The culture of the City of Mishawaka is an issue which impacts future development on the Uniroyal Property site. As was stated in the economic overview, the City of Mishawaka has almost become two cities in one. The north side of the city contains new retail, office, and residential development. This development is appropriate for its location but the same type of development would feel out of place if done in the older parts of Mishawaka.

The older part of Mishawaka is made up of a working class group of people who have strong ties to their personal history and their cultural heritage. There are active groups of Belgian and Italian Americans in the Mishawaka area. This is most obvious by taking a trip through Southside neighborhood. This neighborhood contains a variety of restaurants, bars, and small stores which cater to the neighborhood and the ethnic groups of the people who live in the area. Many of these people formerly worked in the factories but are now dispersed in a variety of businesses throughout the area. These people recognize the history of Mishawaka and how important it is to maintain some semblance of respect for it.

The most important social event in the City of Mishawaka is Summertime. This celebration occurs in Merrifield Park, east of the central business district. Summertime offers city residents the opportunity to gather and enjoy the company of their neighbors while listening to musicians or simply sampling different foods. Another major event in Mishawaka is the central business district's Sidewalk Sales Days. Sidewalk Sales offer the business owners the opportunity to display the merchandise they have for sale. It also offers the residents of Mishawaka another opportunity to socialize.

One of the more recent social events has been the running of the salmon and steelhead up the St. Joseph River. Between the City of Mishawaka and Ossola is the location of a fish hatchery which has been releasing fish for the past several years. In the past few years these fish have begun returning to their hatching ground to spawn. The running brings large numbers of fisherman and spectators to the area to view the fish.
Preliminary Design Concepts

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

Introduction

In the future developers will need to consider adding more elements to the information-gathering process. The first new element is an analysis of likely future consumer preferences. This analysis is not based on what has happened in the past but, rather, on what consumers say they would like to happen in the future. Collecting this information requires talking to diverse groups, some of which developers have never before dealt with, such as teachers, the medical community, telecommunication companies, shopkeepers, parents, realtors, builders, and even children of different ages.

(Halter, 1995, p. 56)

As planners we are taught that it is the public whom we are responsible to and to whom we serve. The job of the planner is to serve the public interest. The role of developers, on the other hand, is thought to make as large a profit as possible. In certain ways this fundamental belief is beginning to change. As the above quote from the Urban Land Institute publication Reinventing Real Estate points out, developers are beginning to recognize the fact that their projects are a product for the public. It is a public that is becoming more conscious of the type of environment they are spending their lives in and they are demanding that this be a quality built environment.

This chapter of the development concept exploration defines four development options. These development options were derived through a slightly unconventional method. The basis of these concepts was twofold. First, and possibly more important methodologically, the concepts were developed through community input. The community input charrette, held in early January 1995, allowed the study team the opportunity to meet with a local residents and special interest representatives. Through these meetings the study team was able to determine what types of development characteristics individuals and groups of Mishawaka
found appealing. The study team was also able to identify assets of the community to be built upon. Conversely, the team was also able to identify those elements Mishawaka residents found less than appealing and did not want to see repeated.

The second set of criteria used when defining the development options were interviews with local development specialists. This step did not signify the same commitment to the community as did the community input charrette. It did, however, allow some of the ideas which were pieced together during the charrette to be reviewed by individuals knowledgeable of the development market. Interviewing developers was an extremely helpful step in conducting the research for this project. It allowed ideas that were conceived by the study team through the community input charrette to be looked at from a more rational, financial basis. It was through this interviewing process that the preliminary development concepts were refined.

This chapter will address four preliminary development concepts. These concepts include an active recreation development a mixed-use development, a progressive, active elderly development, and a mixed-density residential development. The preliminary program for each of these developments, the rational used for choosing each as a preliminary concept, and the positive and negative aspects of each concept are defined. In Chapter V the recommended development concept is presented. Chapter V will go into further detail relating to the program and the rational used for selecting that concept for the recommended development concept.
The Uniroyal Property contains approximately 45 acres of river front, central business district property. In its present condition this property could not be sold for what may otherwise be its fair market value. The reason for the devaluation of the property is that it contains an enormous amount of floor space which was originally designed for manufacturing. Most of this manufacturing floor space does not meet the necessary criteria for present day industrial space and offers far too much space in too obscure a layout for it to be adaptively reused. In addition, there is the very real threat of environmental contamination on the property. The combination of building demolition and probable environmental clean up would create a serious problem in financing any development on the site.

Assuming that the City of Mishawaka were able to obtain funding to clean up and clear all except the most significant buildings, a site could be created which may offer tremendous development opportunities. The problem would be that the city would not be in a situation to take a leadership role in developing the property. In addition, the site is much larger than could be developed in a expeditious manner. This would create a situation in which a valuable piece of river front property would continue to remain vacant. One possible remedy for this would be to develop the site with a plan that is relatively inexpensive and could easily be replaced in ten or twenty years, once a more permanent market opportunity becomes available.

It is this type of situation which propelled the concept for creating an active recreation park. This use would allow a site which has been cleared, but for which a permanent marketable use has not been defined, to become a community asset. This concept would allow the property to become an active part of the community while incurring minimal development costs.

