INCUBATOR INDUSTRY
Rehabilitation of Abandoned
Industrial Buildings

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INTRODUCTION

Although incubator industry was introduced less than one decade ago, its initial successes cannot be overlooked. While research is still on-going into incubator sites, an increase of productivity and established businesses among entrepreneurs has been noted. Due to these facts, the incubator industry has been chosen as the element to revitalize the American Lawn-Mower Company site.

Definition of Incubators: The organization of incubators can be approached in four ways: 1) public ownership, 2) nonprofit sponsored, 3) university sponsored and 4) private developer. The latter, private developer, is chosen with the president of A L-M Co. representing the private developer. The concept behind incubators is to lease space to small businesses with flexible terms and reduced rent. The flexible terms include negotiable lengths on the lease from a month-to-month set-up to a three year or longer lease. The reduced rents are usually 15-30% below market rates. These incentives are aimed at attracting quality businesses by reducing the risk of failure in the early years of the business's development. After a predetermined period of time, each tenant will be asked to pay market rate rents or move out. This period is approximately two to four years and is described as the "make-it or break-it" period. In this way, the developer assembles a solid core of reliable industries to support the incubator groups. An added feature of incubator industries is the sharing of common services. These services fall into four categories: 1) office and communication, 2) facilities and equipment, 3) business services and 4) utilities. Each of these shared services are included in the rent or are priced at market value. Each tenant has a right to the services offered and with all the tenants sharing the cost, the price is reduced per tenant. An important note to remember is for the developer to offer only those services needed. Unused or redundant services only increase the cost of overhead for the developer.
**Types of Users:** Based on neighborhood studies, it is shown that light manufacturing and offices are the two, most practical industries to the neighborhood. Service-oriented offices and light manufacturing are hoped to mutually support each other. Included in the lease to each tenant should be a clause requiring the employment of workers from within the neighborhood whenever possible. These workers might need additional training which will be supported by the developer.

**Selecting Users:** It is important to be selective during the interview period where prospective tenants are questioned by the developer. A range of industries is desired to form a solid financial base for the developer, equally important is the need for small businesses to have common elements for mutual support. Therefore, the tenants selected must meet both the needs of the developer and the other tenants.

**Conclusion:** Rehabilitation to this neighborhood is advantageous to the incubator industry because of the reduced costs associated with renovation and restoration as compared to the costs of new construction. This lower cost relates directly to reduced rents needed for the incubators. Also related to the involvement of incubators in the community are new jobs and money spent in the neighborhood as well as intangibles such as community pride and joy. The rehabilitation of the American Lawn-Mower Company is seen as a positive aspect in the revitalization of this neighborhood.
Statement: The program relates to the rehabilitation of abandoned industrial building sites involving compatibility of incubator industries and new business ventures. The two aspects involved include the rehabilitation of industrial buildings and new environments for new businesses.

User Environment: Selected for user types in the incubator industry are light manufacturing and offices. These users will lease space from a business manager operating the incubator group under a private developer. The tenants, users, are offered a variety of services including computer time on a system owned by the developer.

Rehabilitation: The site, American Lawn-Mower Company, will be rehabilitated as a whole. Restoration of the exterior will replace lost memories of the building and neighborhood. Renovation of the interior will update the building to meet the varied needs of the tenants.

Demolition: Demolition of buildings will be based on two criteria. First, can the structure be economically rehabilitated? Second, can the structure be fitted to accompany new business environments?

Site: The entire site will be developed as the incubator industry and will be self-contained. Two exceptions are the present offices of the American Lawn-Mower Company which will remain independent and the foundry which will be rented out at market rates.

Explanation: The following program is a guide to the implementation of the incubator industry. The information includes drawings, organization, incubator industry program, building inventory, site and building analysis. Also included in the appendix are the case study, the Tax Reform Act of 1976 and Secretary of the Interior's Standards for Rehabilitation. This information is included to effectively help in the design of this project.

**SHARED SERVICES**

Office and Communication:
- Typing
- Copying/Blueprinting
- Word Processing
- Data Processing
- Bookkeeping
- Accounting
- UPS Shipping and Receiving
*Computer Services

Facilities and Equipment:
- Reception Area
- Conference Rooms
- Classrooms
- Furniture and Equipment
- Shipping and Receiving Docks

Business Services:
- Business Planning
- Financial Planning
- Loan Packaging
- Employee Training
- Marketing and Advertising
- Group Health Insurance

Utilities:
- Water
- Gas
- Electricity
- Sanitary and Storm Sewers
- Telephone

Space Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sq. ft.</td>
<td>95,069</td>
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<tr>
<td>To be demolished</td>
<td>30,403</td>
</tr>
<tr>
<td>To remain</td>
<td>64,666</td>
</tr>
</tbody>
</table>

- 64,666 sq. ft. A L-M Co offices
- 2,700 sq. ft. Foundry
- 10,990 sq. ft. Incubator ind.
- 50,976 sq. ft. Incubator ind.
My thesis deals with the rehabilitation of abandoned industrial building sites involving the compatibility of new enterprise to revitalize the neighborhood incorporating a new concept of incubator industry.
American Lawn-Mower Company
705 E. 18th Street
Muncie, Indiana

