mishawaka which allows it to be a model for other communities to refer to when wishing to reclaim an industrial waterfront site.

Goal
Create a design which is not only supported by the residents of Mishawaka, but which has been directed by them through previous design input sessions.

Goal
Provide a design which enhances both the existing central business district and the 106 Union Commercial Development.

Goal
Ensure that any design elements are in keeping with the current scale and character of downtown Mishawaka.

Goal
Provide a mix of uses which brings people downtown for "24-hour" use of the development.

ST. JOSEPH IRON WORKS
REDEVELOPING A POST-INDUSTRIAL DOWNTOWN
INTRODUCTION TO THE PROJECT

Implications

We came upon a number of implications throughout the process of this project. The first of our setbacks was our inability to gain access to the site in order to do a sufficient building inventory and analysis. This was due to a lack of interest on the part of the current owners, The Jezop Group, in having us on their property. No doubt, much of the reasoning on their part is a fear of empowering the city or its citizens to consider encouraging, or even demanding, that Uniroyal relocate elsewhere in the city.

Another constraint we encountered was the inability to truly involve the community of Mishawaka in the design process. This was due to factors such as lack of time, distance, and inability to coordinate schedules among team members. Unfortunately, this limitation effectively left us to make assumptions based on the knowledge base we attained at the charrette, and in other meetings with city officials. Ideally, we would have coordinated times to return to Mishawaka for presentations of conceptual ideas. This would have allowed us to make a more informed decision about which site program was most appealing to the citizens. An intermediate meeting may have been the only step we needed to accomplish our goal of complete community interaction but we felt the decisions we eventually made were based on insufficient data gathered from the charrette to justify a conceptual final concept for the master plan.

As in any other thesis project, we found we were able to accomplish in one semester. The limited amount of time allotted for the production of thesis projects proved to be a hindrance for what we would have liked to see as the final product of this endeavor. However, as is the case with any project, there is always more which could be done in the eyes of the designer. What can be learned from this is the need for a longer time period for detailed attention to the production of undergraduate theses. In our situation, the lack of time directed us down a more conceptual path as an end product. For that reason, more attention was given to the production of sketches and three-dimensional images than to plans and elevations. It was decided that the importance of an urban design is the establishment of an overall character and feeling, rather than constructable details and plans. In most cases, the project would be phased and constructed by any number of developers. Therefore the pattern of development is more important to show than fine details.

At certain points in the process, it could be said that the team approach to design was a limiting factor. Discussions about a general topic easily became discussions about details which are not necessarily pertinent to the decisions which needed to be made at that point in time. This is not to say these discussions were not helpful in the long run, they merely served as temporary barriers to attaining the goals immediately at hand. It is safe to say that anyone interested in pursuing a group project of any magnitude should feel very confident at interpersonal relationships, be ready to both accept and welcome compromise, and allow extra time to be spent “ironing out” the compromises which are being worked out. On more than one occasion, topics which were seemingly settled and agreed upon at one meeting were completely forgotten by at least one member at a subsequent meeting. It is unclear whether this was an example of miscommunication, poor listening skills, or simply mental lapses, however, it proved to be extremely frustrating to have to re-brief half of the team about major decisions.

Another limiting factor of the group process which held up productive activity was the difference in the processes performed by each of the departments towards design problems. This is not to mention the personal biases fostered during internships and other job situations. It was noted that the architecture students did not have a firm grasp of the detail of analysis necessary to conduct a project of any scope larger than an individual building, or small complex. Many site issues have never been stressed in their education of appropriate process. For this reason, the familiarity and ability to look more contextually made the early stages of the process taken by the group easier for the landscape architecture and urban planning students. In some ways, this difference in process was welcomed by the architecture students, but not for very long. Once analysis was completed, and a few general conceptual site plans had been sketched out, it became clear that there was a feeling of spinning wheels by completing multiple site plans. The question came up as to whether looking at various development concepts was meaningful to the project, and whether everyone had to be looking at them at the same time. In other words, the ability to forget the detail was showing through.
INTRODUCTION TO THE PROJECT

For the success of any academic exercise, it is often necessary to make a series of assumptions. For the realization of the group's goals, it was necessary to make assumptions about several major issues. Those issues which were beyond the group's control included.

Site Acquisition
Given the trend of the past few decades of reduced productivity and employment, the group assumed that the property would be abandoned at some point in the future, allowing for redevelopment.

Building Condition
Due to lack of cooperation by Unroyal to allow us on the site to inspect the condition of the buildings, the group was forced to assume, for the purposes of this study, that the buildings are neither not salvageable nor historically significant. It would be the intention, however, to salvage and recycle materials from the existing complex and utilize them in the new development if this assumption was proven to be accurate at a later date.

Environmental Clean-up
The lack of information from the Unroyal Corporation concerning past production, waste disposal, and potential contaminants, prevented the group from assessing the extent of site reclamation necessary for new development. Therefore, the group assumes any necessary clean-up will be completed prior to any redevelopment on the site.

A very important assumption related to the final selection of uses for the proposed development was that they provide the best opportunity for study at the time of this project. Based on site and market analyses, discussions with city officials, community members, and the group's continuing research on mixed uses, it has been determined that the group's decision is justified.

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INTRODUCTION TO THE COMMUNITY PROCESS


"Instead of always struggling against things in your community, the correct strategy is to illuminate the issues by being participating in it."

-Robert Venturi

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INTRODUCTION TO THE COMMUNITY PROCESS

press conference

The charrette was prefaced by a press conference one week in advance. At the press conference, group members explained their intentions for the project, fielded questions from television, radio, and newspaper reporters, and publicly invited all residents to attend the public session of the meeting. The press conference resulted in numerous newspaper articles and television reports on that evening's newscasts. These articles are presented in the appendix.
INTRODUCTION TO THE COMMUNITY PROCESS

Essential to the development of this project was the design and conduction of a community wide information gathering session, or charrette. The group felt that in order to design any project of such importance to the community, the residents must be involved in the process.

The goal of the charrette was to gather as many opinions and ideas from the residents at large, as well as a select cross section of business people, local designers, financial leaders, developers, city officials, historians, children and elderly.

The morning and afternoon of the charrette were reserved for those community leaders who were invited by groups of similar interests. The final afternoon session consisted of a visit to a local elementary school where group members asked fourth grade children to draw and describe their favorite place. The group members participated as well and the session proved to be a great success.

The adult sessions during the day and evening were all conducted in the same manner. First, a test of cognitive mapping for the City of Mishawaka was administered. Participants were asked to draw, on a blank sheet of paper, a map of areas of the town which they thought should be seen by a friend who had never been to Mishawaka. They were also asked to include areas which they thought should be avoided. Participants were given five minutes to complete this task, in order to draw only instinctive memories of important areas of town. The results of this section revealed both a mix of feelings and some very consistent responses. Answers were very consistent pertaining to the importance of the historic areas in town, the downtown, central business district, the hospital, and the parks. The group recorded mixed responses to the importance, or desirability of the commercial strip development on the north side of the city known as Grape Road. Most consistent of all were the responses to the desirability of the existing use of the project site, very low.