The specific idea discussed by the study group involved a softball complex. The idea of a softball complex is relatively generic in that it could be any type of similar use. A softball complex seemed to be an appropriate recommendation for a number of reasons. First, softball is an extremely popular sport in the Michiana area. There are numerous leagues within the South Bend/Mishawaka
area but there are limited facilities in which to play. In addition, a local entrepreneur recently attempted to create a softball complex on the north east side of Mishawaka. This complex was slated to consist of a number of fields, concession areas, and parking for competitors and spectators. This project experienced problems obtaining the necessary zoning thus delaying it.

A project of this kind would offer many opportunities for all those involved. First, and most importantly, this type of project would bring the critical mass needed to spur other development in downtown Mishawaka. One of the biggest concerns local developers expressed with this site was that there was nothing for development to build from. A development in downtown Mishawaka would have a difficult time attracting people because of the variety of opportunities available along the Grape Road retail corridor. By creating a destination point through a softball complex a programmed event could be designed for nearly every evening from late April through the middle of September. This would begin to develop the critical mass necessary for a sustained development.

Assuming that eight fields are constructed, each team contains twelve players, three games are played each evening, and there is one spectator for each player, over 1,000 people could be brought into downtown Mishawaka each evening. If there were 1,000 people coming into an area five nights a week additional businesses would evolve. There would undoubtedly be the need for restaurants, bars, sporting goods stores, and other similar businesses in the area adjacent to the softball complex. These businesses moving into the area would begin to create the necessary spark for future development on the Unisoyal Property. Eventually this process could lead to the creation of an entertainment district in which all of previously mentioned uses, plus other retail or entertainment establishments could combine with residential uses to create a financially stable area.

The most advantageous aspect of this type of development is that it requires relatively small amounts of development capital. If an entertainment district were attempted to be created initially it would require large amounts of capital. A developer would have to be
found, which would be a job in itself, who would be willing to initiate such a project. A softball complex, on the other hand, would require little initial investment. The necessary start up capital would be spent for the playing fields, minimal spectator facilities, minimal concession facilities, and parking. As time progressed and the facility became more financially stable more extravagant facilities could be added. If, however the facility became so successful that the value of the property exceeded use as a softball complex, the fields could be replaced by other development with little additional cost. The site plan on the following page depicts how such a facility could be designed. This is only a rough conceptual design but it includes all of the necessary elements.

Despite all of the advantages described above a softball facility would have some disadvantages. A facility such as this may be considered a massive under use for this piece of property. A prominent piece of property like the Uniroyal site may not be viewed by some people as best being used for "playing fields." This type of facility may also not offer the best neighboring use. Although most of the site is adjoining the central business district, there is one side which adjoins a neighborhood. A softball complex requires lighting and may often have play proceeding into the evening hours. The neighbors may see this as a problem they could not adjust to. A final problem may be that by the time the property were cleared and ready for development this type of recreational activity will not be as popular or another such complex has been built. This would result in a(nother) softball complex not being necessary. There still, however, may be a similar type of use which would be feasible (perhaps a soccer complex).
Chapter IV

Active Recreation Development

- Softball Diamonds
- Passive Recreation
- Parking
- Potential Development Space

Kamms Island
Joseph River

Main Street
Mill Street
Spring Street
Hill Street
West Street
Loyle Street

First Street
Front Street
A mixed-use development is characterized by three or more revenue-producing uses, significant physical and functional integration of components, and development which occurs in conformance with a coherent plan (Schwanke, 1987, p. 4). The purpose of a mixed-use of multiuse development is to achieve a better mix of community uses.

Historically, people have lived, worked, and done their shopping in a relatively compact area. This is a form of multiuse development. Multiuse development can be traced as far back as the ancient cities of Greece. These cities consisted of tightly compacted, walled, and fortified places in which there was a mix of residential and commercial uses which evolved over centuries (Schwanke, 1987). The idea of mixing uses began to decay with the evolution of the automobile. It was during the early to mid-twentieth century that zoning laws first came into existence attempting to create order through control and separation of land uses. At about the same time the automobile became the dominant mode of transportation. These two forces led to the horizontal and dispersed patterns of land use and development which are still prevalent today.

The idea of creating a mixed-use development on the Uniroyal Property is based on the concept of offering people a place to work, shop, entertain themselves, and a place to live all in the same area. This idea would be reminiscent of the earlier history of Mishawaka. Mishawaka developed on the Uniroyal Property. Undoubtedly the original factories were much smaller and thus occupied much less property than the Uniroyal factory of today. This piece of property would also have contained residences for many of the people who lived in the area and nearby shops would have offered the goods residents demanded. This idea has been lost in the development now found throughout most of Mishawaka but especially in the newest development on the north side of the city.

A mixed-use development is an extremely difficult project to plan because of the wide array of necessary experience. In order to effectively create a feasible plan for mixed-use development in depth knowledge is required regarding the development areas market for residential, office, commercial, and other special uses.
This development option addresses possible mixes of uses but in order to determine the appropriate square footage a thorough market study of each would have to be conducted.

The new planning concept of traditional-neighborhood development (TND) may be described as a foundation upon which to base a modern mixed-use development. Seaside, Florida is one of the most successful developments which has attempted to bring a variety of uses into an area. The concept is to integrate housing, shops, workplaces, parks, and civic facilities into a close-knit community. This is accomplished through a mix of these uses as well as through quality design. It is this type of concept which should be kept in mind when exploring the mixed-use preliminary development concept.