Mr. Robert Kersey, President of American Lawn-Mower Company, will act as private developer for the incubator industry during my thesis.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>iii</td>
</tr>
<tr>
<td>SUMMARY</td>
<td>v</td>
</tr>
<tr>
<td>THESIS STATEMENT</td>
<td>vi</td>
</tr>
<tr>
<td>THESIS PROJECT</td>
<td>vii</td>
</tr>
<tr>
<td>TABLE of CONTENTS</td>
<td>viii</td>
</tr>
<tr>
<td>HISTORY</td>
<td>9</td>
</tr>
<tr>
<td>BUILDING INVENTORY</td>
<td>11</td>
</tr>
<tr>
<td>INCUBATOR INDUSTRY PROGRAM</td>
<td>29</td>
</tr>
<tr>
<td>BUILDING ANALYSIS</td>
<td>39</td>
</tr>
<tr>
<td>SITE ANALYSIS</td>
<td>47</td>
</tr>
<tr>
<td>DRAWINGS</td>
<td>52</td>
</tr>
<tr>
<td>MODEL</td>
<td>61</td>
</tr>
<tr>
<td>CONCLUSIONS</td>
<td>66</td>
</tr>
<tr>
<td>ACKNOWLEDGMENT AND BIBLIOGRAPHY</td>
<td>68</td>
</tr>
</tbody>
</table>
HISTORY

On October 10, 1901 for $15,000, the American Lawn-Mower Company bought out the Common Sense Implement Company. American Lawn-Mower manufactured and sold push lawn-mowers until 1934. At this time, all manufacturing was moved to new plants in Shelbyville and Rochester, Indiana. Presently the site supports only the offices of the American Lawn-Mower Company.

William F. Spencer - President
originally

Robert E. Kersey - President
presently

Richmond Furniture Company was located in a portion of the complex and manufactured furniture until the mid 1930's. Converted to manufacture blackboards, the company operated from the 1930's to mid 1960's. Richmond Furniture Company exists now in name only as a corporation.

The survey of the tract of land (Galliher and Ohmer @ the city of Muncie) now owned by the American Lawn-Mower Company was originally surveyed for Muncie Natural Gas Land Improvement Company in the mid 1800's. The Muncie Natural Gas Land Improvement Company was the major force in developing much of Muncie and its present condition.

The tract of Land was bought by the Common Sense Engine Company on April 6, 1892. The land is bounded by 18th Street to the north, Hackley Street to the east, Monroe Street to the west and railroad tracks to the south. The company manufactured and sold agriculture machinery, grinding mills, engines and boilers.

J. C. Johnson - President
Arthur W. Brady - Secretary

The Common Sense Engine Company was converted to the Common Sense Implement Company on September 17, 1897 to manufacture and sale corn planters, corn huskers and other implements and machinery.
1) DATE OF CONSTRUCTION: 1901 - 1927
2) OVERALL DIMENSIONS: 550' x 200' (115,049 sq. ft. total)
3) BUILDING GEOMETRY: RECTANGULAR. CENTRAL BUILDINGS ARE 3-STORIES, REMAINING ARE 1-STORY
4) ACCESS: CIRCULATION TO COMPLEX IS BY 18TH ST. & THE RAILROAD SPUR (NOW ABANDONED)
5) VERTICAL CIRCULATION: TWO MATERIALS LIFTS, ONE EXTERIOR STAIR AND ONE INTERIOR STAIR
6) BUILDING MATERIALS
   FLOOR: WOOD TRUSSES, CONC. SLABS AND DIRT
   WALLS: BRICK, GLASS, PLASTER, TIN AND CONC. BLOCK
   ROOF: BOARDS OR EXP WOOD OR STEEL CEILING JOISTS
7) UTILITIES: ELECTRICITY, TELEPHONE, WATER, GAS, STORM AND SEWAGE DRAINS
8) PREVIOUS FUNCTION: MANUFACTURING

NOTE: SHAD ED BUILDINGS TO REMAIN (1-28, 1-7, 10). ALL DOTTED BUILDINGS ARE PROPOSED TO BE DEMOLISHED (3-8-11:15-20).

REMARKS: MANUFACTURING OF LAWNMOWERS PHASED OUT AND PRODUCTION MOVED TO SHELDYVILLE & ROCHESTER, INDIANA. ENTIRE COMPLEX IS HEATED BY STEAM PRODUCED BY 2 BOILERS. MECHANICAL LINES AND RETURNS ARE LOCATED IN THE CRAWL SPACES.
ENTIRE COMPLEX HAS BEEN SPRINKLERED TO MEET BUILDING AND SAFETY CODES. 304,935 SQ. FT. TO BE DEMOLISHED AS PROPOSED.
1) DATE OF CONSTRUCTION: 1937
2) OVERALL DIMENSIONS: 90' x 30' (2,700 sq.ft.)
3) BUILDING GEOMETRY: RECTANGULAR OPEN SPACE, 1-STORY
4) ACCESS: FRONT ENTRANCE ON 10th ST. CIRCULATION THRU TO (2).
5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: WOOD FLOORING ON CONCRETE SLAB
   WALLS: WOOD SIDING ON BRICK
   ROOF: BOARDS ON WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY, TELEPHONE,
   GAS, WATER, SEWAGE AND
   STORM DRAINS

8) PREVIOUS FUNCTION:
   PRESENTLY OFFICE SPACE

REMARKS: DESIGNED BY MUNCIE
ARCHITECT'S KIELE AND GARRARD
ONLY PORTION OF COMPLEX USED, PRESENTLY
AS OFFICES FOR AMERICAN LAWN-MOWER CO.
INTERIOR CONSISTS OF OFFICES, LOBBY & OPEN SPACE.
COMPUTER EQUIPMENT OCCUPIES NORTHWEST CORNER.
INTERIOR AND EXTERIOR ARE BOTH IN EXCELLENT
CONDITION AND STRUCTURALLY SAFE. FUNCTION
WILL REMAIN INDEPENDANT OF THE INCUBATOR INDUSTRY.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 50' x 160' (7500 sq. ft./floor)

3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 30 BAYS (15' x 16'), 3-STORIES

4) ACCESS: EXTERIOR DOORS TO THE EAST, WEST AND CIRCULATION TO BAYS: (1), (2-A), (3), (6) & (7).