Another task which participants were asked to do was a perception test of the boundaries of the downtown. Participants were asked to draw their impressions of the limits of "downtown Mishawaka" onto an existing street map. They were also asked to list what they envisioned for the future of the downtown, specifically for the Uniroyal property. Responses to the boundary location of downtown varied quite a bit in relative size. However, all responses included, at least, the Uniroyal property, the Four Corners and the river. Responses to visions of what the downtown should be like in the future were similar to those given on a questionnaire which had been distributed by the city a few years previously, in preparation of the city's comprehensive plan. Most residents envisioned a mix of housing, office, retail and recreational uses.

These responses are reflected in the Mishawaka 2000 Comprehensive Plan. The Citizen Advisory Committee developed a list of objectives towards various policies in the comprehensive plan. In the section on Land Use Policy, objectives are listed in categories of high, medium, and low importance. Of 19 items listed in the Land Use Policy, numbers 2, 3, and 7, all of which are listed in the high importance ranking, are:

2. Should the site become available, the Uniroyal property should be used for land use other than industrial.
3. New central residential area should be unique to the area by utilizing access to the river and the downtown.
5. Uniroyal property should be used for residential and small scale commercial uses.

A taste of items gathered and activities done at the charrette are found in Appendix E.

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INTRODUCTION TO THE COMMUNITY PROCESS

City Response

In preparation for our community charrette, we sent a letter of intent to the mayor. In our letter, we officially introduced our project to the Mayor of Mishawaka so as to familiarize him with what we were doing in his city. In addition, we outlined our plans for the upcoming charrette and invited him to attend and express his concerns (which he did).

The mayor’s office promptly returned our reply and sent a copy of Mayor Beutner’s response to each of our team members.

The only concern expressed by the mayor was that the Uniroyal Property still employs nearly 300 Mishawaka residents, and he wanted to indicate that the city wanted no part in expressing a desire for this corporation to move...thus placing those highly prized jobs in jeopardy.

A copy of one of our letters from the Honorable Robert C. Beutner can be found in the Appendix.
The group planned a meeting to present the final design solutions to the members of the community who were interested in seeing the end product of the process. A poster was produced, with the monetary support of the College of Architecture and Planning, to present to the residents and city officials. The intention of the poster was to provide a tangible product of this important interaction, and to serve as a reminder to the residents that their waterfront is a vital topic which should be discussed openly rather than forgotten. The group's intention is that the poster can be retained and continue to spark interest and discussion for years to come, thus empowering the community to take an active role in any eventual development of this site.

At the time of this writing, the poster was in the final stages of completion by the University Printing Services. A copy of the poster will be given to each of the professors involved with the team if it is so desired.

At the time of our final presentation, however, we produced a small pamphlet for those in attendance. This pamphlet, although ultimately no comparison to the poster, served as a trial run for what the poster would become. A copy of the pamphlet can be found in the Appendix.
DESIGN GOALS AND OBJECTIVES

“Americans have been living car-centered lives for so long now, that the collective memory of what used to make a landscape of a overscape, or even a suburb, basically remaining, has nearly been erased.”

-Jane Jacobs
DESIGN GOALS AND OBJECTIVES

Goal
Connect the Downtown with the riverfront and its future riverwalk plan (see Truver Group’s Riverfront Plan).

Objectives
Provide clear connections through the downtown central business district via consistent sidewalk pavement materials and streetscape elements.

Connect existing retail with the proposed retail and plaza space by providing a break through the buildings on the corner of First St. and Main St.

Within the proposed development, provide clear connections to the new river front amenities.

Allow the entire riverfront to remain publicly accessible.

Use the Mishawaka River Plan as an existing condition which all riverwalk proposals easily connect to.
DESIGN GOALS AND OBJECTIVES

goal
Add mixed-use development utilizing the riverfront, downtown, and easy access through both public and private transportation.

objectives
Provide residential, entertainment, retail, office, social, and recreational amenities within the proposed development.

Provide adequate parking to service private automobiles during peak use periods.

Relocate the Mishawaka Transfer Station for TRANSPO within the proposed development, but near the downtown, to serve both areas for residents who either must use or prefer to use public transportation.

Retain the clear hierarchy inherent in the grid system of street layout, utilizing the north/south axes towards the river as clear visual connections.

Provide a system of pedestrian linkages through and between the site and downtown both on the streetscape and on greenway systems.

Goal
Provide uses which promote "24 Hour" use of the downtown through the introduction of an entertainment district with late night shops, cafes, and pubs (all of which shall support the soon to be remodeled Tivoli Theater for cinema use).

Objectives
Locate new development close enough to the existing Main Street shops and storefronts to make interaction between existing and new establishments clear and easy for users.

Provide adequate parking through the use of existing parking lots, especially those which are only used during the day for office use (i.e. Liberty Mutual Insurance).

Include uses which are not currently available in downtown Mishawaka, such as night clubs, dinner clubs, small scale theater and other cultural events.
**Goal**

Provide an area for local festivals and gatherings which support the liveliness of the downtown. Festivals occurring downtown help to instill pride in the community and allow residents to use the downtown as the inherently social space it was created as.

**Objectives**

Play off of the idea of the Italian Piazza, or the American Village Square as a community social space made up of one large gathering space supported by several smaller spaces in the immediate area. All of these spaces should be connected by pedestrian pathways, preferably along retail frontage.

Traffic may be redirected during festival events, confining gathering activities to the Main St. area and into the proposed development.

Program new festivals into the uses of the proposed development to increase community use of the downtown (i.e. Farmers Market Days on Wednesdays and Saturdays of each week).

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**Goal**

Provide a new location for the Mishawaka TRANSPO transfer station to serve both the downtown and the new development.

**Objectives**

Create a new parking structure on what is currently the surface parking lot of Liberty Mutual Insurance which would house the new transfer station and parking for both the general public and Liberty Mutual.

This new structure would be designed in the character of the ware house aesthetic and would appear as a typical building facade from the exterior to decrease the amount of visual impact which typically occurs with parking structures.

The proposed station would include two more bays for buses than exist at the current transfer station.

The new station would provide a direct, fully accessible link to all uses in the proposed retail, social, and residential development.

Location of the new station would easily serve both the existing downtown, and any new development in the area for anyone who is unable to drive their own car to the site. It also would promote use of the public transportation network because of its location directly at the doorstep of the downtown and the new development.
According to Mayor Robert C. Behr, "Mishawaka took great strides during the 1980s toward becoming the hub of Michiana" (Kurowski, 1993, p. 82). Michiana is generally considered the north central section of Indiana and the south western portion of the lower peninsula of Michigan. The area includes the Indiana cities of South Bend, Mishawaka, and Elkhart and the Michigan city of Niles. A number of smaller cities are also included on both sides of the state line. Michiana was originally the creation of television station marketing departments but has evolved into an area in excess of 300,000 people. Mishawaka is fortunate to be in the geographic center of this population base.