The preliminary development master plan (found on the following page) addressed the site by determining which aspects of the site offered the best opportunities for public space and which were most conducive for private space. It was determined that the river front area and the areas of the site fronting Main Street offered the best opportunities for public development. Public development consists of retail, office, and entertainment uses.

The concept of offering retail opportunities within the Uniroyal Property site offers tremendous challenges because of the Grape Road retail corridor. Grape Road offers the largest retail concentration within a fifty mile radius. This concentration is located less than two miles from the Uniroyal Property site. A situation is created in which any retail space developed would have to be marketed for a specialty use which is not met in any other nearby development.

A niche which may be created, and subsequently met, is a traditional craft type marketplace. There are a large number of individuals, both in Mishawaka and the surrounding communities, who have a rich ethnic heritage. Mishawaka has a strong Italian and Belgian population. In South Bend there are large number of Polish, African and German Americans. Many people within these ethnic groups continue to maintain the culture they either came from the old country with or inherited from their ancestors. Some
of these traits include making traditional foods and crafts. There is not a location in the South Bend/Mishawaka area where all these ethnic goods can be found. A retail space on the Uniroyal Property could offer people a place to "set up shop." Space could be provided to produce a product as well as to sell the finished product.

The present office space market in the South Bend/Mishawaka area is overbuilt (Phair, 1995). In addition, Edison Lakes development on the north side of the Mishawaka offers premier executive office space. The present over supply tends to limit the amount and type of office space which could be feasible on the Uniroyal Property. It was determined that a specific niche market would have to be focused upon in order to develop office space on the site. The market which appears to offer the most opportunity focuses upon small Mishawaka oriented businesses or service oriented office space. Mishawaka oriented businesses may include lawyers who need convenient access to Mishawaka or county offices or small specialty organization which need a centrally located office space. Service oriented office space would be provided for design or engineering firms which may be attracted to the small town character of downtown Mishawaka. There is not a market at this time for a large supply of office space though.

Entertainment development attempts to create a place in which activity is found around the clock. Mishawaka presently contains little development bringing people to the downtown after regular business hours. The idea of encouraging entertainment development is to create activities on the site which bring people to the downtown for reasons other than work. Entertainment development can include restaurants, pubs, nightclubs, theatres, or more progressive developments such as a cultural center. These activities would complement daytime activities by offering local businesses a convenient lunch location. The real benefit would occur during the evening hours. Entertainment uses would bring people to the downtown after normal business hours thus expanding the life of Mishawaka.

In addition to these public uses, a vital element of a mixed-use development would be a residential portion. By creating places
for people to live within the Uniroyal Property a population is created to support existing Mishawaka businesses. This population would also serve to attract new businesses to the mixed-use development. The residential development would create a natural link with the existing neighborhood west of the site. A transition from high to medium density would make the transition from the residential to the public uses within the site.

Addressing the site from a design perspective, a mixed-use development could be an extremely interesting addition to Mishawaka. The concern with this development concept is determining the demand for such a project. The market for office space in the South Bend/Mishawaka area is extremely soft now and though development will not occur on the Uniroyal Property for many years, there are many other more attractive sites for office space. Similarly, the demand for commercial space, in its traditional form, is met by the Grape Road retail corridor. A market type of retail development which offers individuals a place to produce and sell a product is an interesting idea but not necessarily a marketable one. An entertainment district offers the same constraints. It is a market niche which is growing (Rubin, 1995, p. 26) but not one which may be feasible at this site and in the South Bend/Mishawaka area. Another concern with this type of development is the development cost. To do a quality mixed-use project a large amount of investment is required. An investor willing to invest money in a risky, mixed-use development project in Mishawaka would be difficult to locate.
Phoenix and Sun City, Arizona. Orlando and Tampa, Florida. These are areas that are generally thought of because of their retirement populations. It has been found, however, that most seniors prefer to remain in their lifelong home during their retirement years (Pollak and Gorman, 1989, p. 2). Most elderly people have lived in their homes and communities for many years and expect to continue living there. A 1992 survey of persons aged 55 and over by the American Association of Retired Persons found that nearly three-quarters would like to stay in their own home (Porter, 1995 p. 18).

Despite this desire, elderly people often find it necessary to move. There are numerous reason these people may find for moving including deteriorating surroundings and living conditions. A person may also be forced to move due to declining health. Some people find it more and more difficult to care for themselves and their home as they age. Seniors may also begin to notice deterioration in their hearing, vision or mobility or they may become disabled and subject to chronic debilitating diseases (Porter, 1995). For these reasons elderly persons may begin to look for a place to enjoy the remainder of their years still allowing them to remain in their present community. This is an opportunity identified as a possible development solution.

The U.S. Bureau of the Census defines elderly as those people aged 65 or older. Within this elderly categorization there are several cohorts, each which has its own specific needs to meet. "Young" old are those between the ages of 65 and 74. This groups of seniors will see a boom in population after the turn of the century. Between the years 2000 and 2010 the number of people in this age group are expected to grow 7.4 percent and 12.0 percent between the years 2020 and 2030 (Porter, 1995, p. 18). From the year 1990 to 2000 the age group 75 years old and older is expected to increase about 26 percent, from 13.2 million to 16.6 million. This group of elderly often represents those individuals who are having the most trouble performing routine daily tasks and may be in need of assistance.