5) VERTICAL CIRCULATION: TWO SETS OF STAIRS AND A MATERIALS LIFT

6) BUILDING MATERIALS
   FLOOR: WOOD TRUSSES OVER CRAWL SPACE
   WALLS: BRICK
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY, WATER, SEWAGE AND STORM DRAINS

8) PREVIOUS FUNCTION: ASSEMBLY ROOM

REMARKS: WOOD FLOOR IS ROTTEN AND NEEDS TO BE REPLACED. MATERIALS LIFT IS RED-TAGGED, THEREFORE NOT OPERABLE. WOOD COLUMNS NEED REFINISHING. REMAINING MATERIALS ARE IN GOOD SHAPE AS IS BUILDING WHICH IS ALSO STRUCTURALLY SAFE. SQUARE BAYS MAKE ADAPTABLE REUSE RELATIVELY EASY.
1) DATE OF CONSTRUCTION: 1901
2) OVERALL DIMENSIONS: 40'x50' (2000 sq. ft./floor)
3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 9 BAYS (10'x20'), 3 STORIES
4) ACCESS: CIRCULATION TO BLOCKS, (2), (4) & (6)
5) VERTICAL CIRCULATION: NONE
6) BUILDING MATERIALS
   FLOOR: WOOD TRUSSES OVER A CRAWL SPACE
   WALLS: BRICK
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS
7) UTILITIES: ELECTRICITY, WATER, SEWAGE AND STORM DRAINS
8) PREVIOUS FUNCTION: ASSEMBLY ROOM

REMARKS: OVERALL CONDITION OF BUILDING IS GOOD AND STRUCTURALLY SAFE. BUILT AS A CONTINUATION OF THE TANGENT ASSEMBLY ROOM. BAYS ARE LARGER AND STILL MAKE ADAPTABILITY REUSE RELATIVELY EASY.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 90' x 44' (3,960 sq. ft.)

3) BUILDING GEOMETRY: RECTANGULAR, DIVIDED BY 12 BAYS (15' x 22'), 1-STORY

4) ACCESS: CIRCULATION TO BLDGS. (1), (9) & (10).

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: WOOD TRUSSED OVER A CRAWL SPACE
   WALLS: BRICK
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY AND STORM DRAIN

8) PREVIOUS FUNCTION:
   STORAGE BUILDING

REMARKS: BUILDING (3) IS A TRANSITION BETWEEN (2) & (4). THE BUILDING
IS IN GOOD CONDITION AND IS STRUCTURALLY SAFE. ADDITIONAL LIGHTING IS NECESSARY,
PREFERABLY NATURAL LIGHT, AS IT IS THE ONLY BUILDING WITHOUT WINDOWS. DEMOLITION IS
SUGGESTED BECAUSE OF REHABILITATION COSTS AND THE STRUCTURE DOES NOT MATCH THE CENTRAL BUILDINGS.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 42' x 60' (2520 sq. ft. / FLOOR)

3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 12 BAYS (14' x 15') 3-STOREY

4) ACCESS: EXTERIOR DOOR TO THE WEST AND CIRCULATION TO BLDGS. (2-A) & (5)

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: WOOD TRUSSES OVER A CRAWL SPACE
   WALLS: BRICK
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY AND STORM DRAIN

8) PREVIOUS FUNCTION: ASSEMBLY ROOM

REMARKS: CONDITION OF BUILDING IS GOOD AND STRUCTURALLY SAFE.
WOOD COLUMNS NEED REFINISHING. ADAPTIBILITY INTO OFFICES SEEM AS BEST POSSIBILITY FOR REUSE. HIGH CEILINGS ENHANCE ACCEPTABILITY.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 80' x 40' (3200 sq. ft./floor)

3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 10 BAYS (10' x 20'), 3-STORIES

4) ACCESS: EXTERIOR DOORS TO THE EAST & SOUTH AND CIRCULATION TO (G).

5) VERTICAL CIRCULATION: EXTERIOR STAIR AND MATERIALS LIFT.

6) BUILDING MATERIALS
   FLOOR: WOOD TRUSSES OVER A CRAWL SPACE
   WALLS: BRICK
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY, WATER, SEWAGE AND STORM DRAINS

8) PREVIOUS FUNCTION: MACHINE SHOP

REMARKS: CONDITION OF BUILDING IS GOOD AND STRUCTURALLY SAFE.
MATERIALS LIFT IS RED-TAGGED, THEREFORE NOT OPERABLE. EXPOSED STAIRS ARE IN EXCELLENT CONDITION, BUT SHOULD BE ENCLOSED OR COVERED FOR USE DURING INCLEMENT WEATHER.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 20' x 70' (4200 sq. ft.)

3) BUILDING GEOMETRY: L-SHAPED OPEN SPACE. 1-STORY

4) ACCESS: EXTERIOR DOCKS TO THE SOUTH AND WEST AND CIRCULATION TO BLOCKS (2) & (2-A).