There are two main reasons why the Michiana area has become a success story over the past ten to twelve years. First of all the area is centrally located in a larger regional area. Very good access is provided to Chicago and Detroit, a two and a three and a half hour drive respectively. Adequate access is also provided to Indianapolis. Indianapolis is about two and a half hours away via U.S. 31. This centrality of its location allows the Michiana area to serve businesses in all of these major metropolitan areas in less than a one day travel time. Another reason for the success of the area is that it is the center of a smaller regional area of influence. The Michiana area is just far enough away from Chicago (approximately 90 miles) that it can serve all of its own media needs. The area is also far enough away from another major center that it could serve a large hinterland. The Michiana area of dominant influence (ADI) as defined by the South Bend Tribune serves approximately 220,000 people. This area is defined by the Indiana counties of St. Joseph, Elkhart, Fulton, Kosciusko, LaGrange, Marshall, Pulaski, Starke, and the Michigan counties of Berrien and Cass. The metropolitan center of this area is Mishawaka and thus Michiana assists in providing many of the retail, office, and some of the government services for this area. This provides the Michiana area with additional economic opportunities.
DESIGN GOALS AND OBJECTIVES

perceived environment

Economic Base
The Michiana area originally developed through heavy industry. Similar to the City of Mishawaka, the City of South Bend had an economy based on manufacturing. Although the largest employer, Studebaker, closed down many years ago, the South Bend, as well as the Elkhart and Niles, area continue to support a large manufacturing base. Companies such as I/N Tek (steel production), Holiday Rambler (motorhomes) and a variety of other manufacturers continue the local tradition. The economy is much different today than it was twenty years ago, though. The economy has become much more diversified. Where a few years ago a small number of very large employers supported much of the population, today the population is supported through a much wider variety of businesses.

In 1970, there was an average of one business for every 20 persons in the workforce. Today the ratio is closer to one business for every 17 employees. This shift has been extremely beneficial for the area. The economy has been able to withstand the more recent national recessions with minimal damage. During the recession experienced across the country in the early 1990's when the national unemployment rate rose to over seven percent the local unemployment rate maintained closer to five percent. The diversification of the local economy has brought stable employment opportunities to the forefront of the employment base.

The largest employer in the Michiana area is the University of Notre Dame (Mayer, 1994, p. 12). Notre Dame is known nationally for its athletic teams but is known equally well in the Michiana area because of the fact that it employs in excess of 3,600 persons. This amounts to over $128 million in salaries and fringe benefits for the employees. In addition to the University of Notre Dame there are five other major higher educational facilities in the Michiana area. Indiana University at South Bend is the largest Indiana University campus outside the main campus in Bloomington. St. Mary's College is an auxiliary school to Notre Dame originally developed at a time when Notre Dame's enrollment was limited to males. Today St. Mary's enrolls 2,000 students. Similarly, Holy Cross Junior College is not large but does impact the area with an enrollment of around 700. The Indiana Vocational Technical School is also experiencing growth and plans for a new campus to be built in South Bend in the next five years.

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Boehl College in Mishawaka has received national attention in the recent years through its premier NAIA basketball teams but holds an equally prestigious position for its academics.

Altogether higher education is one of the major economic forces in the Michiana area employing in excess of 10,000 people and introducing over $400 million into the local economy (Mayer, 1994). This is an excellent economic base to have because of the consistency experienced with higher education. Even through rough economic times it is unlikely that there will be a serious downturn in the enrollment at the area schools. This makes the local economy more resilient to recessions.

A second major economic force in the Michiana area is the health care industry. In South Bend there are two large hospitals, St. Joseph South Bend and Memorial Hospital. In Mishawaka there is St. Joseph Hospital of Mishawaka. Elkhart has Elkhart General Hospital, and Niles has Niles Community Hospital. In addition to these large hospitals there are a number of smaller hospitals and health care facilities. Altogether St. Joseph County has 4.6 percent of its workforce employed in the health services industry. Compare this to 3.8 percent for the state and it reveals that St. Joseph County has a considerably higher percentage of employment in health services. This leads to the conclusion that the service area for health services in St. Joseph County is rather large and the increase over the past few years reveals that the industry is strong and growing.

The other major economic force in the Michiana area is not really a single force at all but the combination of industries. As was mentioned earlier the area continues its strong history of manufacturing through a number of smaller companies (as compared to twenty-five years ago). The percentage of the workforce employed in manufacturing in St. Joseph and Elkhart Counties is over 24 percent. This is considerably higher than the state average which is slightly less than 24 percent. There are still a handful of large employers, mostly in Elkhart County, but manufacturing jobs are generally found in smaller companies. These companies serve a variety of different industries and thus a recession or slump in one industry will not result in as severe a local impact as it would if all the companies were involved in the same industry.

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Mishawaka
The City of Mishawaka has experienced rapid growth in many sectors over the past decade. The economic activity in Mishawaka has seen a dramatic shift from an industrial base to a service sector base. Within the past thirty years several of the largest industrial employers either closed, relocated or sharply downsized causing Mishawaka to begin its transformation. The list of employers includes Uniroyal Plastics, once employing as many as 12,000 people, but down to only 260 workers now. Wheelabrator Corporation moved its entire operation in Georgia. Employment at the Allied Signal Aerospace Division is down to only 150 and Reliance Electric employs about 500 people now, compared with its previous peak of 1,500 workers. Other industrial employers in and near Mishawaka are AM General Inc., manufacturer of the Hummer military vehicle, the Diagnostics Division of Miles Inc., and Nylocoat Inc., subsidiary of the Elkhart-based Excel Industries Inc., an auto parts supplier (Kurkowski, 1993, p. 87). Despite this limited industrial base the Mishawaka economy has shifted so that it is now based upon the service industry and more specifically retail sales.

The early 1970's revealed the first signs of the transformation to a retail service based economy. The Town & Country retail corridor opened in the early 1970's and created the area's first automobile-friendly retail district. This corridor still exists today but not to the grandeur it first opened to.

By the late 1970's a decision by the Edward J. DeBartolo Corporation of Youngstown, Ohio positioned northern Mishawaka for the explosive growth that is evident today. The company chose the far north end of Mishawaka as the site of its University Park Mall. The mall opened in late 1979 and has now grown into what is referred to as the Grape Road retail corridor. The spin-off developments are still springing up resulting in the continued growth of the area. This corridor is now responsible for 76 percent of the retail sales in St. Joseph County (Kurkowski, 1993, p. 87).
DESIGN GOALS AND OBJECTIVES

Since the opening of the mall in the late 1970's Cressy and Everett Commercial Company Inc. of Mishawaka has worked to develop an executive corporate and professional office development. The development is commonly known as Edison Lakes and is located between University Park Mall and downtown Mishawaka. In addition to a first-class suburban office park, the development includes retail, entertainment, and a variety of residential opportunities. In 1992, the development landed its first large corporate headquarters when National Steel Corporation opened its new corporate headquarters in Edison Lakes. National Steel moved its corporate headquarters from Pittsburgh and now employs over 400 people at the Mishawaka location. The average salary of headquarters office personnel is approximately $50,000.

