St. Joseph Iron Works
Development Concept

A Redevelopment Exploration for an Abandoned Industrial Complex
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.

Michael E. Urbanski II.
Introduction

Preface

Chapter I--Executive Summary
- Definition of the Project
- Goals and Objectives
- History of Mishawaka
- Development Concept

Chapter II--Development Area Characteristics
- Introduction
- Perceived Environment
- Statistical Characteristics
- Summary

Chapter III--Contextual Site Analysis
- Introduction
- Regional Context
- Neighborhood Context
- Transportation
- Site Description
- Natural Physical Features
- Built Physical Features
- Human and Cultural Context

Chapter IV--Preliminary Design Concepts
- Introduction
- Active Recreation Development
- Mixed-Use Development
- Progressive Elderly Village
- Mixed Density Residential

Chapter V--Development Concept
- Introduction
- Market Support
- Site Feasibility
- Development Description
- Summary
Appendix A--Charrette Questions
Appendix B--Developer Questions
Appendix C--References
Introduction

This project is a personal exploration of integrating the planning ideas which have been developed during the past five years with the real estate development ideas which are the personal career goals I have. The project begins with a personal statement which helped me begin the process of this project. I am not sure if what I have to say in this section will make sense to anyone but myself. I have left it in as a reminder to myself when I review this project in the future and benchmark the progress I have made in my career. Chapter I is an introduction into the project itself. This chapter describes the process used in completing the project, the history of the project, and what is hoped to be accomplished by the end of the project. Chapter II and III use my planning background to lay the framework of the development concepts. These two chapters integrate a lot of the information obtained over the past five years relating to analyzing a community from economic, demographic and social perspectives. Chapter IV presents a series of development concepts based on the analysis of the community. These concepts are purposely vague. Chapter V finally proposes a more detailed development concept. The feasibility was based upon simple demographic analysis as well as site and community integration. The Conclusion presents my personal feelings on what I feel I have accomplished in this process and what I hope others can gain from it.
Preface
Preface

Does the modern profession called urban planning have anything to do with making good places anymore? In some universities, urban-planning departments have been booted out of the architecture schools and into the schools of public administration. Not surprisingly, planners are now chiefly preoccupied with administrative procedure: issuing permits, filling out forms, and shuffling papers—in short, bureaucracy. All the true design questions such as how wide should Elm Street be? and what sort of building should be on it? were long ago "solved" by civil engineers and their brethren and written into the municipal zoning codes. These mechanistic "solutions" work only by oversimplifying problems and isolating them from the effect they have on the landscape and on people's behavior.

(Kunstler, 1993)

In the beginning stages of writing this report I was unclear what exactly was being accomplished or why I was doing it. In 1990, 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 lured me into the major of Urban Planning and Development.
This draw was reinforced during second year. In the first semester the experience involved the analysis and design of a 'place.' This was my first true experience with planning and it involved looking at community, what made community, and how does proper analysis and design influence this community. The next semester acted to reinforce this concept. We were given previously undeveloped parcels of land and were instructed to meet certain criteria within the site. The idea of developing a community for progressively aging elderly or an industrial park, which was more than simply a place to work appealed to me. These first two years in a design school expanded my desire to address the built environment in a much different way than I had considered before. I discovered there was more to the concept of real estate development, my desired profession, than simply placing a building on a site and planting some grass and trees around it.

This idealistic view of planning began to be eroded once third year began. The idea of economic analysis, economic development, and neighborhood planning were introduced to my vocabulary. These were concepts which I had little knowledge of before but were now being taught with vigor. I attempted to embrace these new concepts as another part of the planning environment which would allow my knowledge of the built environment to continue to expand and to come full circle with the different ideas I had already been exposed to. This never seemed to happen. There never appeared the true connection between economic development and the built environment.

Fourth year continued the same type of work. This year was begun by looking at the strategic planning for an entire county. I once again attempted to look at this as an experience which would allow me to reach a connection between how a community is able to prosper, while being able to address its built environment in a way which will create a more pleasant place to live. The work within this semester seemed to focus upon looking up how other communities were able to address specific problems within their community and to adapt these solutions to a problem. The problem was that there are very
few communities which have been able to successfully address the problems associated with planning within the built environment and how it supports the ideas of community. This became a semester full of stress and frustration.

I began looking forward to the 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.

Initially this was an idea I felt should not be seriously pursued because it should be something to evolve and not forced. As time elapsed it looked less and less likely that a project would come up which would allow the incorporation of all the majors. Then it happened, quite slowly at first, but a multi-disciplinary team was formed which had similar ideas and placed similar importance on the idea of working with other disciplines.