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONG. SLAB
   WALLS: CONG. BLOCK
   ROOF: BOARDS ON BKP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY AND STORM DRAIN

8) PREVIOUS FUNCTION:
   LOADING SHED

REMARKS: THE SHED IS IN GOOD CONDITION AND IS STRUCTURALLY SAFE. THE WEST LEG HAS A DIRT FLOOR. THE EXTERIOR WALLS OF BUILDINGS (2) & (2-A) HAVE BEEN KEPT WELL-PRESERVED INSIDE THE SHED AND ARE EXCELLENT EXAMPLES OF THE BRICK CONSTRUCTION WORKMANSHIP.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 38' x 27' (1026 sq. ft.)

3) BUILDING GEOMETRY: RECTANGULAR OPEN SPACE, 1-STORY

4) ACCESS: CIRCULATION TO BLOGS. (2) & (8).

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONC. SLAB
   WALLS: BRICK
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY, TELEPHONE, WATER, AND STORM DRAIN

8) PREVIOUS FUNCTION: PRESENTLY BOILER ROOM

REMARKS: THE BUILDING IS IN GOOD CONDITION AND IS STRUCTURALLY SAFE. THE BOILERS ARE PRESENTLY USED AND HAVE THE CAPACITY TO HEAT THE ENTIRE COMPLEX WITH STEAM.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 30' x 48' (1440 sq. ft.)

3) BUILDING GEOMETRY: RECTANGULAR OPEN SPACE, 2-STORY

4) ACCESS: EXTERIOR DOOR TO THE EAST AND CIRCULATION TO (7)

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONG. SLAB
   WALLS: TIN
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY, WATER AND STORM DRAIN

8) PREVIOUS FUNCTION:
   PRESENTLY FURNACE

REMARKS: THE BUILDING IS IN A NEGLECTED CONDITION BECAUSE THE FUR-
NACE IS NOT USED NOW. THOUGHT SHOULD BE TAKEN TO REMOVE THE STRUCTURE UNLESS AN ECONOMICAL MEANS MAY BE FOUND TO RENOVATE IT AND SOMEONE TO OPERATE IT. THE FURNACE IS ONE OF MUNICE'S LARGEST AND BURNS COAL OR PAPER PRODUCTS.
1) DATE OF CONSTRUCTION: 1924

2) OVERALL DIMENSIONS: 176' x 44' (8,024 sq. ft.)

3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 22 BAYS (16' x 25'). 1-STORY

4) ACCESS: EXTERIOR DOCK TO THE EAST AND CIRCULATION TO BLDGS. (3) & (18).

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONC. SLAB
   WALLS: STEEL STRUCTURE INFILLED W/ GLASS & PLASTER
   ROOF: STEEL TRUSSES

7) UTILITIES: ELECTRICITY, WATER, SEWAGE & STORM DRAINS

8) PREVIOUS FUNCTION:
   FLOOR PLANNING BUILDING

REMARKS: THE BUILDING IS IN GOOD CONDITION AND IS STRUCTURALLY SAFE. THE SPACE WAS DESIGNED ORIGINALLY FOR LIGHT MANUFACTURING. DEMOLITION IS SUGGESTED BECAUSE OF REHABILITATION COSTS AND IT DOES NOT MATCH THE CENTRAL BUILDING'S CONSTRUCTION.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 71' x 49' (3479 sq. ft.)

3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 15 BAYS (14' x 16'). 1-STORY

4) ACCESS: EXTERIOR DOOR TO THE WEST AND CIRCULATION TO (3).

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONC. SLAB
   WALLS: BRICK
   ROOF: BOARDS ON BXR. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY AND STORM DRAIN

8) PREVIOUS FUNCTION:
   STORAGE BUILDING

REMARKS: IN THE 1940'S, WAS THE LOCATION OF THE RICHMOND FURNITURE CO. WHICH PRODUCED BLACKBOARDS. THE BUILDING IS IN GOOD CONDITION AND IS STRUCTURALLY SAFE. TWO SKYLIGHTS DO NOT PROVIDE ENOUGH LIGHT, ADDITIONAL IS DEEMED NECESSARY. DEMOLITION IS SUGGESTED BECAUSE THE STRUCTURE DOES NOT MATCH THE CENTRAL BUILDINGS.
1) DATE OF CONSTRUCTION: 1927

2) OVERALL DIMENSIONS: 60' x 10' (4200 sq. ft.)

3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 4 BAYS (20' x 25'). 1 STORY

4) ACCESS: EXTERIOR DOORS TO THE EAST AND SOUTH

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONC. SLAB
   WALLS: CONC. & GLASS
   ROOF: BOARDS ON STEEL TRUSSES

7) UTILITIES: ELECTRICITY, TELEPHONE,
       WATER, AND STORM DRAIN

8) PREVIOUS FUNCTION:
    CLEANING BUILDING

REMARKS: THE BUILDING IS IN GOOD
CONDITION AND IS STRUCTURALLY SAFE.
LARGE BAYS ENHANCE STORAGE CAPACITY
AND NO INSULATION IS NECESSARY. IF RENOVATION
INCLUDES REUSE AS MANUFACTURING, INSULATION
IS DEEMED NECESSARY ON THE WALLS AND
CEILING. DEMOLITION IS SUGGESTED BECAUSE OF
REHABILITATION COSTS AND IT DOES NOT MATCH THE
CENTRAL BUILDING'S CONSTRUCTION.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 131' x 70' (9170 sq. ft.)

3) BUILDING GEOMETRY: RECTANGULAR DIVIDED BY 24 BAYS (16' x 24'), 1-STORY

4) ACCESS: EXTERIOR DOOR TO THE EAST AND CIRCULATION TO FLOORS (12A) & (13).