The progressive elderly development concept addresses the many different phases an elderly population progresses through. There
are five accepted categories which reflect the health cycle of a senior. First is the fully independent elderly person who is able to perform all daily living tasks without assistance and can thus live anywhere they can afford. Semi-independent seniors may require support services such as home management or maintenance. Moderately independent seniors require supervision or assistance performing daily activities such as dressing, bathing or taking medication. There are seniors who require intermediate care such as physical therapy to prevent further loss of independence. Finally, there are those seniors in need of 24-hour skilled nursing care (Porter, 1995).

The progressive elderly concept attempts to phase in all of these stages of an elderly individuals life thus allowing them to remain in their neighborhood or community regardless of how dependent they become on assistance. The first phase of this project involves constructing traditional single-family residences. These residences would need to be more affordable and require less upkeep than a seniors existing home. A senior would be able to move into this residence and remain within easy travel time of the South Bend or Mishawaka neighborhood they have spent most of their lives in.

As time progresses, and the residents age, more assistance would become necessary. This assistance could be provided in association with one of Mishawaka's existing assets, St. Joseph Hospital. The hospital and existing support services could be expanded to provide necessary services for this group of people. The hospital is located less than three blocks away. Eventually, part of the elderly population may begin to need occasional daily assistance. The seniors may sometimes need meal preparation and bathing or dressing assistance. A congregate-care facility could become the second phase of the facility. A congregate-care facility would offer elderly people in otherwise relatively good health access to common support services such as meals and housekeeping.

The next phase of the development would be an assisted-living facility. This type of facility would be for residents who require daily assistance with basic activities including bathing, dressing, and taking medication. This type of facility would offer all meals,
assistance with daily living activities, 24-hour security, emergency call systems, transportation to off-site services, health programs, and many other services. This type of facility would be similar to what is commonly thought of as a nursing home. Typically residents in these facilities are over the age of 82 (Porter, 1995).

In addition to the living facilities, other support services will be phased into the development of a progressive elderly facility. Seniors require many of the same shopping opportunities as a younger population. Convenience shopping, a pharmacy, and recreational activities would be included in the planning. In addition, health services will have to be provided. Physician's offices, physical therapy, and other medical specialists will be located within the site. By providing these services within the immediate area residents can meet many of their needs with minimal transportation problems.

The final element of this facility will incorporate a variety of recreation and entertainment facilities. Developing for seniors is, in some respects, not that different from planning for the population as a whole. Seniors may not be able to participate in all of the activities as a younger population but they still want to continue to lead active, full lives. A variety of levels of outdoor activity will be provided in addition to indoor facilities. Land will be made available for walking along the river, gardening, or playing sports. The most difficult part of this planning is to make as much of the facility accessible to as many residents as possible without making it monotonous for some of the residents.

The preliminary design for the progressive elderly development (located on the following page) was based on many of the design principles incorporated into the mixed-use facility. Most of the more public related activities, including the retail and medical services, are located on the east end of the site. The less dense residential areas are located on the west side of the site and the higher density, assisted care facilities, are used to transition the site.

Similar to other development options, a progressive elderly development does have some limitations. Elderly housing is a
very specialized type of development. There are a variety of complex government regulations and multi-party management requirements for senior housing. Building and managing such housing frequently blend aspects of residential, hotel, and medical facility development in ways unfamiliar to traditional home builders and residential developers (Porter, 1995). A progressive elderly development will also act to bring a less affluent population to downtown Mishawaka. This type of development may not provide the economic incentive for adjacent lands that other types of developments may.
Chapter IV

Progressive Elderly Development

- Single-Family Detached
- Congregate-Care Facility
- Assisted-Care Living
- Support Services
- Recreation Facilities
During the past fifteen years a significant number of housing units have been built in the St. Joseph County area. The vast majority of the new housing is located on the northern edge of the City of Mishawaka. These homes are characterized as generally being single-family, large-lot developments. This large lot development has been accepted as the norm in property development over the past forty years.

Today the dichotomy of housing is beginning to change. Housing consumers today find they have less time to live and require more time merely to survive, let alone to purchase and pay for a home. Modern consumers are switching away from demanding simply shelter in a home but are also looking for a community (Halter, 1995, p. 58). Consumers are beginning to look for more than a traditional subdivision offers, they are looking for a place to come home to which offers a true sense of belonging. The generation with which this trend is most popular is the aging baby boomers.

One option for attempting to create a place is to build upon a community which is already in existence. This is an opportunity the Uniroyal Property offers. The Uniroyal Property is located adjacent to the central business district, an established neighborhood, and a mixed-use, adaptive reuse development. The idea of building upon these already existing facilities allows a development to be created which does not attempt to build from scratch (out of a corn field) the idea of a community. Rather, the community is one which is already in existence and can simply be built upon.

An important aspect to address when planning for residential on a constrained site like the Uniroyal Property, is to experiment with a variety of different densities patterns. Post World War II low density suburban housing is not the type of pattern which would fit contextually and maximize profits for a project adjacent to a central business district. Feasible housing on the Uniroyal Site would have to begin with medium density and would undoubtedly have to include some high density housing.