The creation of the Grape Road retail corridor and Edison Lakes on the northern edge of the city has created what some consider two separate cities. The other part of the city is the older, yet stable, central business district and the residential neighborhoods which make up much of the city. The conversion of Mishawaka into a regional retail center helped the community get through a difficult period when its large industrial base fell apart.

Development is now beginning on the far southern edge of the city. Construction began over fifteen years ago on the U.S. 20 bypass. The bypass was designed to run from Interstate 94 north of Niles, Michigan, south around the west side of South Bend, then turning east and running along the southern edge of the cities of South Bend, Mishawaka, and Elkhart. Construction of the final phase of the Indiana portion of the limited access highway was completed in 1993. This new transportation route along the southern edge of Mishawaka has spurred growth. A number of housing developments have been appearing on the south side of Mishawaka and construction is nearly complete on a Meijer superstore. The south side of the city is projected to be the next big growth area of Mishawaka.
DESIGN GOALS AND OBJECTIVES

perceived environment

There are a few hindrances to growth on the south side of Mishawaka though the residents of the area are not as welcoming to development and appear to try harder to limit rezonings in the area. In addition, the land characteristics are not as conducive to development as northern Mishawaka. The greatest limitation is in the soils. The soils in northern Mishawaka are sand based making development and construction easier than on the clay soils south of the city. Development will undoubtedly continue south of Mishawaka but it is unlikely that it will reach the critical mass the areas north of the city have achieved.

Another area experiencing growth over the past ten years and likely to see more growth in the near future is the eastern edge of the city. In the mid-1980’s an exit to the Indiana Toll Road (Interstate 80/90) was opened on the north east side of Mishawaka. Presently there is not a direct route from the exit to the City of Mishawaka and there are plans to develop one. The Capital Avenue extension is proposed to be a limited access four lane road extending from the U.S. 20 Bypass in the south to the Mishawaka exit of the Indiana Toll Road. Once completed this thoroughfare will open up the east side of Mishawaka to a large amount of development. It is anticipated this development will be mixed use, ranging from residential to commercial to industrial.

The City of Mishawaka has experienced enormous changes over the past twenty years. The city has evolved from a town focused on manufacturing as its main source of employment to a city of extreme diversity. Today there are three major forces affecting the type and location of development within the city. First, is the northern development of the Gage Road retail corridor and Edinburg Lakes. These two developments are presently the heart and soul of the City of Mishawaka and will undoubtedly continue to lead the city for the foreseeable future. Limited development is beginning on the south side of the city suited by the opening of the U.S. 20 Bypass. This area will most likely see continued development in the future but it is unlikely that it will attain the same stature and size as the northern part of the city. Other future locations for development will most likely be on the east side of the city, fueled by the completion of the Capital Avenue extension. This area will also see a fair amount of development in the future but it will likely be more industrial and warehousing development. Overall the city should continue to see prosperity and offer many opportunities for developers.

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The Unimac Property site is located in the City of Mishawaka. Mishawaka is located in north central Indiana adjacent to the larger South Bend metropolitan area. The location is approximately 50 miles east of Chicago, Illinois and 130 miles north of Indianapolis, Indiana.

U.S. 31 is the major route leading north-south near the site. U.S. 31 is the major connection with Indianapolis to the south. It then continues south beyond the Indiana capitol. To the north, U.S. 31 continues to St. Joseph, Michigan. The closest major east-west route is Interstate 90/96, the Indiana Toll Road. This route leads west to Chicago and east through Toledo and Cleveland, Ohio. Other major nearby highways include Interstate 94. Interstate 94 is located approximately 40 miles north of Mishawaka and leads from Detroit, Michigan to Chicago, Illinois (and continues past each). Approximately 30 miles south of Mishawaka is U.S. 30. This route is a direct east-west route from Fort Wayne, Indiana to near Chicago, Illinois. Interstate 69 is a north-south route approximately 70 miles east of Mishawaka leading from Indianapolis to near Detroit, Michigan. Interstate 65 is a north-south route approximately 60 miles west of Mishawaka which connects Indianapolis with Chicago. Approximate travel times to nearby metropolitan areas is given in the following table.

<table>
<thead>
<tr>
<th>Location</th>
<th>Travel Time</th>
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<tbody>
<tr>
<td>Indianapolis, IN</td>
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</tr>
<tr>
<td>Fort Wayne, IN</td>
<td>2 hours</td>
</tr>
<tr>
<td>Chicago, IL</td>
<td>1 3/4 hours</td>
</tr>
<tr>
<td>Detroit, MI</td>
<td>3 1/2 hours</td>
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<td>Grand Rapids, MI</td>
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<td>Toledo, OH</td>
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<td>Cleveland, OH</td>
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<td>Cincinnati, OH</td>
<td>5 1/2 hours</td>
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Major highways make transportation into and out of the Mishawaka area relatively easy. These major transportation routes have defined the development pattern for the area. Most development in north central Indiana occurs east-west revealing the impact of the Indiana Toll Road. Direct access north-south is less convenient because U.S. 31 is not limited access. More development is beginning to occur north and south with the opening of the U.S 20 bypass described in Chapter II.

The climate of north central Indiana is considered a humid cold climate. This type of climate is characterized by very cold winters and relatively cool summers (Blij & Muller, 1991, p. 15). Total precipitation is generally not very high in this climate type but the Mishawaka area received slightly more precipitation due to the lake effect weather experienced in the winter from Lake Michigan. North central Indiana and southwestern lower Michigan receive what is considered lake effect snow. Lake effect snow causes this area to receive considerably more precipitation than nearby areas.
The Uniroyal Property is located in the Central Business District of the City of Mishawaka. Mishawaka's Central Business District consists of approximately 35 city blocks. This size is a relatively small central business district for a city of over 40,000 people (Huff, 1994). The main reason for the central business district remaining so compact is the relative location of South Bend and the variety of services offered there.

The central business district of Mishawaka is not as strong economically as it was in the past but the business mix and the quality of buildings are good. The main intersection of the central business district is at the corner of Main Street and Lincolnway Avenue. The most dominating feature at this intersection is the Liberty Mutual Insurance Building. This building was built circa 1985 and houses the main offices of the insurance company of the same name. This intersection is locally referred to as the Four Corners.

The northeast corner of the intersection of Main Street and Lincolnway consists of a small cluster of buildings containing a variety of businesses. There is a restaurant, a flower shop, a boutique, and an antique dealer. This area has seen a variety of businesses come and go over the past several years. One of the main features of downtown Mishawaka is located on the south east corner of Main Street and Lincolnway. It is here that First Source Bank has a downtown Mishawaka branch. This site was originally used as a hotel but has been the site of a financial institution for many years. The south west corner of the intersection contains one of the more prominent historical buildings in the area. The Phoenix Building presently contains a small restaurant on the first floor but is otherwise vacant. This building is architecturally significant. A variety of individuals have attempted to restore the building but little has been accomplished. The corner of Main Street and Lincolnway Avenue is the main intersection within downtown. It is also the only location in which a traditional Midwestern central business district can be found in the city.