The team consists of myself, Sean York, Steve Kolwicz, and Jamie Lake. Sean was the first to begin discussing the idea with me of working on some type of adaptive reuse project. The conversation had come up during our travels in Europe but was now being explored in more depth and seriousness. Sean was interested in the existing environments, urban design, and adaptive reuse. These were three things which also interested me. Steve was the next member who gravitated to the group. In conversations with Steve, whom I did not know all that well at the time, I discovered that he had many of the same interests as myself and Sean. Steve, as a landscape
architecture major, had interest in urban areas and the potential for redesign during the redevelopment process. By this time focus began on a site in Mishawaka, Indiana, which seemed to possess those qualities we wished to address. The site is located in a small town but offers a wide variety of amenities which could be built upon. Another individual, Jamie, also began to address some ideas which fit in nicely with what was obviously going to be explored within the project. Jamie, also an architecture major, had an interest in housing, how housing was designed for specific individuals and how these units became part of a community. This addition to the group seemed to be natural and created what we thought would be a highly successful design group.

The goal of this project has often appeared to be a moving target but I feel that it is the overriding theme which has been toughest to define during the past five months. The goal of this project is to reintroduce, if to no one else then to myself, the idea that planning is more than simply a matter of making sure a building fits into a nicely prepared set of zoning standards but is also an integral part of the community design. The professions of architecture and landscape architecture are both thought of, at least at Ball State, as being design professions while urban planning is thought of more as an administrative position in which the real work is making sure all the old rules are not broken. This project attempts to find ways in which planning can once again be integrated into the design profession. Through the initial stages of redevelopment planning this project attempts to offer the community something which will act to reinforce what the community can be rather than something that is imposed upon the community. This is done through interaction between the members of the design group in creating a development program and design for the site.
Executive Summary
- Definition of Project
- Goals and Objectives
- History of Mishawaka
- Development Concept
There is a large segment of our built environment which has seen a recent trend involving disinvestment and decline. The areas in which industrial America was born, and thrived through the third quarter of this century, were focused in the northeastern and midwestern parts of the United States. The communities in these areas relied upon an industrial base for their existence. Today many of these areas have been completely vacated or may consist of only limited 'token' jobs compared to what they once offered. The term brownfield is often given to these abandoned industrial areas so that they can be distinguished from the greenfield designation of undeveloped land on the urban fringe.

Brownfield sites represent the economic foundation of many communities but have now been reduced to a reminder of what a community has become (Leigh, 1994). The decay of these industrial areas takes place as the facilities become obsolete or a market for a product is lost, therefore the industrial facility is no longer necessary. These sites then, either all at once or in a steady progression, become abandoned.

The neglect of these brownfield sites often results in the areas immediately adjacent to also deteriorate. These brownfields drain a municipality of money by decreasing tax revenue, increasing crime, and causing a domino effect that discourages business from investing in a community (Walters, 1994).

This thesis project has chosen to look at one of these brownfield sites. The site, located in the City of Mishawaka will, be referred to as the Uniroyal Property. Mishawaka is located in north central Indiana, approximately five miles from downtown South Bend and one hundred miles from Chicago. (A complete description and history of the city and the site can be found later in this chapter.) The site has consisted of manufacturing facilities since it was first developed in the early 1830's but today employs less than a tenth of the people it did at its prime. The facility is on the verge of becoming vacant.

A lot of questions can be raised as to what will happen to this large piece of downtown Mishawaka should all manufacturing
operations relocate or be curtailed. This research project attempts to identify a development concept for the site given the present social, economic and development environment in northern Indiana.

When proceeding with this study an issue arose which became an enormous burden. This site has consisted of manufacturing for more than 150 years, the most recent of which have consisted of power cell and rubber manufacturing. This most likely infers there are severe environmental problems on the site. The environmental remediation, which would be involved with the clean up the site, would undoubtedly cost enormous sums of money. This problem will not be addressed within this project. The environmental situation is one of great importance when looking at the redevelopment of the site but this study will not be addressing it in specifics due to time and expertise constraints. In order for a true feasibility study to be done (which would be the step after this study) the environmental contamination of the site would be the first issue which should be addressed.
The process of determining the best reuse options for this site were developed through a number of sources and employed techniques which may not always be used when addressing development in the built environment. The process was in reality three fold, though many more actions and reports were involved. All of the steps of the process proceeded simultaneously throughout the entire project. The first step involved initial idea creation. The second step involved identifying development opportunities through the perceptions of local professionals. The final step involved addressing the redevelopment ideas and comparing them with the economic environment and the physical realities of the site to see how feasible they would be.

The process of initial idea creation was conducted primarily through a one-day community input charrette. The charrette consisted of a series of meetings with special interest groups and a general public meeting. The purpose of these meetings was to garner public input regarding the financial, social, economic, and design issues relating to the redevelopment of the Unitroyal property. The first segment of the meetings focused upon special interest groups and those individuals for which the redevelopment would most directly impact. Some of the individuals invited to participate included the Mishawaka Business Association members, elected city officials, historic preservation representatives, and development representatives from various aspects of the development industry. A series of questions and exercises were developed for the participants to take part in. These exercises attempted to identify specific assets and liabilities for the community upon which a redevelopment concept for the site could be built.