In the context of this report medium density housing refers to townhomes and condominiums which would approach a density
of 15-18 units per acre. These units would consist of attached
duplexes and triplexes. Each unit would be designed to offer
residents the best relationship with the amenities of the site, including
the St. Joseph River and Old Mill Race.

The higher density units could take several different forms. There
are a number of historic buildings on the site. Presently little is
known about the structural condition of these buildings. There is
however a precedent for adaptively reusing old industrial buildings
by transforming them into apartments or condominiums. An old
industrial building and the former Central High School in South
Bend have recently been converted to apartments. These projects
have been relatively successful. A second type of high density
residential would be to build new apartment buildings. High density
residential development of this type would have to exceed 25-30
units per acre. High density residential would be necessary on the
Uniroyal Property site in order to achieve the return needed by a
developer to make the project feasible.

Residential development can offer tremendous advantages for the
City of Mishawaka and the appropriate developer. To a developer
the central business can be a tremendous asset. The existing status
of the CBD as well as the opportunity for redevelopment can add
considerable value to the project by offering residents the sense
of community many of them are looking for without having to
invest considerable amounts of money on commercial or
community amenities. Many of the retail opportunities a consumer
is looking for either already exists or the infrastructure for its future
development is present on or near the Uniroyal Property site.

Similarly the City of Mishawaka can benefit through the creation
of a number of residential units adjacent to the central business
district. In its present condition the central business district contains
a variety of retail opportunities but no defined focus. The
introduction of as many as 500 new residential units (12 dwelling
units per acre on forty-two acres) will bring approximately 1,100
people to the area (2.2 persons per household is the present average
in Mishawaka). The population attracted to housing of this type
would be people who are looking for a small town atmosphere.
The residents would support basic retail opportunities near their
homes. Thus the central business district could begin to revitalize itself through the influx of business brought by the new residents.

As with any development option there are possible hindrances to creating a purely residential development on the Uniroyal Property. First, without doing a thorough market survey it is impossible to determine if this market exists in the South Bend/Mishawaka area. This preliminary concept proposal was derived based upon developer interviews, who supported the idea of residential development on the site, local residents, who thought it may be nice to have housing near the river, and national trends, which identify the fact that the population is beginning to look for alternatives to low density urban sprawl. The market for traditional large lot development is still strong on the north side of Mishawaka. The north and north east side of South Bend and the south side of Mishawaka are also beginning to show signs of residential growth. This reveals that the consumers in the market are having their demands fulfilled and they may not be willing to accept a substitute which contains far less private property. A final concern would be the possible environmental contamination. The fact that the site contained industrial activity for many years may cause people to have hesitations to living on the property, even if is properly cleaned. (This is a problem which will undoubtedly be encountered in all developments but would be most prevalent in people who would be living on the site.)
Mixed-Density Residential

High Density Residential
Medium Density Residential
Passive Recreation
There are a wide variety of redevelopment options available for the Uniroyal Property in downtown Mishawaka. These options range from those described in this chapter to industrial or institutional use. There are a number of factors that impact which of these choices is most feasible. The present site is likely contaminated. The cost and ability to guarantee health will impact how soon this site will be available for intense human activity. The time table of development will play a vital role in what use may best fit in the site. If the site is vacated and prepared for development in the next two years the development options will undoubtedly be very different than if the site remained in its present state for twenty-five years and was only then made available. The final and possibly most important criteria will be the physical status of the site. If the site were to be placed on the market in its present condition it is highly unlikely that any development would be investigated, let alone attempted. There are too many unknowns with the present site. Is the site contaminated? Are there any buildings on the site worth saving? How much will it cost to demolish and remove unsound buildings? These are only a sampling of the questions which will have to be addressed by the City of Mishawaka in order to make the site marketable. Mishawaka is going to have to take the initiative to discover what federal sources are or may become available to assist in the redevelopment of the property. In addition, it is important for the city to further explore developer relationships and market characteristics which would be vital to future development.

The next chapter presents a development concept created through the process of working with local citizens, developers, city officials and statistical data. This chapter does not present a feasibility study, or even a market analysis, but simply a supported development concept.
Development Concept

- Introduction
- Market Support
- Site Feasibility
- Development Description
- Summary
Chapter V

Introduction

The combination of aging consumers, rising health care costs, and the baby boomers' endless pursuit of youth will become far more relevant in communities of the future. Health and wellness programs and a delivery system to actualize them will be essential elements for success. It is about interactive wellness programs that offer individually prescribed diet and exercise regimens with records that are accessible to the community's wellness center, the residents and their personal physicians, and even their employers' health maintenance organization (HMO) programs. (Halter, 1995, p. 58)

The historic mass marketing which has been used by developers for many years is beginning to break into submarkets defined by age, household need, income, regional and ethnic preferences, and lifestyle choices (Halter, 1995). The development concept being proposed for the Uniroyal Property is as a mixed-use development focusing on a specific marketing niche. St. Joseph Iron Works is a residential development with a mix of densities created to offer residents a variety of living choices based on their present health, social, and economic situation. The focus group of the community is the aging baby boom generation. These people are approaching the time in their life when they will once again become independent, as their grown children move away. There are many needs this group of people is looking to fulfill and this development concept attempts to address these needs.