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONG. SLAB
   WALLS: BRICK
   ROOF: BOARDS ON STEEL AND WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY, TELEPHONE, WATER AND STORM DRAIN

8) PREVIOUS FUNCTION:
   FOUNDRY

REMARKS: THIS BUILDING IS VERY EXCITING BECAUSE OF A RAISED CENTER CLEAR-STORY. THE BUILDING IS IN GOOD CONDITION AND IS STRUCTURALLY SAFE. ALL WINDOWS HAVE BEEN REMOVED AND BRICKED-IN. ANY DESIGN FOR REUSE SHOULD USE THE CLEAR-STORY TO ITS BEST POTENTIAL.
1) DATE OF CONSTRUCTION: 1901

2) OVERALL DIMENSIONS: 26' x 70' (1820 sq ft)

3) BUILDING GEOMETRY: RECTANGULAR OPEN SPACE, 1-STORY

4) ACCESS: EXTERIOR DOCK TO THE NORTH AND CIRCULATION TO (12)

5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
   FLOOR: CONC. SLAB
   WALLS: BRICK
   ROOF: BOARDS ON EXP. WOOD CEILING JOISTS

7) UTILITIES: ELECTRICITY AND STORM DRAIN

8) PREVIOUS FUNCTION: STORAGE

REMARKS: THE BUILDING IS IN GOOD CONDITION AND IS STRUCTURALLY SAFE. ANY DESIGN FOR REUSE SHOULD COINCIDE WITH (12) AS POSSIBLE STORAGE OR SHIPPING & RECEIVING.
1) DATE OF CONSTRUCTION: 1918
2) OVERALL DIMENSIONS: 28' x 32' (896 sq. ft.)
3) BUILDING GEOMETRY: SQUARE OPEN SPACE
   1- STORY
4) ACCESS: EXTERIOR DOOR TO THE EAST & WEST AND CIRCULATION TO (12).
5) VERTICAL CIRCULATION: NONE
6) BUILDING MATERIALS
   FLOOR: DIRT
   WALLS: BRICK
   ROOF: BOARDS ON EX. WOOD CEILING JOISTS
7) UTILITIES: ELECTRICITY AND STORM DRAIN
8) PREVIOUS FUNCTION: CUPOLA

REMARKS: THIS BUILDING IS IN POOR CONDITION AND CONSIDERED UNSAFE. DEMOLITION IS PROPOSED BECAUSE OF ITS DETERIORATED CONDITION AND ITS FUNCTION IS OUTDATED.
1) DATE OF CONSTRUCTION: 1907 & 1918
2) OVERALL DIMENSIONS: (6000 sq. ft.)
3) BUILDING GEOMETRY: RECTANGULAR
4) ACCESS: EXTERIOR DOORS
5) VERTICAL CIRCULATION: NONE

6) BUILDING MATERIALS
FLOOR: WOOD TRUSSES & CONC. SLAB
WALLS: WOOD SIDING & CONC. BLOCK
ROOF: BOARDS ON EXT WOOD CEILING JOISTS

7) UTILITIES: STORM DRAINS

8) PREVIOUS FUNCTION: STORAGE & SHEDS

REMARKS: BLOCS (14, 16 & 18) SERVE NO PURPOSE NOR CAN THEY BE REUSED, THEREFORE REQUIRING DEMOLITION. BUILDING (15) HAS PREVIOUSLY BEEN DEMOLISHED DATE UNKNOWN. BUILDING (17) IS IN SUCH POOR CONDITION, DEMOLITION SHOULD BE ACCOMPLISHED IMMEDIATELY.
1) **DATE OF CONSTRUCTION:** DATE UNKNOWN  
2) **OVERALL DIMENSIONS:** (1798 sq. ft.)  
3) **BUILDING GEOMETRY:** RECTANGULAR OPEN SPACES 1-STORY  
4) **ACCESS:** EXTERIOR DOORS TO 18TH ST.  
5) **VERTICAL CIRCULATION:** NONE  
6) **BUILDING MATERIALS**  
   FLOOR: CONCRETE Slab & DIRT  
   WALLS: CONCRETE Block & TIN  
   ROOF: Tin on Exp. Wood Ceiling Joists  
7) **UTILITIES:** NONE  
8) **PREVIOUS FUNCTION:** PRESENTLY GARAGES  

**REMARKS:** WHILE THESE GARAGES ARE STILL IN USE AND IN GOOD CONDITION, DEMOLITION IS ENCOURAGED TO ERASE THEIR "TACKY" IMAGE FROM THE 18TH ST. FACADE. BUILDINGS (20) HAVE PREVIOUSLY BEEN DEMOLISHED - DATE UNKNOWN. IF PARKING IS DEEMED NECESSARY IN THIS LOCATION, THE DESIGN SHOULD ENHANCE THE EXISTING RATHER THAN SUBTRACT FROM IT.
GENERAL CONDITIONS

Tenant Description: Each new tenant is categorized as "temporary". The tenant will remain temporary until the tenant becomes established by standards agreed upon in the lease. Being temporary does not involve a loss of services, but only implies that they must leave upon completion of their lease if they are not established. Once established, the tenant has three choices. (1) Tenant may leave, (2) tenant may stay and pay market value rent or (3) tenant may leave with other established tenants. Option three is the ultimate condition. Established tenants are encouraged to build together for mutual support. These established firms are "graduates" of the incubator, but keep ties to the incubator industry offering advice, knowledge and services.