The second part of the community input charrette involved individual citizens of the Mishawaka area. Citizens were invited through press releases and subsequent stories in the local papers, radio stations, and all three local television stations. The purpose of this session of the charrette was to identify issues and ideas of importance to residents of Mishawaka. This meeting was conducted in much the same way as the special interest group session using the same series of questions and exercises. The major difference between this meeting and the one with the special
interest groups involved the focusing on specific issues. In the special interest group charrette representatives were chosen because of a specific area of interest and this area of interest became the basis for many of the questions. In the general public session the questions were left more open to avoid leading individuals in a specific direction. (The list of general charrette questions can be found in Appendix A.)

The purpose of the community input charrette was to attempt to work the idea of public participation into a project which was more development focused. The information obtained through the charrette was used by the team to determine the perceived environment in the Mishawaka area (Chapter II) and to assist in the formulation of the initial development concepts (Chapter IV).

The second step in the process of developing this project involved developer interviews. These interviews were completed as a way to discover possible development options within the Mishawaka area as well as to assist in the development of the economic overview of the area. Three developers within the area were chosen based on their knowledge and experience with the local development market.

The first interviewee, T. Brooks Brademas, is the president of Center City Associates, a development firm based in South Bend. This firm has done a large amount of work throughout the South Bend/Mishawaka area. Mr. Brademas was chosen due to his experience in the area during the past thirty years in development. Many of his projects focused on deteriorating and/or abandoned buildings. Mr. Brademas has a planning background but has done a considerable amount of local development, including an adaptive reuse project which adjoins the Uniroyal Property.

The second interviewee, John Phair, was chosen due to his experience in a wide variety of areas within the development environment. Mr. Phair is one of the partners in a development company known as the Holladay Corporation. The Holladay Corporation is involved in projects throughout St. Joseph County, as well as the rest of the state. Holladay projects include commercial, office, and industrial space encompassing both downtown and urban fringe areas.
Chapter I

Methodology

The third individual is the developer responsible for most of the development taking place on the north side of Mishawaka. Don Cressy is president of Cressy Development Corporation. Mr. Cressy has been involved in real estate in the Mishawaka area for over thirty years. Mr. Cressy's Edison Lakes project involves commercial space, executive office space and a limited amount of residential space. He was chosen because of his specific knowledge of the Mishawaka development environment.

The interviews with the developers consisted of a series of predetermined questions. The questions were designed to reveal the present development environment in Mishawaka, what development options are available within the area as well as what the future may hold for the area. (A copy of the interview questions can be found in Appendix B.) Each interview was tape recorded for later analysis. The information obtained through the interviews assisted in the creation of the development overview (Chapter II) for Mishawaka and the surrounding area as well to help determine the initial development concepts (Chapter IV).

The final phase of the process of this project was to analyze the site and market demand for the individual development concepts (Chapter IV) to determine which would be the best choice for development of the Uniroyal Property (Chapter V). A demand analysis was chosen because it determines if a proposed development responds to demand for a particular type of product that existing of proposed facilities in the area have failed to meet satisfactorily. For most residential uses the key indicator of demand for the market area is the growth of households of various types. Demand is determined by their requirements for specific types of housing characteristics relative to the size, stage in the life cycle or other usage characteristics of the population (Burchell, et al., 1994, p. 45). For retail uses, the key indicator of demand in the market area is growth in household income and the amount of income required to support a square foot of retail space. The key indicator for office space is the growth in the number of employees by standard industrial classification. In addition, the share of that growth that is housed in office space is important. These are the three key indicators which will be used to determine which of the preliminary development concepts appears to be most valid.
In addition to these three main exploratory focuses this project will address a number of other areas of development impact. First and foremost will be a more analytical overview of the development market. Generalities looking at the current and projected economic environment for the nation, state, region, and the City of Mishawaka will be addressed. Within this discussion will be information on the demographic, economic, and financial factors and forces which are important for determining the validity of a development. In addition, a specific site analysis will be an important ingredient when determining the appropriate development concept. Chapter III will look at the physical characteristics of the site. This will assist in determining what development can be supported on the site. The site analysis will also look at specific amenities on or near the site which may assist or hamper future development on the site.

The final goal of this report is to create a development concept for the Uniroyal Property in downtown Mishawaka (Chapter IV). This development concept was derived throughout the entire process. Through the information gathering charrette and the developer interviews preliminary development concepts were created. These preliminary development concepts were then compared against the demand analysis, the economic analysis, and the site analysis to determine the most appropriate development for the site. The final section of this chapter offers an executive summary of the redevelopment concept.
"Mishawaka is beautifully situated on the St. Joseph river, one of the most picturesque streams in the world, in the center of a fertile valley. 90 miles east of Chicago. It is one of the most healthful and most charming places of residence. It has every modern convenience. While it is a manufacturing city with several of the largest plants of their kind in the world it has retained that simplicity which makes life worth the living."