The basic premise of this development concept is that today's consumer is looking for more than shelter. In addition, people are looking for a community which meets their lifestyle needs, presently and in the future. Baby boomers clearly want life to be the way it used to be. They are searching for a place to come home to, one that offers not just shelter, but a true sense of belonging (Halter, 1995). This development will offer residents a housing choice which, by developing on an infill site, does not seek to create a community. Rather St. Joseph Iron Works attempts to become an integral part of an existing community.
community. Rather St. Joseph Iron Works attempts to become an integral part of an existing community.

St. Joseph Iron Works will offer residents a variety of opportunities. A mix of residential, retail, services, natural amenities, and location creates a unique community. The residential development will consist of single-family detached units, attached townhomes, and progressive care facilities allowing residents to "age in place." A variety of services will be provided adding to the residents' quality of life. These services will range from a community wellness center to a community social center in which the arts can be promoted. A variety of retail opportunities are presently available within the central business district of Mishawaka and the new development will expand these opportunities. The St. Joseph River, which forms the northern border of the site, offers a natural feature which will become the focus of the new development. The most important part of the site is its location. It is located within the central business district of Mishawaka creating a transition area between existing residential neighborhoods and the downtown. This creates a site which offers the transportation and infrastructure advantages of existing cities with the technology and planning advancements of new development.

The remainder of this chapter presents the development concept in detail. A discussion of the market characteristics describes how national and local trends reveal that a focused residential development offers the best development opportunity. The site location and how it compliments the concept is then presented. A detailed development concept then provides detailed recommendations and rational for choosing a progressive elderly concept. The final element is a conceptual plan for the development of the site.
The population characteristics of the United States are currently creating an older population. This older population is the result of the large number of children born between the years 1945 and 1965. This group of people are commonly referred to as baby boomers. Baby boomers have caused dramatic shifts in the marketing and products demanded throughout their life cycle. The most recent shift taking place involves the aging of this population. As the baby boomers age they demand a variety of new products. The baby boom generation is the focus of the St. Joseph Iron Works community.

There is expected to be an increase in the number of people over the age of 65. This increase will create a large market for elderly housing during the next twenty to thirty years. Elderly housing creates a demand different from traditional housing. Housing for seniors almost always involves some recognition of the health care needs of the elderly. Some of the additional services they require includes meal preparation, house maintenance, bathing, or in some instances specialized health services. Attempting to fill this niche in the housing market is the goal of St. Joseph Iron Works Community.

Determining the demand of the future housing needs for a community is a three-step process. First, a projection of the number of individuals in each age cohort is projected. This reveals which categories of the population will be expanding, thus requiring more housing. Then the number of households needed for these individuals is determined and the effective demand to be met is found. The demand must be met by the variety of opportunities available for the consumers. Thus, the effective demand to be met by this project must be determined. The final number reveals the number of units able to be successfully absorbed through this project (Burchell, et al., 1994).

The national population trend reveals that by the year 2020 one in five Americans will be over 65 years old. In addition, by the year 2030 the number of people aged 65 and older will more than double to 70 million (Porter, 1995). Within Indiana 32 percent of the population is composed of the baby boom generation. In St. Joseph County only 30 percent of the population are considered
baby boomers, while Mishawaka, similar to Indiana, contains about 32 percent baby boomers. Consequently, Mishawaka's population characteristics are similar to the state averages.

In 1990, the number of residents in Mishawaka between the ages of 55 and 64 was 3,355. There were an additional 3,401 residents between the ages of 65 and 74 and 2,901 residents over age 75. In determining the number of residents in each of these age categories in the year 2000 the cohort survival projection method was used (Urbanski, 1993). The cohort survival method determines the projected population by identifying a certain percentage of the population who will move to the next cohort. Using this method the number of Mishawaka residents over the age of 55 was determined. In the year 2000 there will be 5,104 residents between the ages of 55 and 64, 2,988 residents between the ages of 65 and 74, and 1,963 residents over the age of 75 (see graph bottom of page).

This reveals an interesting trend, but one that was not unexpected based on national projections. By the year 2000 the number of Mishawaka residents over the age of 75 will decrease 32 percent (938 residents). The number of residents between the ages of 65 and 74 will decrease 12 percent (413 residents). And the number of residents between the ages of 55 and 64 will increase 52 percent (1,749 residents). According to the Projections of the

Senior Population

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<th>Age Cohort</th>
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Population of the United States by Age, Sex, and Race: 1988 to 2080 seniors between the ages 65 and 74 will begin to boom after the year 2000. The boom for those age over 74 will not actually begin until the year 2010. This indicates that Mishawaka is following trends similar to the national average and the increase in the elderly population will occur after the year 2000, at which time the increase will be dramatic.

This population characteristic is the driving force behind St. Joseph Iron Works' development concept. The population group between the ages of 55 and 64 will be the initial target group. This group of people will be at the end of the process of raising their children and beginning to prepare for their retirement years. They will begin to think that their present home is more than they want to take care of for the final twenty or thirty years of their life so they look to some place, near their existing home, which offers a community with smaller homes, less maintenance, and the opportunity to age in place.