The rerouting of Main Street has been a major cause of the decline of the central business district. During the early 1980's Main Street immediately north of the bridge over the St. Joseph River was altered allowing it to meet up directly with Church St. This was an important connection for the city to make because it allowed traffic to be easily routed through the new underpass for the Conrail railroad intersection south of the central business district. This improvement in traffic flow has hampered the retail businesses on North Main Street, though Doc Pierce's Restaurant and Ed's Collectibles are the only constant service businesses located between the curve and Lincolnway on Main Street. Other than these businesses, the area consists of a few vacant stores, a few underused structures, and a deteriorating artifact of the most recognizable building in Mishawaka, the Tivoli Theatre. The Tivoli Theatre has sat vacant for the past seven years and was slated for demolition about three years ago. Today the building may have the possibility of a bright future. A developer is in the process of buying the building with plans to renovate it to house a movie and production theatre. These plans are not definite but it appears that this historically significant building will be saved. Behind the theatre and across Church Street to the northeast is the location of the new city police station. The police station should be completed in late-1995 or early-1996.

Along Main Street north of Lincolnway is a newer more specialized portion of downtown. The first block contains a variety of businesses including a dress store, a travel center, a camera store, a business center, and an advertising agency. The next block contains the medical portion of downtown. This two block area contains a medical arts center, a pharmacy, and St. Joseph Hospital of Mishawaka. This area of the downtown contains most of the newer development. In addition, the hospital is in the process of planning for expansion. Across the street from the hospital is the Mishawaka Post Office, Bonnie Don's Ice Cream, and the Mishawaka transfer station of the area's bus line. TRANSPO (TRANSPO is discussed in the transportation section of this chapter). This transfer station is understood due to the fact that it is isolated between the ice cream plant and the underpass making it hidden from obvious view. The southern section of downtown appears to be more constant and in better condition that the area north of Lincolnway Avenue.
DESIGN GOALS AND OBJECTIVES

neighborhood context

Lincolnway Avenue, west of Main Street, consists of a variety of businesses but is dominated by the Liberty Mutual Insurance Building. Liberty Mutual Insurance occupies the first two blocks west of Main Street on the south side of Lincolnway. The north side of Lincolnway contains a tanning salon, a variety of offices, a fencing school, a health center, the Mishawaka offices of the South Bend Tribune, and the Mishawaka offices of St. Joseph County. In addition, this area contains vacant areas. Overall this area is in fair condition with the buildings ranging from the historic Phoenix Building to the newer county office building, circa 1980.

The area east of Main Street on Lincolnway offers the most interesting buildings and more stable businesses. The long-standing Wills Jewelry Store is a staple in the area along with the bakery. In addition, this area offers a sporting goods store, a books and office store, business machines, and further east, the Mishawaka Public Library and another local bank. Still further east a number of houses have been converted into offices or retail space. Presently work is being done on the former YMCA building. This structure is being remodeled to house the Mishawaka Athletic Club. The area of Lincolnway East offer the best impressions of Mishawaka as a small, stable central business district with a transition to residential neighborhoods.

The central business district of Mishawaka has maintained a certain amount of life. The area has had to compete directly with the retail growth less than two miles north in the Grape Road retail corridor and has thus been forced to find a niche for itself. The Mishawaka Business Association, a group of area merchants, is in the process of hiring an executive director to assist in marketing and promoting the downtown for growth. The two largest assets the downtown has are the Liberty Mutual Insurance Building and St. Joseph’s Hospital which together bring several hundred people downtown each day.

The area surrounding the Central Business District consists mostly of residential neighborhoods. East of downtown is Merrifield Park neighborhood. This neighborhood contains many of the larger, more historic houses of the city. North of the Central Business District are two neighborhoods, Mary Phillips and Central Park. These neighborhoods consist mostly of single-family working class homes.

There are also a variety of small businesses clustered around the intersection of Main Street and Mishawaka Avenue. Some of these businesses have closed leaving the buildings which once housed them vacant and in need of redevelopment.

The two neighborhoods south of the central business district, Southside and Dodge, offer extreme contrasts. Southside neighborhood consists almost entirely of single-family homes and support services such as bakeries and restaurants. The only other uses in Southside are located along the Central tracks where several small business are still maintained. Dodge neighborhood, on the other hand, consists almost entirely of the area formerly occupied by Dodge manufacturing. Today this area contains a variety of smaller manufacturing businesses and very little residential.

The neighborhood west of the Central Business District offers the greatest variety within itself. Lincoln Park neighborhood contains the 100 Center, Lincoln Park, residential areas, the waste water treatment plant, and a variety of retail and service oriented businesses. The 100 Center is a mixed-use adaptive reuse project. The property and buildings originally housed the Karons Brewing Company. In the 1970's this area was redeveloped into specialty retail, restaurants, high density housing, and open space on Kanawa Island. This development has been through difficult financial times over the past ten years but is in the process of rebounding. Some of the houses in this neighborhood are in poorer condition than other areas surrounding the central business district. Within the residential area is also located the old Mishawaka Carnegie Library. Presently this structure is in a state of decay but has still offer opportunities for reuse. Lincoln Park contains an athletic field, a boat launch, and a variety of playground equipment. Adjacent to the park is the Mishawaka Waste Water Treatment Plant. The plant has recently been renovated and upgraded. The retail found in Lincoln Park neighborhood is mostly located on Lincolnway West. This retail consists of a mix of small commercial businesses and office space.

In summary it appears the neighborhoods around the central business district mimic the CBD. Much like the CBD the neighborhoods have been relatively constant over the years but there are a number of areas which have seen better days in the past and will undoubtedly see better days in the future.
The Uniroyal property consists of 43 acres of land. The site presently contains the operations of the Uniroyal Plastics Company. In the past this site has been the location of numerous companies. The entire site is presently covered with either structures or impervious surfaces. The site itself, as defined by this project, is bounded by the south by the St. Joseph River, on the north by First Street, on the west by West Street and on the east by Main Street. In addition this study addresses the power plant island east of Main Street.

The single largest obstacle faced in addressing this project was doing a thorough site analysis. The property is presently owned by Unimodal Technologies, a subsidiary of The Itep Group. This company filed for bankruptcy in 1991 and has caused a tremendous amount of problems for the City of Mishawaka since that time. No access has been gained to the site for purposes of conducting a site inventory. This has resulted in all site analysis being done from the surrounding streets, from across the St. Joseph River and from peering through fences.

According to a 1987 survey (Cote Associate, 1987) there is in excess of fifty buildings on the site. From the street it is almost impossible to identify all of these buildings because many of them are enclosed in common facades or are additions to buildings. The survey, however, identifies each individual building. There are five easily identified clusters of buildings.