(Howard, 1907)

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, Alanson M. Hurd 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. Hurd 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 1865, the ore deposits ran out and the business activity at the site switched to a foundry, 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 ore 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 wool boots. All of these had dramatic effects on the City of Mishawaka but it is the manufacture of wool boots that initiated the activity for which Mishawaka became most famous.

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

The company started as a partnership between Martin V. Beiger 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 1878. 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 1887 that the "All-Knit Boot" was invented by Mr. Beiger. 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 itself prospered and greatly assisted in the early development of the City of Mishawaka.
Production of the complete footwear at the Mishawaka plant continued for years, through both good and bad times. By the middle of the Great Depression in the mid-1930's the company began introducing new products and producing other products to assist the company through the seasonal valley then present in footwear production. One of the first of these new products was waterproof clothing, later to be known as nagahyde. Other products which began production at this time included automobile mats, automobile seating, mattresses, and self-sealing fuel cells for military use. The main product for the Mishawaka plant continued to be the production of footwear ranging from rubber over boots to athletic shoes. With time many of the products which had been produced at the site were either no longer needed or production was moved to other plants.

The real blow to the city came in 1969 when the Mishawaka Rubber & Woolen Manufacturing Company was dissolved due to the closure of footwear production. The company could not compete with foreign producers. The plant remained open under the name Uniroyal and continued to produce items such as fuel cells for the aircraft industry. The employment at the plant dropped considerably though. In its prime the plant is said to have employed as many as 10,000 workers.

Today that number has decreased to approximately 250. In addition, a number of the buildings which constitute the Uniroyal facility have been deteriorating and some may have already reached a point in which repair would not be feasible. The facility today is an isolated hole in Mishawaka. It is fenced and gated and admittance is nearly impossible. If something is not done with this property soon it may well stand idle for many decades to come, reducing the quality of life in downtown Mishawaka and possibly assisting in the further deterioration of the downtown itself.

The present situation of the property itself is quite unclear. Uniroyal Technologies, Inc. which operates the facility, has been experiencing financial difficulties. In early 1991 the company moved all operations out of the Mishawaka site and filed for bankruptcy. The bankruptcy court insisted that operations remain at the Mishawaka site. The Mishawaka property is owned by a different
division of the parent company of Uniroyal, The Jesup Group. Presently the operations that are still located in Mishawaka are being moved to the western portion of the site. The areas to the east are supposedly the most deteriorated and it appears as though the this portion of the site may be moth balled. (A thorough site analysis can be found in Chapter III)

There is presently no communication between the City of Mishawaka and The Jesup Group. The lines of communication were broken off in the early 1990's though at the time negotiations were taking place which may have eventually turned control of the property over to the City of Mishawaka.

In order for the site to be developed the first issue to be addressed is the possibility of environmental contamination. This is likely to be an extraordinarily expensive undertaking, requiring the assistance of the national government. At the present time the Environmental Protection Agency has begun a program to address brownfield sites and it would be wise for the City of Mishawaka to attempt to become a participant in this program. If action is not taken by the City of Mishawaka this site could sit vacant or at least mostly vacant for years creating an eye soar and financial burden for the city. This report attempts to take the first step in addressing the site for possible reuse.

This report is design to be used by the City of Mishawaka or a prospective developer as an idea initiating tool when addressing the redevelopment of the Uniroyal Property. It is not the goal of this project to determine the most feasible but to identify possible development options and recommend one which appears to offer the best opportunity.
The population of the United States is gradually becoming older. The aging of the population is the result of a segment of the population born between the years 1945 and 1965 growing older. This segment of the population, known as baby boomers, makes up a tremendous percentage of the overall population. During the past thirty years the trends of this group have driven changes in overall society. It has been determined that this group is the best target market for a development on the Uniroyal Property.

St. Joseph Iron Works would be a residential community offering amenities and opportunities directed towards the aging population. The development would originally develop single-family housing aimed toward those individuals who desire a smaller home, close to their original neighborhood, which requires less maintenance. The next phase would begin to address the needs of the baby boom generation as they age. They will begin to require more daily assistance with common tasks as well more specialized health needs. The final phase will offer residents the option of maintaining constant health assistance in the form of what may traditionally be thought of as a nursing home. This concept will allow residents to 'age in place'. Although this development is targeted more specifically for the aging population the amenities and opportunities of the site may appeal to a broader segment of the population and this would only enhance the communities attractiveness.

In addition to residential development, St. Joseph Iron Works will also offer other development opportunities. A wellness center will provide residents of the development as well as the city, a place to fulfill traditional exercise needs as well as broader whole life needs. A community center will provide cultural opportunities for the residents and the larger community. Commercial space will provide space to meet residents retail needs as well as offering a place for residents to sell goods they produce.

The goal of St. Joseph Iron Works is to work within an existing community fabric to foster the idea of community within a development. This idea of community is encouraged through more traditional design, a variety of uses within a compact development, and the integration of new development within the existing
downtown of Mishawaka. St. Joseph Iron Works will be designed to meet the needs of the aging population while encouraging younger residents to become a part of the community.