The number of residences which will be demanded by this aging population is difficult to predict. In 1990, the City of Mishawaka averaged 2.33 persons per household. Assuming that this average was maintained for the aging population an increase of 171 households would be necessary to house individuals over the age of 55. It is unlikely that the actual number of persons per household would be as high for the older segment of the population as it would be those households still raising families. For this reason the average persons per household for the older population was assumed to be 1.75. This makes the assumption that not every household will consist of a husband and wife but some of the households will be single persons. Using the assumption that there are 1.75 persons for every household of persons over the age of 55 there would be 227 new households created within this age group. Thus, assuming that this population age group all decided to move from their existing home to a different one when they turned fifty-five, there would be a shortage of 227 new homes.

The most difficult step in determining the demand for housing is projecting the share of the demand which will actually be looking to move and then determining the share expected to be met by St.
Joseph Iron Works. In 1994 only approximately 70 residential permits were issued in Mishawaka (projected demand for increased housing from 1990 to 2000 for the entire population is 807). During this time, as well as the recent past, there was little if any housing developed specifically targeted for the aging population. For this reason it is assumed that this development project would have a relatively large share of the market demand of the necessary elderly housing. Assuming a relatively conservative estimate of 15 percent of all demand to be met through this development project, Mishawaka residents will require 35 units within the development by the year 2000. This number will then increase as the remainder of the baby boom generation reaches the age of 55.

In addition to the Mishawaka residents, who are the primary market for the development, there is the rest of St. Joseph County which will be the secondary market. St. Joseph County is projected to increase in population 5,435 between 1990 and 2000. If similar percentages are used for St. Joseph County, as were developed for Mishawaka, 2,332 new households will be created and 652 of these will be for residents over the age of 55. Assuming that only 3 percent of this demand would be met by the Uniroyal Property development an additional twenty units would be required. Thus, a conservative estimate of fifty-five units would be demanded by people over the age of fifty-five in this development community before the year 2000. Due to the present development limitation of the Uniroyal Property it is unlikely that development could begin before the year 1997 (at the very earliest). Therefore most of the development will not actually begin until after the year 2000 making it able to meet the additional demand after this date.

In summary these population projections indicated that there will be an increase in the population over the age of 55 by the year 2000 and this will only be the beginning of the boom. This boom in the population will result in additional housing being demanded. The amount of the demand can be determined using the population increase in the older age cohorts and comparing it to the household size. This defines the number of additional households which will be created. The demand which will be met by the St. Joseph Iron Works Development is then a number based on present trends in
housing development patterns. This reveals that there will be a demand for housing catering to individuals over the age of fifty-five beginning in the year 2000.
The Uniroyal Property site, as presented in detail in the Chapter III, does not offer a tremendous development opportunity in its present condition. The site presently contains a large number of buildings built during the past 150 years for different parts of the industrial process. In addition, the site contains the real concern of environmental contamination due to the industrial activity which has taken place there. These two characteristics of the site are serious concerns when considering the site for development potential. There are, however, a wide array of characteristics of the site which make it quite appealing for development.

The first, and possibly most important, aspect of the site is the existing medical infrastructure in downtown Mishawaka. Presently Mishawaka is home to St. Joseph Hospital, Four West Medical Arts complex, and a variety of doctor and specialty medical offices. This existing infrastructure can be built upon by a community to offer special services to residents. The concept of creating a progressive, or continuing care, retirement community leads to several specific development stages.

The first stage is for residents over the age of fifty-five, but not yet in need of assistance for living. This group of people may require more attention being paid to their health but little else. It is the next development phase, those residents beginning to require some daily assistance in their lives, in which medical facilities become more important. These residents will require more frequent visits to health care professional. They may also require some types of specialty assistance. These services can be provided through cooperation with existing health care facilities near the site. The finals stage, those residents who require specialized, 24-hour care offer the greatest opportunity. The health facilities already available in Mishawaka can be expanded to meet the needs of the growing elderly population.

The process of determining the development potential of the site also took into account the characteristics of the site and what type of development it appeals to. According to Site Planning and Design for the Elderly there are a number of characteristics which apply to senior housing. Elderly residents are attracted to areas that provide an appealing setting and a secure environment.
Mishawaka is presently known to be a relatively safe, low crime, city. This assists the psychological health of residents because they do not have to fear leaving their home or walking around their neighborhood.

Seniors are likely to want to remain in their existing homes for the duration of their life. Many times this is not possible due to deteriorating health condition. As seniors grow older they find it more difficult to care for themselves and a home. As the time approaches when seniors are not able to remain in their existing residence they attempt to remain in their present community. The Uniroyal Property site is located in the heart of the Mishawaka community. The primary market for residents of such a community would thus be those residents living in the neighborhoods within Mishawaka. The site offers residents the ability to remain within the community which have spent most of their life.

Potential residents of an aging community are also attracted to an area which has convenient access to basic services, including grocery stores, banks, libraries, churches, and senior center. It is providing these services which cause financial problems for many developers. The Uniroyal Property site, on the other hand, has many of these services existing within walking distance of the site. Because the site is adjacent to the central business district of Mishawaka all of the existing downtown businesses are within a four block walk of the site. These services include two banks, the Mishawaka Public Library and a variety of different denominational churches. Having these services already provided near the site allows developers the opportunity to provide additional services to the residents, keep costs down, or a combination of both.

Another extremely important services for seniors is access to public transportation. Elderly people are less likely to be able to drive or afford the cost of an automobile. For this reason public transportation is an extremely important amenity. Three lines of TRANSPO converge at the Mishawaka transfer site. This site is presently located on the south side of the central business district. TRANSPO offers residents access to the entire South Bend/Mishawaka area. Additionally, the development concept of this
site proposes that this transfer station be moved closer to the central business district, onto the St. Joseph Iron Works development site. This would allow seniors direct access to the bus line allowing them to remain independent despite their lack of private transportation.