The first cluster consists of the buildings east of Main Street. The power plant, located on what appears to be a peninsula but is in actuality an island, is the most easily identifiable building on the site. This building includes a five story building, a smoke stack in excess of 200 feet tall, an elevator used to transport coal, and a 35-foot sign depicting the Uniroyal name and logo. This series of structures is visible up to four miles south of the city. Also east of Main Street but south of the Old Mill Race is a two story warehouse building. This building has been vacated for many years but appears to be structurally sound and may offer opportunities for adaptive reuse.

The turret building, located on the north side of Front Street west of Main Street, has become a recognized building by local citizens. This is a brick building with a turret located on the south east corner. It is one of the most visible locations on the site and appears to offer some opportunity for adaptive reuse. Across the street to the east is located the Mishawaka Immigrants Sculpture. This sculpture was dedicated in 1993 to the working class of immigrants who have settled in Mishawaka.

The second largest and most visually imposing group of buildings is located on the southern portion of the site. From the ground it appears as though this is a single structure. This is an illusion created by a common, false facade. This facade was added in the 1960s as a aesthetic treatment for the buildings. This group of buildings was not accessible but outward deterioration was visible. Portions of the facade were beginning to break away and windows into the buildings through the loading dock revealed that the interior was not in very good condition either. Conversations with various individuals reported that this building is not in very good condition and probably offers very little opportunity for adaptive reuse.

The largest cluster of buildings is located between the St. Joseph River and the southern portion. This group of buildings extends from Main Street west past Hill Street extended. This group of buildings have created the biggest obstacle for the site analysis. Of all the buildings on the site it would be these which would offer historically significant buildings because they are the oldest. The problem is that the city views of most of these buildings came from across the river. Conversations with people who have toured these buildings or have worked there in the past reveal that most of these buildings would probably offer little opportunity for adaptive reuse. The worst of the buildings are located closest to Main Street. Supposedly many of these buildings are in the process of being torn down and many of them are completely vacated. The buildings to the west contain most of the present production activity. For the most part this cluster of buildings remain a mystery. Any assumptions made by the design team regarding these structures are done based on design criteria and not on analysis.

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redeveloping a post-industrial downtown

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DESIGN GOALS AND OBJECTIVES

site inventory

The final group of buildings is located on the far western edge of the site. This group of buildings is the location of most of the warehousing operations. Very little is known about this group of buildings. There does not appear to be anything significant about these structures architecturally or historically and it is unlikely that there would be any reasons for their reuse.

South of Front Street most of the land is used for parking. Historic pictures show this lot full but with the small number of employees presently working at the Uninoyal Facility, most of this area is in the process of becoming overgrown with weeds. The southern edges of each of these three blocks contain some structures. It was determined, however, that this area should be included in the study because it is important for creating a link with the existing downtown.

The natural features of the site are relatively insignificant because of the amount and history of development in this area. The topography of the area appears to drop approximately fifteen feet from Larchlawn Avenue to the river's edge. This drop is gradual and therefore relatively insignificant when assessing development options. The only open, green space on the site is located on the eastern peninsula. This area was not accessible for analysis but does not appear to contain any features which would be of vital importance.

The most obvious natural feature of the site is the St. Joseph River and the Old Mill Race. The St. Joseph River flows from east to west. It is fed mainly through ground water and is therefore relatively resistant to sever flooding. Water from the river is eventually deposited into Lake Michigan. The river immediately adjacent to the site is not conducive to boating. The far eastern edge of the site is the location of a dam originally used for power generation. The dam was located at this site because of the drop in the river, thus the area immediately west of the dam contains rapids though they are not large and can be navigated. West of the Main Street bridge the river's edge is dominated by buildings. For much of this stretch the buildings actually cantilever over the river. Further down the river closer to Kamm Island the natural edge of the river again becomes visible.

What appears to be a peninsula now is in actuality an island. This island is defined by the St. Joseph River and the Old Mill Race. This race now only runs to the Main Street bridge. Once it reaches the bridge it continues west through culverts under the buildings on the site. This race is interesting because it offers the expansion of the amount of waterfrontage on the site by simply opening up the portion which has been covered over.

The final important natural element of the site is its environmental condition. Due to the fact that the site has contained industrial activities for over a century and a half it is probable that there has been a large amount of chemicals or heavy metals released. There have not been any environmental assessments done up until this point and it is unknown what chemicals may still be stored in the buildings. There are, however, far fewer drums stored outside the building than there were ten years ago. This problem will undoubtedly create the biggest problem once a feasibility study is undertaken. This is a problem which will have to be addressed by the owners of Uninoyal, the City of Mishawaka, and most likely the Environmental Protection Agency. If a resolution can be found which will identify the contamination and take the necessary steps to address the problem the Uninoyal Property will undoubtedly become prime development property. Until that time this problem creates a nearly insurmountable obstacle.
DESIGN GOALS AND OBJECTIVES

In response to the community charrette results, as well as personal interviews with other city officials and community leaders, the group developed a "wish list" of potential uses for the site. It was obvious that every use could not be combined into a site this size, but without a clear knowledge of the best mix, it was important to list all opportunities and weed out the least desirable mixes from there. The "wish list" is as follows.
DESIGN GOALS AND OBJECTIVES

Residential
Provide a mix of housing opportunities for residents of Mishawaka ranging from single family detached to varieties of multi-family. A special focus should be placed on creating housing for those people who aren't currently catered to in today's housing markets, including single parent families, empty nesters, college-aged or elderly individuals. Location of housing should also vary widely from totally private to mixed with retail and socio-cultural buildings.

Retail
Provide a retail development which does not outweigh the current downtown shopping district, but rather, extends the downtown into the site. The focus should be on creating a village atmosphere, with residences immediately surrounding the retail areas to provide an instant economic base. Businesses which should be encouraged to lease or purchase space will be handcrafted item shops, boutiques, studios which create their own products while shoppers watch, etc. The intention is that this retail market will find its own niche in light of the current development in the Grape Road area of Mishawaka. These services are what people come downtown for currently.

Entertainment
To increase interest in the downtown it is important to provide an evening draw to the area which currently does not exist. This should be done by providing pubs, restaurants, comedy clubs, a small theater and socio-cultural center. In addition an evening Farmer's Market could be created to induce a weekly "mini-festival" occurrence.

Sports/Wellness
It was the belief of the design team that whenever an influx of residents, visitors, and employees is created, it is important to offer them wellness facilities nearby. This fitness center should be located in close proximity to the residential, office and hotel spaces on the site and would include a variety of exercise and recreational opportunities.

Nature Center
When a natural feature exists in a downtown area it is important to utilize it for its natural beauty and ability to teach residents about nature and the natural history of the area in which they live. The Kanki's Island and immediate open space to the south of it should be used for this purpose. It would provide the opportunity for both schools and residents to demonstrate how important nature is, even downtown.