A thorough description of the community can be found in Chapter V.
Development Area Characteristics

- Introduction
- Perceived Environment
  Michiana Area
  Mishawaka
- Statistical Characteristics
  Population
  Housing
  Income & Employment
- Summary
Chapter II

For the situation in a big city is the same as in a small town: the economy is the community. Without one, you cannot have the other.

(Kunstler, p. 195, 1994)

Introduction

To understand the community of Mishawaka and consequently the development options for the area the economy must be understood. The economy of Mishawaka consists not only of the characteristics of the people, their employment status and their income but also the trends and driving forces which form these characteristics. This section of the report attempts to reveal the characteristics of the local economy as well as to identify what trends and forces define these characteristics.

The information presented in this chapter has three distinct areas of origin. The characteristics of the economy have been generated through published data about the City of Mishawaka. This data was aggregated to give a description of the city at a specific point in time as well as to forecast what characteristics the city may contain in the future. The trends and driving forces were developed through interviews and conversations with people involved in the activities of the city. A community input charrette was conducted which offered local officials and citizens the opportunity to voice their opinion as to what the City of Mishawaka presently consists of and to offer opinions as to why they feel the city has developed in this way. In addition, interviews were conducted with local developers. These developers have, as the basis of their business, a knowledge of the economy of the area, the direction it appears to be heading, and the reason it is heading in this direction. The third source of information for this chapter was obtained through published data describing the City of Mishawaka as well as the larger comparison areas. This secondary data was, in most instances, able to support the view of the area obtained through the interviewing process. Together these three sources of information have formed the basis of this chapter.
The information presented in this chapter has then been used to determine the four possible development concepts presented in Chapter IV. A further discussion of the process of determining the preliminary development concepts can be found in Chapter IV.
According to Mayor Robert C. Beutter, "Mishawaka took great strides during the 1980's 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.

Four State Region

There are two main reason 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 must serve a large hinterland. The Michiana area of dominant influence (ADI) as defined by the South Bend Tribune serves approximately 820,000 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 Michiana 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.
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. 32). 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 $120 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 ancillary 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. Bethel College in Mishawaka has received national attention in the recent years through its premier NAIA basketball team but holds an equally prestigious position for its academics.

University of Notre Dame

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
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 10,000 people, but down to only 260 workers now. Wheelabrator Corporation moved its entire operation to Georgia. Employment at the Allied Signal Aerospace Division is down to only 130 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., manufacture of the Hummer military vehicle, the Diagnostics Division of Miles Inc., and Nylontech Inc., subsidiary of the Elkhart-based Excel Industries Inc., an auto parts supplier (Kurowski, 1993, p. 83). 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 70 percent of the retail sales in St. Joseph County (Kurowski, 1993, p. 83).

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.

There are a few hindrances to growth on the south side of
Mishawaka though. 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 but 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 developments of the Grape Road retail corridor and Edison 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 aided 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.
The previous section presented Mishawaka and the Michiana area as seen through the eyes of city officials, developers, and citizens. This perspective of Mishawaka is helpful in the process of determining development opportunities. It is, however, equally important to look at the City of Mishawaka and the larger impacted areas through statistics of the population and its characteristics. A statistical analysis provides a complete view of the area. This socioeconomic overview addresses the statistical characteristics of the South Bend area of dominant influence, the South Bend Metropolitan Statistical Area, Mishawaka, and the area of Mishawaka immediately surrounding the Uniroyal Property.

The South Bend area of dominant influence (ADI) consists of eight Indiana and two Michigan counties. The Indiana counties are St. Joseph, Elkhart, Starke, Marshall, Pulaski, Fulton, Kosciusko, and LaGrange. The Michigan counties are Berrien and Cass. An ADI is determined by the geographic area the media of a metropolitan center encompasses. South Bend is the largest city in the ADI and thus its television and press coverage determine the size of the ADI. The ADI is important because it determines the size of a market that is served by a metropolitan center. It is important in this report because it shows the size of the population and their respective characteristics that are impacted by activity happening in the South Bend area.

The South Bend ADI population was 820,600 people in 1994 making it the second largest in the state of Indiana and eighty-fourth nationally. The population increased almost 2 percent from the 1990 census when the population was 805,288. In addition to the number of households in the ADI increased over 2 percent in the same time period from 296,354 to 302,600. The household income was $37,473 in 1994 while the per capita income was $13,818. Although this is slightly below the state per capita income of $15,830 it still represents a considerable amount of money available in the area (South Bend Tribune, 1994).