Tenant Space Agreement: Once a tenant is accepted, a lease is drawn that determines the amount of square footage that becomes temporary property of the tenant. Tenants are qualified as a business office or light manufacturing. Tenants may request any number of bays or portions thereof. A bay ranges from approximately 225-350 sq. ft. depending on the building location. If a tenant's business expands, he may need additional space. Using the bay system, the process is simplified and additional bays are added. In the same manner, if a tenant's business declines, bays may be subtracted to reduce rent. For each new tenant, the lease is negotiated independently. The length of the lease may be renewed from three months to three years, depending on the needs of the client.
ORGANIZATION

The organization of the incubator industry is operated by a business manager, acting as agent between the owner and the incubator industry. The business manager's role is to control the incubator industry both financially and physically for the owner. The breakdown of the offered services are meted out by the business manager to a business counselor and an office manager. The business counselor organizes all business services for the incubator, including loans, insurance, business and financial planning, employee training, marketing and advertising. The office manager organizes all office and communication services, supplies, facilities and equipment. Under the office manager's control is a receptionist and secretarial pool. Maintenance and security is handled by an assistant to the business manager.
SPACE DESCRIPTION

Floor: All floors in the incubator industry are original boards on wood floor trusses or have been replaced with a concrete floor. New tenants are instructed not to permanently damage the floor surface by fastening onto, drilling into, etc. during their lease agreement. If floor damage is incurred (ex. machinery bolted into floor), the tenant will replace or repair damaged portion. New floor material may be temporarily placed on floor surface, but in the event of a tenant leaving, the new floor material must be removed without causing harm to the floor surface.

Walls: In the incubator area, only exterior walls are existing. Each building in the incubator area is a shell supported by perimeter bearing walls and columns that divides interior spaces into bays. New tenants are instructed not to permanently damage the existing perimeter walls or columns during their lease agreement. If damage is incurred during the lease, the tenant will replace or repair damaged portion. New tenants may construct temporary walls, but may not attach temporary walls to existing materials. Provided for tenants will be a partition system that will enclose individual bays.

The system is supported at each column and on existing perimeter walls at column lines. This system allows complete flexibility to partition off a multiple amount or combinations of spaces suitable for a variety of clients. To further partition off inside each bay, a freestanding partition system is available to tenants. This secondary system will allow division both visually and acoustically. Both partition systems are floor-to-ceiling and have a 40-45 STC rating (private). The care and safety of the system is the responsibility of the tenant.

Ceiling: All ceilings in the incubator spaces consist of boards on exposed wood trusses. Floor-to-ceiling height is a minimum 10'-5" up to 11'-0". New tenants are instructed not to permanently damage the ceiling structure by fastening onto the ceiling during their lease agreement. If damage is incurred during lease, the tenant will replace or repair the damaged portion. New tenants may construct temporary ceilings below trusses if so desired, but in the event of a tenant leaving, the new ceiling must be removed without causing harm to the existing materials. Temporary ceilings to remain if new tenant desires the material.
UTILITIES

Lighting: Fluorescent strip lighting is provided for minimal general illumination. Individual tenants are encouraged to design their own lighting schemes utilizing the existing fluorescent strips and adding task lighting as needed. If a ceiling is installed, a decision must be made whether to incorporate the fluorescent strips or to add new lighting. The care and safety of the fluorescent strips are the responsibility of the tenant.

Electricity: Electrical supply is furnished to all buildings. 120v and 208v are furnished at electrical junction boxes located one to each bay above floor level. Requirements for higher voltages will be available when needed. Electrical meters will determine individual tenants electrical costs and billed directly to the tenant. The care and safety of the system is the responsibility of the tenant from the junction box to its users.

Telephone: Access to telephone lines are furnished to all buildings. Telephone jacks are located one to each bay above floor level. Telephone costs will be billed directly to each tenant. A full range of telephone options are provided for each tenant to choose from, although only one long distance company is provided.

Water: Overhead cold water lines are furnished to all buildings. Water spigots are provided overhead one to each bay and stubbed off until needed. Water meters will determine individual tenants water costs and billed directly to the tenant. The care and safety of the system is the responsibility of the tenant from the spigot to its users. Electrical hot water heaters will be provided to each tenant as requested. Size of unit will be determined by estimating consumption of the user.

Gas: Gas is not readily available to the tenants. However, upon request, gas lines will be installed at the expense of the tenant.

Heating: Heat will be provided to each tenant and is included in the rent. The system is a boiler in building (7) that provides steam to all buildings via overhead ducts. Ductwork for the ground levels in buildings (1-6) are provided for in the existing crawl spaces. Individual thermostats allow tenants to control temperatures in their space without affecting neighboring tenants.

Ventilation and Air Conditioning: Ventilation and air conditioning will be provided to each tenant and is included in the rent. The system is located in building (7) and provides ventilation and air conditioning to all buildings via the ductwork as described under heating. Individual thermostats allow tenants to control temperatures in their space without affecting neighboring tenants. Tenants that produce additional heat will be provided with an exhaust system to dissipate heat gain.
FACILITIES and EQUIPMENT

Furniture: Furniture is provided to the tenant at cost by the incubator industry. Furniture is bought by the incubator group in large quantities to lower cost, then is sold to tenants and becomes personal property. In the event of a tenant leaving, furniture may be sold back to the incubator group at its current value.

Equipment: Equipment is provided to the tenant at cost by the incubator group. The equipment list consists of common items used by the majority of the tenants. Items not provided may be submitted to the incubator organization and, if accepted, added to the equipment list. Specialized equipment is the responsibility of the tenant to acquire and install.