Childcare
In order to serve both current and potential residents, a childcare center should be provided as a part of the socio-cultural center. This would prevent the need to drive back out of town for residents to drop off their children for the day. Instead, it would be just a few steps away.
DESIGN GOALS AND OBJECTIVES

Transportation
It is crucial that residents of Mishawaka and South Bend who are too far away to walk to the new development, be able to ride the existing public transportation system into the downtown. A transfer station would be created to have a central stop at the new development which can serve both it and the downtown. In addition, a trolley line could be added to service the downtown area as an easy alternative to walking and for those who are unable to walk long distances. Part of this building could be an adaptively reused building on site.

Office Space
Limited office space should be available in the new development. The intention is not to take away from the newly developed Edison Lakes Corporate Park. Rather, the group intended to draw from the increasing numbers of individuals who either work for themselves or out of their home. By this, they expected that many small businesses, and people who are interested in living in an elegant setting where they can live above their workplace, would be attracted to the development.

Parking
In any new development parking is an important issue. The group’s intention was to create parking only where it is absolutely necessary. In all other cases, existing land uses which are compatible for shared parking rights should be encouraged to do so. In short, offices whose parking lots are open at night would be encouraged to share expenses for upkeep with the pubs and restaurants who could use them in the evening. This partnership would minimize the amount of paved land in the downtown and help to keep it beautiful.

Water
A variety of activities should be provided through the use of water on the site. The first intention was to re-create and re-route the river into the site in order to use it for an “inner waterfront.” This would allow the use of the actual river to be a natural element again. Uses which could interact with the water would be: the proposed amphitheater, boat landing for riverboat cruises (possibly riverboat gambling), the core of the mixed-use development (retail, office, hotel, sociocultural center, residential, nature center).

Light Industrial/History of Industry Museum
Our intention was to maximize the historical value of the site by providing a place to view both current and past industrial practices. This could be done by selecting an industry use which, by a careful partnership, would agree to operate in the most environmentally sensitive manner. This industry would also agree to have visitors tour their plant, either actively (in the midst of operation), or passively (through viewing areas). The rich historical data of Mishawaka and South Bend would be presented in a museum style setting in the attached portion of the same industrial building. This building could probably be placed in an adaptively reused building on the site.

Hotel
In order to bring even more life to the downtown, a small scale hotel or inn could be created to serve any tourists, business travelers, or residents of the city itself. This inn would have a direct relation to the mixed-use core of the site to throw another type of action into the development, thereby maintaining a lively downtown. This use could likely take place in an adaptively reused building on the site.
DESIGN GOALS AND OBJECTIVES

**Site Program**

Assessment of needs and potentials

Once the "wish list" of programmatic elements had been developed, it was necessary to conduct an assessment of the needs and potentials of the site. This step was taken to compare the actual needs of the area with the proposed uses. By analyzing the site in this manner, program elements can be placed in the most appropriate location in relation to the existing liabilities and amenities. The major areas which offered potential or need for attention are listed below.

**Main Street**

The section of Main St. between Lincolnway and 331 is in need of economic stimulation. As was mentioned previously, the cause of the stagnation in this area has been the re-routing of traffic onto Church St. One way this area could gain from new development would be to have the proposed retail areas directly connected to the existing retail areas. The city could also help this area by offering incentives for businesses to revitalize their building, and to develop second and third floors for residential use.

**Buildings**

It was previously stated that only a few of the buildings on the site were determined to hold value for adaptive re-use. These buildings should be noted as holding good potential for any development near the site.

**Carnegie Library**

Although it is not on the site, the historic Carnegie Library could hold great potential for redevelopment as a hotel, restaurant, or other use.

**Circulation**

Both vehicular and pedestrian circulation need clarification on and around the site. Cars do not experience a defined sense of entry to the downtown when approaching from the north. This circulation problem should be corrected by streetscape improvements and realignment of the intersection of Main St. and 331. People are currently not provided for in terms of streetscape amenities or noise. It would be very important to make any entry to new development consistent with the pedestrian.

**St. Joseph Iron Works**

Redevelopment of post-industrial downtown

**Residential Rehabilitation**

In order to be sensitive to the needs of residents of existing neighborhoods surrounding the site, the city should provide incentive for owners to rehabilitate their homes. This would allow the new development in the area to include more than just those who can afford to move into the new residential units.

**Views**

It became very clear that the views provided by the existing city grid should be maintained in the new design. Other views which should be considered were: from Bantell Park, from the Main St. Bridge, from all streets perpendicular to Lincolnway, and along the river's edge on both sides.

**Parking**

Any new development in the downtown would have to offer parking to supplement increased traffic. The surface parking lot of the Liberty Mutual Insurance Co. could be re-used to hold a parking structure, if all parking cannot be provided for by reorganization of existing lots.

**Riverfront**

Probably the greatest need and potential for the site was the edge of the St. Joseph River. This edge, particularly on the south bank, should be made public. The greatest value of the river is its potential for recreational, residential, commercial, and social uses. The river should be utilized for its linking ability both within and between communities. A continuous riverwalk system could offer the potential for increased interaction for the entire area, and any new development could serve as an example for other spaces along this corridor.
DESIGN GOALS AND OBJECTIVES

Assessment of Needs and Potential

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redeveloping a post-industrial downtown
DESIGN DEVELOPMENT

"It's such a silly bugger, should dig instead?"

-Ian McEwan
**Design Development**

**Account of Process**

The design development process began with discussion about the issues surrounding the site. After numerous site visits, and meetings with Chris Huff, planner for the city of Mishawaka, we developed ideas of how we might approach the site for development. Efforts to gain access to the site were denied, forcing the group to make assumptions about the condition of the buildings. These assumptions can be found in detail in the section entitled "Goals and Assumptions." The condition of existing infrastructure was also discussed and guidelines surrounding the reuse of existing elements were established. Other conclusions about the site, its amenities, and its connection to curving elements (the site's proximity and relationship to recent suburban developments) were noted. Before Christmas, the group had made a list of activities that would take place before our planned charrette. This included the preparation for the charrette and the construction of a site model. The charrette was planned and held in January. A description of this event is further documented in the section entitled "Introduction to the Community Process."

Before initiating conversation about potential concepts for the site, following the ideas of one charrette member, we decided to provide an example of how the site might be influenced by a large retail establishment.

**Concepts**

A series of group discussions followed the charrette and focused on the possibilities of the site, including program elements and major uses. Four schemes were developed which were not entirely different in nature but included the manipulation, addition, and subtraction of certain program elements. In fact, it was determined that each scheme could be manipulated to incorporate different elements present in other schemes or could be considered a method of phasing development over time. This phasing was discussed and documented in a flow chart. Certain criteria were set concerning programmed elements, we felt would be desirable in any of the schemes. These criteria included a urban nature center and wetland, the continuation of the mill race which fronts the power plant, the adaptive reuse of the historic power plant and warehouse.

*"Wal-Mart moves downtown"

*"If they [Walmart] had a birthing center and cemetery, we could camp out in all of this wonderful blacktop for the rest of our lives."