The South Bend-Mishawaka Metropolitan Statistical Area (MSA) encompasses St. Joseph County. The population of the MSA,
according to the 1990 Census of Population, was 247,052. The breakdown of this population is presented in the population pyramid on the bottom of this page. It reveals that the baby boom generation is now beginning to reach the 45-54 age bracket. The brackets below this are fairly consistent since they represent this boom in the birth rate in the United States between the years 1945 and 1965. This bulge in the pyramid reveals a larger percentage of people in the older age categories in the coming years as this group of people ages. The category for people under the age of fifteen reveals a higher percentage but this is mainly due to the fact that this category contains people in fifteen age categories as opposed to only ten categories for the other cohorts.

All together this population pyramid does not reveal any characteristics which would be considered unusual. The population is steadily growing older as the baby boomers age and the number of women in the population is slightly higher than that of men.

The characteristics of the population of Mishawaka do begin to reveal a few interesting concepts. The population of Mishawaka according to the 1990 Census of Population is 42,608. This is an increase of slightly more than 7 percent from the 1980 Census of Population when there were 39,760 people in Mishawaka. The 1990 population is nearly 20 percent larger than 1970. The 1970 Census reported 35,512 people.

1990 South Bend MSA Population Pyramid

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 14</td>
<td>11.0%</td>
<td>10.4%</td>
</tr>
<tr>
<td>15-24</td>
<td>8.2%</td>
<td>8.9%</td>
</tr>
<tr>
<td>25-34</td>
<td>7.0%</td>
<td>8.2%</td>
</tr>
<tr>
<td>35-44</td>
<td>7.2%</td>
<td>7.5%</td>
</tr>
<tr>
<td>45-54</td>
<td>4.8%</td>
<td>4.7%</td>
</tr>
<tr>
<td>55-64</td>
<td>4.0%</td>
<td>4.9%</td>
</tr>
<tr>
<td>65-74</td>
<td>3.5%</td>
<td>4.0%</td>
</tr>
<tr>
<td>75 &amp; Over</td>
<td>2.1%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

Source: 1990 Census of Population
The interesting aspect of the population is revealed when analyzing the population pyramid. The most obvious characteristic is the bulge in the pyramid at the 25-34 cohort. This represents a larger percentage of people living in Mishawaka born between 1955 and 1965. There also appears to be a slight contraction in the pyramid at the 15-24 cohort. This reveals that more of the younger population are moving away from the area once they reach the age when they start to get jobs. This is a threat to the future of the city. If large numbers of young people move away from the area the population will continue to age and fail to replace itself.

Another interesting characteristic of the population of Mishawaka is the population projections. The population estimates in the year 2000 for the city range from 43,285, which would be a less than a two percent increase in population, to 45,910, which would be close to an eight percent increase. The variance is due to different methods of calculating the projections. The low projection was developed using State of Indiana estimate of statewide growth. This projection is a risky form of projection because it implies that the entire state will grow at the same rate. The higher estimate was derived using the trend extrapolation method of population projection. This is a relatively simple method for population but generally yields similar results to more complicated methods.
(Mishawaka 2000, p. 14). Two other methods used to project the population yielded numbers between the high and low estimates. The exponential curve projection method projected 43,629 people and the cohort survival projection estimated 43,617 people (Urbanski, 1992).

These projections lead to the assumption that the City of Mishawaka will continue to grow during the next ten years. A growing population would signify that the economy of the area would increase and the necessary support services for a larger population will have to be provided for.
The housing characteristics of the South Bend-Mishawaka MSA and the City of Mishawaka reveal some interesting relationships. The City of Mishawaka contains 19,028 housing units. Fifty-six percent of these are owner occupied, 38 percent are renter occupied and 6 percent are vacant. Fifty-nine percent of the structures were built between 1939 and 1979. Twenty-six percent were built before 1939 and 15 percent were built after 1979. The median value of the housing units is $46,800. The MSA has some significantly different percentages compared with Mishawaka.

There are 97,956 housing units in the MSA. Sixty-eight percent of these are owner occupied, 26 percent are renter occupied, and 6 percent are vacant. These numbers show a considerably higher percentage of owner occupied units in the MSA compared with Mishawaka. One of the main reason for this is the Granger area. Granger is the new suburban residential area within the MSA. Over 95 percent of the housing units in Granger are owner occupied. Although Mishawaka has the lowest percentage of owner occupied housing units, (South Bend is 61 percent owner occupied) Granger may be responsible for distorting the MSA number somewhat.

### New Residential Construction

#### Building Type

![Graph showing new residential construction by building type in Indiana and St. Joseph County](Image)
The other characteristic Granger appears to distort is the median value of the housing units in the metropolitan statistical area. The median value of housing units for the MSA is $50,600. This is slightly higher than Mishawaka's median value of $46,800. The median value of a housing unit in Granger is $105,900. A simple comparison will show a large variance between Granger's value and Mishawaka value. The City of South Bend has the lowest median value at $40,300. This reveals that although Mishawaka has a higher percentage of renter occupied housing these units are generally worth more than those in South Bend.