Shipping and Receiving Docks: The docks are located at building (6). These docks are considered community property of all the tenants provided by the incubator industry. Docks should be reserved if regular deliveries or pick-ups are made. Otherwise, first-come, first-serve takes precedent. Dock space is also available on an overnight basis if reserved beforehand. One fork lift, one hydraulic jack and three hand trucks are provided at the docks. Tenant’s must respect other’s property and be courteous to the right’s of others.

MAINTENANCE/SECURITY

Maintenance: Maintenance is a service provided by the incubator industry. Maintenance includes general cleaning on an after-hours basis after tenants have left for the day. General cleaning consists of sweeping, vacuuming, mopping, dusting and removing trash and is completed daily. A more thorough cleaning is conducted once every six months and windows cleaned once every three months. Other duties of maintenance include general repair and upkeep, moving furniture and equipment and setting up and dismantling classrooms and conference rooms. In the event of an accident by a tenant, repairs will be completed by maintenance and the tenant will be billed for materials only. One cleaning closet of 85-100 sq. ft. will be provided per floor. Each station is equipped with general cleaning supplies and a mop sink with hot and cold water.

Security: Security is a service provided by the incubator. Security personnel are full-time employees and security is provided 24 hours-a-day. All buildings will remain open 24 hours-a-day because of the varied nature of the businesses. Individual tenants though may lock their business as long as a key is provided for the management. Between 7am-7pm, all employees may enter from any door. From 7pm-7am, employees must enter only at specified doors to aid in security. Visitors must enter only at specified doors at all times. In the event of an accident, injury or crime, security personnel must be notified immediately.
Space Description

OFFICE SPACE

Activities: Work space for four office workers. Activities include reception areas, meeting areas and work spaces.

Equipment: 4 sets of desks and chairs, 6 chairs for visitors, file cabinets, 2 tables, coffee table, personal computer with monitor and printer, bulletin boards, waste baskets, telephones, etc.

Lighting: Soft, general, overhead lighting. Task lighting at desk level.

Acoustics: Semi-public with minimal sound penetration.

Aesthetics: Open planning with possible desk stations. Space to resemble business-like manner.

Remarks: Centrally located within incubator industry (ground floor). Easily accessible, open-door policy, long hours, functional.

Square Footage: 800-850 sq. ft.


Remarks: Adjacent to incubator industry offices (ground floor only). Centrally located, near courtyard.

Square Footage: 700-800 sq. ft.

SECRETARY and RECEPTION POOLS

Activities: Flexible area to room secretaries and receptionists for use by the incubator group. Ideal situation for a new tenant to supply these services to the incubator tenants and to the general public.

Equipment: 10 work stations (chairs and desks), typewriters, telephones, etc.
COMPUTER CENTER

Activities: Tenants rent computer time to work on business related matters. Ex: Accounting, bookkeeping, data and word processing. All computer programs are the property of the owner.

Equipment: 4 personal computers with monitors (CRT's), 1 printer, 4 tables and chairs and layout space for each terminal.

Lighting: Low, fluorescent general lighting.

Acoustics: Private with minimal sound penetration.

Aesthetics: Business work space. Enjoyable environment.


Square Footage:
90 sq. ft./terminal
360 sq. ft. total

LOBBY

Activities: Lobby is reception area to the incubator industry. Activities include waiting, information and general reception for visitors.

Furniture: 6 chairs, couch, coffee table, end table and plants.

Lighting: General, overhead incandescent lighting. As much natural light as possible.

Acoustics: Public, control sound to surrounding areas.

CONFERENCE/CLASSROOMS COMBINED

Activities: Multi-use spaces for conferences, seminars, presentations, interviews, etc. Seating for up to 50+ users. Users include both incubator personnel and tenants. Areas are provided with rent, but must be scheduled with incubator secretary.

Equipment: *Slide projectors, *movie projector, *overhead projector, *tables (assorted sizes), *50 stacking chairs, blackboards, screens, small sink and cabinet, coffee-maker, cups, utensils, etc.
*Items provided on request

Lighting: Soft, general fluorescent lighting. Provide incandescent track lighting.

Acoustics: Private minimal sound penetration or escape.

Aesthetics: Reinforce the ideas of comfort to these spaces. Walls are ideal locations for tack spaces.

Remarks: Privacy, accessible. Convenient in terms of "remaking spaces over" between users.

Square Footage:
1- 600 sq. ft.
2- 300
3- 80
5- 980 sq. ft. total
RESTROOMS

Equipment: 3 mens: 1/floor
            3 womens: 1/floor
Men: 2 lavatories, 3
      waterclosets and 2 urinals per
      restroom.
Women: 2 lavatories, 4
       waterclosets, 4 chairs, table,
      couch and make-up mirror per
      restroom.

Lighting: Fluorescent general
          lighting.

Acoustics: Private. Minimal
          sound penetration.

Square Footage:
3- 300 sq. ft. men
3- 400             women
6-2100 sq. ft. total

LOUNGE

Activities: General gathering
           area for tenants and management.
           Eating and resting.

Equipment: Snack, food and drink
            vending machines. 4 tables for
            four, 16 chairs, wastebaskets
            and bulletin boards. Microwave
            and refrigerator. Cabinets with
            counter tops.

Lighting: General, overhead
          incandescent lighting.

Acoustics: Public. Minimal sound
          escape.

Aesthetics: Hard area, easily
           cleaned. Utilitarian.

Remarks: Centrally located on
         ground floor. Accessible to all
         tenants and management at all
         times.

Square Footage: 400 sq. ft.

STORAGE

Activities: Storage for wall
            partition system, tables, chairs,
            furniture, equipment, etc.