- Judy O'Harrow
Indiana Main Street Council

**ST. JOSEPH IRON WORKS**

Redeveloping a post-industrial downtown
DESIGN DEVELOPMENT

Concepts

Structure east of 331, and the addition of a three story parking structure to be located adjacent to the Liberty Mutual Savings Building. These ideas were inserted into four concepts as follows.

Concept A: Mixed-Use Commercial Development
This concept explored the notion of introducing a canal into the development. Provisions were made for a mixed use commercial and residential canal front complex which would house a hotel, a variety of shops and restaurants and a socio-cultural center. As the complex stretched to the West, a greater accommodation for high density housing was initiated. The idea was to provide a link from the new urban plaza to the 100 center. The canal provided that link and became the central driving force behind the design. Retail fronts the canal on the pedestrian level and residential occupied the upper levels. Multifamily and single-family residential were also used as infill along Lincoln Way.

Concept B: Recreational Development
This concept explored the idea of what might happen immediately after site cleaning. Considering the size of the site, and the city's inability to fund a project of great magnitude, the group looked at more feasible ways to explore options which would occur over many years. This option explored the notion of creating a relatively inexpensive park-like development. The specific idea discussed by the group involved creating a wellness center and urban softball complex. A majority of the site would consist of open recreational space with the addition of a centrally located wellness center that would function as both a clubhouse for baseball and softball and a recreational center housing a variety of active and passive athletic activities. In addition to the recreation center, the idea of the 'atrium' was introduced. This facility would be located near the central business district and would contain a sustainable marketplace where community crops could be grown and sold.

Concept C: Mixed-Use Residential Development
This concept explored the idea of creating an urban residential neighborhood with the addition of needed community services and activities. The waterfront remains open and public. The development would serve to occupy infill properties and provide new homes for a variety of family types. Mixed density housing would be provided to accommodate all types of residents from single to elderly. A community center would strengthen the development by providing a multipurpose gymnasium and supporting community services. Retail would also be added to support the development.

Concept D: Progressive Care Development
The idea behind this development was quite similar to that of Concept C. This development, however, would contain more of a housing base for an aging community. This development would attempt to accommodate the different levels of progressive care including dependent and independent housing and community services. A congregate care facility would be included near the proposed nature center. The idea was to provide an attractive setting for the more dependent residents and to offer access to natural amenities such as the river and lake. Single family housing would also be included in close proximity to the downtown retail corridor. Strong pedestrian links would be made to the new residential development to help support the new community. Independent residents would be within walking distance from needed services and shopping. A proposed community wellness center housing healthcare related services and community social space would be provided to offer recreational, leisure, and cultural activities for residents and visitors.
Meetings
Throughout the project we met regularly on Sunday evenings to discuss the project and to address concerns about its directions. In addition, the group maintained close contact with its advisors and scheduled two critiques in which all of our professors were invited to participate. These sessions became invaluable as they offered a synthesis of different ideas about the project and the direction it needed to be taken.

Account of Process (cont.)
After the concepts were derived, the group began to focus on individual development areas. Dialog was maintained among the group but there became a lag in communication. This occurred at a point in which group members became frustrated with the fact that the product of our efforts were not following a traditional model and personal goals began to interfere with group goals. It was discovered that the problem might have been avoided had we adequately stated our personal goals in relationship to group goals from the very beginning. As it was, compromises were made when the group came back together. In order to accommodate some of the different ideas that we had begun to explore in our individual development areas, a decision was made to accommodate those ideas as possible variations in our master plan. From this point, an effort to show the character of the development was imitated as the our final presentation date drew closer. We worked closely together to create a cohesive end product, and discussed the best ways of presenting it. We decided to form a walk through our process, leading viewers past taped news coverage and taped community charrette process. The final presentation became a slide show which showed the main points of the master plan and details of each development area. A copy of the presentation was made and is referenced with this work.

early conceptual schemes
DESIGN DEVELOPMENT

concept A mixed-use commercial

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redeveloping a post-industrial downtown
Design Development

Case Studies and Personal Interviews

In addition to precedent analysis done through research, the group made several personal visits to different urban spaces and waterfront developments in the cities of San Antonio, Columbus, Ohio, Cincinnati, and Grand Haven, Michigan. These trips provided the group with beneficial information and visual examples of developments which were similar in many aspects to our own.

San Antonio

Paseo del Rio – one of the premiere waterfront developments in the country, the San Antonio Riverwalk was explored and referenced for its treatment as a mixed-use urban waterfront. It is a prime example of how an urban waterfront can be developed to allow for both formal gathering space and more intimate and informal spots along its banks.

Columbus

Brewery District – an interesting project in terms of adaptive reuse, the site is the subject of urban renewal efforts transforming the once prosperous light industrial, warehouse buildings and historic micro-breweries into a variety of office space, cafes, restaurants, and nightlife spots. The development has been quite successful. It provides an excellent transition between the downtown and an important historic neighborhood.

German Village – A historic neighborhood in Columbus, this case study became an example of how the row house and village green could become successfully integrated. A unique treatment of back and side yards and detached garages became an additional area of study.

New Albany – A housing development just outside of Columbus, this case study provided the opportunity to explore the process behind a large-scale planned community development. Housing organization was studied, as were materials and shared space treatment.

St. Joseph Iron Works

Redeveloping a post-industrial downtown
DESIGN DEVELOPMENT

case studies and interviews

Cincinnati

Mariemont - a historical town designed by John Notan was studied as an example of classical town planning. It was analyzed for its integration of mixed density housing including high density and single family dwellings.

Myers Schmalerberger Meisner - we spoke with principal, Gary Meisner, about our project due to his background in waterfront design. He gave us valuable information about how to approach our project and shared examples of similar projects which his firm had designed. Especially interesting was the firm's successful historical treatment of a recent river walk project consisting of benches, signage and icons designed to address the history of the area.

Riverfront Park - a short time was spent analyzing Cincinnati's riverfront treatment which consists of a serpentine wall, outdoor amphitheater and outlook points. Interesting pavement treatments along with the incorporation of the site's history were also noted.

Grand Haven, Michigan

Downtown - an example of adaptive reuse, a historic pump factory located there was converted into specialty shops, office space and residential. The city's waterfront treatment, which consisted of a recently constructed boardwalk, was analyzed, as was the treatment of public lakefront spaces with semi-private and private residential properties.

M.C. Smith Associates and Architectural Group - in Grand Rapids, we spoke to principal Michael Smith, who headed the Grand Haven's riverfront development design. Michael offered other examples of river and lakefront developments that he had been associated with.

ST. JOSEPH IRON WORKS
redeveloping a post-industrial downtown
"What remains in design today is the question of how we can make the transition to a safer way of living, a remaking and rethinking of these places in which we live and work."

- Architect Franck

ST. JOSEPH IRON WORKS redeveloping a post-industrial downtown
"Make no little plans. For they possess not the things to do a man's blood.

--Daniel Burnham