In the South Bend MSA there were 1,489 new residential units built in 1990 (Indiana Fact Book). Of these new residential units nearly 52 percent were single family dwelling units. Forty-five percent of the new units were located in a building which contained five or more units. The remainder of the units were two to four family units. This number is significantly different from the state total. In the state 77 percent of the units built were single family homes while only 18 percent were units in structures with five or more units. This reveals a strong market in the South Bend/Mishawaka metropolitan statistical area for multifamily units.
In order for a development project to be successful it is imperative that there be people in the area with incomes allowing consumption of the product. This section of the characteristic overview looks at the employment trends in the area as well as the incomes of people in the area.

The employment rate in South Bend Metropolitan Statistical Area has been relatively low over the past twelve years compared with the State of Indiana and the United States. In 1994 there were 134,900 people in the MSA labor force. Of these people only 3.8 percent were unemployed. This compares with 5.0 percent for the State of Indiana and 5.6 percent for the United States. Although the Metropolitan unemployment rate was slightly higher in 1984 at 5.8 percent, the rate was still lower than the state which had a 7.1 percent rate and the national average which was 7.5 percent.

Throughout the recent history of St. Joseph County there has been a wide range in the unemployment rate. The highest unemployment rates occurred during the recession of the late 1970's and early 1980's. The interesting trend is that for a while the unemployment rate in St. Joseph County was generally higher than the national and state averages. However, during the past decade the

**Unemployment Rate**

*Source: County Business Patterns*

![Unemployment Rate Chart](image-url)
unemployment rate has consistently remained lower in the South Bend Metropolitan area. This can be interpreted to imply that the local economy is stronger than the state and nation translating to more and better opportunities for the local citizens.

**Per Capita Personal Income**

*Adjusted to October 1994 Dollars*

Similar to the unemployment rate for the South Bend Metropolitan Area, the per capita income has remained stronger than the state. In 1970 the local per capita income was $15,231 (adjusted to 1994 dollars). This compares with a state average of $14,891. In 1980 the local per capita income increased to $18,240 while the state average only increased to $17,711. In 1990 the State of Indiana did gain some ground as its per capita income increased to $17,724 while the metropolitan area increased to $19,742. This strong and increasing per capita income implies the local population has money to spend on opportunities other than the basic necessities.
The economic environment in the South Bend metropolitan statistical area, the City of South Bend and the City of Mishawaka is presently quite strong. The area has been experiencing low unemployment and the economic drivers of the area reveal that this strong economy of the area should continue. The income of the people of the area is still higher than the state average though the difference has fallen slightly. This is likely as much a result as a restructuring of the state economy as it is a decline of the local economy. The housing for the area reveals that the Granger area is the location of the majority of new, higher cost housing. This area has been the location of choice for the past decade and a half. The problem with Mishawaka is that there is not enough land in the city on which to develop. All indications are that new developments within the city are absorbed quickly and this indicates that the city is prime for residential development.

The population of the area is relatively consistent with the national average. The area is growing as a result of its economic strength. The population characteristics are what would be expected based on national projections. Within the City of Mishawaka it appears as though the percentage of baby boomers may be slightly higher. This implies that the area may have a higher percentage of older residents in the years to come.

Overall the area is in a good economic situation. The main forces affecting the local economy are more recession prone than those which formerly impacted the economy. The University of Notre Dame is the largest area employer and continues to expand. The diverse industrial base helps maintain the area on its economic beginnings while providing residents with a good living. The health care industry has maintained its strength. It has positioned itself for the current trend in wellness and should provide an adequate base for the aging population which will require more specialized health services as they grow older.
Contextual Site Analysis

- Introduction
- Regional Context
- Neighborhood Context
- Transportation
- Site Description
- Natural Physical Features
- Built Physical Features
- Human & Cultural Context
Chapter III

Introduction

Context is defined in the dictionary as the "whole situation, background or environment relevant to some event or product." The derivation of the word means to "weave together." The spirit of this meaning tells us something as designers regarding the need to "weave" our designs into the existing fabric of the site conditions, pressures, problems and opportunities. We must strive for a sense of fit between the newcomer to the site (our development) and the site itself.

(White, 1983, p. 7)

The process of defining a development concept for a piece of property requires the introduction of a number of elements. Sometimes the use of these will not be obvious in the initial stages of the project. Early stages in the process of defining a development concept include the analysis of the site, the immediate surrounding area and the larger regional area. This step is conducted to determine what effect each has on the site. This step also allows an early identification of what type of effect development will have on the site and the adjacent areas. This section of the report analyzes the Uniroyal Property site in Mishawaka, Indiana. This analysis addresses the physical, as opposed to the economic, aspects of the site which are used in determining how the site can best be used in the future.