Lighting: Minimal lighting

Remarks: Secure, flexible space.

Square Footage:
600-800 sq. ft./floor
1800-2400 sq. ft. total

RESEARCH AREA

Activities: Area for development
           and experimentation. This area
           may be used by any tenant for
           general purposes, but must be
           scheduled to use. General
           consultation is provided by the
           incubator industry.

Equipment: Lab tables, stools,
           cabinets with counter tops and
           sinks. Hot and cold water and
           oxygen. General chemistry
           equipment.

Lighting: General overhead
          lighting. Incandescent lighting
          available at desk level.

Acoustics: Private with minimal
          sound penetration or escape.

Aesthetics: Hard, work space.
           Sterile atmosphere and a clean
           environment. All surfaces must be
           durable and easily cleaned,
           resistant against chemical stains.

Remarks: Private area away from
         public view. Secure. Accessible
         to heavy equipment.

Square Footage: 1000-1200 sq. ft.
SPACE SUMMARY

Office  800- 850 sq. ft.
Lobby    700- 800
Sec. and Recp.  350- 400
Computer Area  360
Conf./Class Comb.  980
Restrooms  2100
Lounge     400
Storage  1800-2400
Research Area  1000-1200

8490-9490 sq. ft.
13" Brick Bearing Walls
Wood Columns
Facades
CORNER DETAIL
of BRICK in
COURTYARD

CORNICE
DETAIL
EXAMPLE of BRICKED-UP WINDOWS

FURNACE ROOM
Proposed to be Razed
Courtyard

OVERVIEW

DETAIL of STAIRS
SITE ANALYSIS

- MAIN ENTRY
- ENTRIES/EXITS
- DOCKS
- SITE ENTRANCE
--- FENCE ENCLOSURE

SQUARE FOOTAGE

Bldg. - Total 92,500 sq. ft.
Bldg. - Ground Level 63,500 sq. ft.
Exposed Land 118,700
Site - Total 182,200 sq. ft.

SUN ANGLES
- Summer 70°
- Winter 27°
Demolition

EXISTING

(b) These structures, while reasonably sound, cannot be economically renovated to serve any purpose.

(a) These structures are in extreme deteriorated condition. Razing is best possible solution.

REMAINING

The remaining buildings are all brick construction and form a compact core of similar structures.
Zoning

SOUTH
INDUSTRIAL
VIEW OF ATRIUM LOOKING NORTH
TENANT SPACE
TYPICAL OFFICE

ORIGINAL BRICK EXTERIOR WALL - WASHED
ORIGINAL WOOD FLOOR - STRIPPED & REFINISHED
WINDOWS REPLACED W/ THERMAL-BLCK
DOUBLES- HUNG SASH W/ TRUE M. "LIONS (CONERG)
INTERIOR PARTITIONS - TEMPORARY - SIMPLE WOOD
CONSTRUCTION FROM FLOOR TO BOTTOM OF CEILING
CORRIDOR OF PHONE FIRE-RESIST. CONSTRUCTION
OVERALL SITE
LOOKING NORTH

OVERALL SITE
LOOKING SOUTH
BUILDING MASS
LOOKING NORTH

BUILDING MASS
NORTH ELEVATION

EAST ELEVATION
CONCLUSION

DESCRIPTION

The layout of the existing structures lends itself very well to the renovation of an incubator industry. Once accomplished, the facility will fulfill a need within the surrounding community to employ and train what has become a neglected neighborhood. As stated before, the restoration of the exterior is hoped to instill pride of what the neighborhood once was and what the neighborhood can become.

A harmony is sought after between the community and the incubator industry by using many design features in the thesis. Zoning plays a most important aspect with the parking screened from the residential side and the manufacturing located next to the industrial side of the property. Landscaping is another aspect to relate the structure to its neighborhood. Evergreen trees screen the parking lot from the residential zone year round. Larger ornamental trees are placed at corners and entrances to define those areas. Again, evergreen trees are used to screen the delivery entrance from the road. Shrubbery and smaller trees (little leaf lindens) are used at key points to call attention to side doors or screen off undesirable views.

Signage will call attention to the main entrance which is located 150 feet east of the structure. Once on the property, a covered walkway leads to the main entrance of the facility. Visitors and employees alike are led to the same entrance by the walkway and a curvilinear brick wall. The brick wall is a visual barrier to an area nestled into the structure that is shared as a break area and conference/classroom space.

Once entry has been gained, a receptionist node is immediately noticed. From this point, access to the entire facility is possible. The corridor is wrapped around an interior atrium/courtyard with all incubator industry services and all tenants immediately off the corridor. Because the structure is sprinkled, there is no need making any two hour separation walls. The only code requirement is that the corridor is one-hour fire-rated construction and that all doors and frames off the corridor are C-label.

The zoning of the facility is very simple with all services located on ground level east, service-oriented businesses above on the second and third levels. Ground, second and third levels west are zoned light manufacturing. The reasoning behind the zoning is to separate the the more active and noisier manufacturing from the passive business zones.
CONCLUSIONS

The incubator industry will entice the neighborhood to come out of its dormant state.

The incubator industry will fulfill the employment needs of the community.

The graduates of the incubator industry will relocate in the immediate community allowing for new business and establishing themselves.

The idea to renovate abandoned industrial buildings is certainly viable and while incubator industries is not the only solution, it is certainly a worthwhile one.

The tenants of the incubator industry, business and light manufacturing, must be kept to those two areas. Any attempt to bring in heavy-manufacturing or warehousing just to rent space can only be detrimental to the existing tenants by eliminating any second-hand relations.
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