The Uniroyal Property site is unique in a number of ways including its size, its relationship with downtown Mishawaka, and the natural features it offers. This section of the report attempts to identify all of the physical assets and liabilities of the site which would affect future development of the site. The information presented in this chapter is an integral part of defining the development options presented in Chapter IV. This information is also extremely important in determining which of the preliminary development options appear most feasible.
The Uniroyal 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 90 miles east of Chicago, Illinois and 110 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 80/90, 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>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indianapolis, IN</td>
<td>2 1/2 hours</td>
</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>
</tr>
<tr>
<td>Grand Rapids, MI</td>
<td>2 1/2 hours</td>
</tr>
<tr>
<td>Toledo, OH</td>
<td>3 hours</td>
</tr>
<tr>
<td>Cleveland, OH</td>
<td>5 1/2 hours</td>
</tr>
<tr>
<td>Cincinnati, OH</td>
<td>5 1/2 hours</td>
</tr>
</tbody>
</table>

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 characteristic of 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 1983 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 southeast corner of Main Street and Lincolnway. It is here that 1st 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 southwest 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, this 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 been 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 Doon'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 underused 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.

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 Will's Jewelry Store is a staple in the area along with the bakery. In addition, this area offers a sportswear 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 positioning the downtown for growth. The two largest assets

Mishawaka Neighborhood

III-14
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 homes 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 Conrail 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 Kamms Brewing Company. In the 1970's this area was redeveloped into specialty retail, restaurants, high density housing, and open space on Kamms 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 can 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 main east-west route through Mishawaka is U.S. 33, also known as Lincolnway Avenue. This route runs east through Osceola and Elkhart, Indiana. To the west this route leads through downtown South Bend and then north to Niles, Michigan. This route is two and one-half lanes through most of Mishawaka. The width of the street creates difficulties because people are not sure whether to use the thoroughfare as a two lane or a four lane street. Lincolnway is officially categorized as an arterial street. This means that it is designed to serve a majority of traffic demands with incomplete control of access. Other major east-west routes through the downtown area of Mishawaka include Jefferson Boulevard, Mishawaka Avenue, and Twelfth Street.

Historically development in Mishawaka has been on an east-west axis. Therefore, the north-south streets tend to be less dominating. The most heavily traveled north-south route is the Main Street/Church Street thoroughfare. This route enters Mishawaka in the south via State Road 331. State Road 331 turns into Church Street as it nears downtown and proceeds under the Conrail underpass. As Church Street approaches the St. Joseph River it begins an S-curve to the west and then when it turns back north it becomes Main Street. This transition occurs immediately before the St. Joseph River bridge. Main Street continues north and is the main route through Edison Lakes and has become an extremely important secondary access to the Grape Road retail corridor. This Main Street/Church Street corridor contains a large percentage of the new development to the north of the city and nearly all of the new development to the south of the city.

Another north-south transportation routes within downtown Mishawaka is Logan Street. Logan Street begins south of Mishawaka at Dragoon Trail and continues north until it turns into Hickory Road. Hickory Road eventually terminates. Main Street still has prominence south of the river but it is not nearly as important since its connection with the norther portion of Main Street has been severed. Capital Avenue is the main arterial east of the city. It is presently a two lane street with a fairly large amount of traffic and development. Capital Avenue presently terminates immediately south of the St. Joseph River at Jefferson Boulevard.
Once Capital Avenue is widened and connected to the Indiana Toll Road it will become a major route of transportation and the only complete north-south arterial through the City of Mishawaka.

The other mode of transportation offered in the City of Mishawaka is TRANSPO. TRANSPO provides bus service for the South Bend/Mishawaka area. Buses operate from Monday through Saturday. Routes within downtown Mishawaka include the University Park Mall/Mishawaka route, Madison-Mishawaka route, and the Southside-Mishawaka route. The University Park Mall/Mishawaka route runs from the Mishawaka transfer station north along the Grape Road retail corridor and then circles back into downtown Mishawaka along Main Street. The Madison-Mishawaka route runs north east out of Mishawaka. It also runs west of Mishawaka to downtown South Bend. The Southside-Mishawaka route runs east and west of Mishawaka along the southside of the city. Similar to the other two routes, this route stops at the Mishawaka transfer station and has downtown South Bend as a western termination. TRANSPO provides transfers which allow riders access to nearly all parts of the South Bend/Mishawaka metropolitan area.

The transportation available for the Mishawaka area provides adequate opportunities for all individuals. Presently the most dominating problem is the congestion on the Grape Road retail corridor. Downtown Mishawaka offers adequate access both into and out of the city. There has been some concern brought up about the lack of parking opportunities downtown but this appears to be a relatively minor problem.
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 on 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 Uniroyal Technologies, a subsidiary of The Jesup 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 (Cole 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 vacant 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 1960’s 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 views 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 cluster. 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 only 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 locate closer to Main Street. Supposedly many of these buildings are in the process of falling down and many of them are completely vacant. 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.
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 Uniroyal 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 Lincolnway 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 severe 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 Kamms 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 is reaches the bridge it continues west through culverts under the buildings on the site. This race is interesting because it offers the expansion
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 Uniroyal, 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 Uniroyal Property will undoubtedly become prime development property. Until that time this problem creates a nearly insurmountable obstacle.