The physical amenities of a site found desirable by seniors are not that different from a traditional consumer. The Uniroyal Property site offers a variety of physical attributes. The most notable is the St. Joseph River which creates the northern boundary of the site. In addition, the Old Mill Race, which would be uncovered for its length during redevelopment, offers another water amenity found desirable by potential residents. Secondly the Uniroyal Property site is relatively flat. There is some change in the elevation of the site but it can be adjusted to create a completely flat site if necessary (thought this is not necessarily desirable). A flatter site is important because it negates the need for steps or steep walking gradients.

Finally, a site which offers variety in its character is important. The Uniroyal Property site is adjacent to the central business district of Mishawaka offering an urbane setting. The site is also adjacent, to the west, to Kamms Island. Kamms Island is presently in a fairly natural state. St. Joseph Iron Works development plan calls for this piece of property to be cleaned up and thereby offering residents a natural area to experience. The combination of these elements create a development area which offers residents a broad variety of experiences.

There are a variety of other element found desirable by seniors. Theses characteristics are more design oriented, though. The specifics of these will be discussed in the section devoted to describing the development concept in detail.
The St. Joseph Ironworks Community is a mixed-use, mixed-density progressive elderly community. The development of the community would be phased to meet the evolving needs of the consumer. The first phase of the development would be single-family detached housing structures. This phase of the development would be targeted for residents whose present home does not fit their housing needs any longer. The typical resident would be a 57-67 year old couple. This group of people have recently had their last child graduate from college and are in the process of redefining their personal lives. This resident no longer desires a large yard and are searching for a place that is more than house, but a community.

The community at St. Joseph Iron Works is designed to offer residents more than shelter. The initial phase, the single-family independent living development, is integrated with the existing neighborhood. The new development builds upon the existing grid layout of the City of Mishawaka. In addition, the community addresses the St. Joseph River, an amenity long ignored by development in Mishawaka. The initial phase will also begin to integrate additional facilities desired by residents.

The initial phase of the additional development will focus upon the residents wellness way of life. The development will integrate a traditional fitness center with services which address the other parts of a person’s life. There will be stress, diet, mental health, physical maintenance, and other associated wellness services. These services will offer residents the opportunity to improve all aspects of their life through the assistance of trained professionals. This service would be provided in association with St. Joseph Hospital of Mishawaka. This service will not be limited to the residents of the development though. As a method of making St. Joseph Iron Works an integral part of the Mishawaka community the services will also be marketed to all residents of Mishawaka.

The second phase of the development will address the next phase in the aging of the population. As residents and other citizens of Mishawaka age, they discover that they are no longer able to provide for themselves the way they once could. These people begin to realize that they are no longer able to conduct all of the
daily activities they once were. These people begin to require assistance for daily activities such as home management or maintenance, transportation, or meal preparation. These people may require a housing unit in which maintenance is provided or in which daily meal services is available.

To meet the need described above congregate-care housing would be developed. This housing would consist of more apartment-like living. The buildings would be townhome or apartment like and contain ten to twenty units each. The individual unit would contain its own kitchen facilities. There would also be a common dining area available for residents, however. In addition, housekeeping services would be available. This would insure that residents were able to maintain a household though they may possess physical limitations. The typical resident would be an older retiree who recognizes the physical limitations they may have but still demand social interaction. A large proportion of these residents would be women and the majority would be between 75 and 85 years old.

Additional support services would be needed to support the population in a congregate care facility. The first need would be additional wellness related office space. This space would be occupied by physical therapists, general practice doctors, specialists, and other health related professionals. In addition, more retail services would begin to be offered. The first phase of the development would begin to attract convenience retail and other more general opportunities. This second phase would begin to attract retail opportunities more specific to the aging population. A pharmacy, more entertainment opportunities and other similar operations would be encouraged for development.

The final phase of the development would be targeted for residents who require some type of support for daily living. The residents of this development would require assistance for daily activities such as bathing, dressing, medication, meal preparation, and other functions. The typical resident would be over the age of 82, female, and may have some form of debilitating disease such as Alzheimer’s. The services offered would include all meals, 24-hour security, emergency call systems, transportation to off-site
services, health programs, medication management, laundry, housekeeping, and special social and recreational programs.

The assisted living phase would be similar to what is commonly referred to as a nursing home. The units themselves would be single- or double-occupancy rooms. Ideally the structure would house less than 100 residents. The services provided within the development itself would be much more elaborate than the previous two phases. Assisted care services require emergency medical services. Additional services would focus on helping residents maintain a high quality of life would also be necessary. Many in house activities would be programmed to keep residents active.

Within a progressive elderly development it is important to promote autonomy, independence, and a sense of usefulness for the residents. A developer of a continuing care retirement community in Charlestown Maryland believes a residents health is directly proportional to the number of times he or she can be drawn out of the home to participate in a social activity (Porter, 1995, p. 21). It is for this reason that a variety of passive and active activities are programmed into the St. Joseph Iron Works site. This is done through design, programmed activities, recreational options, and opportunities to use or make new skills.

The master plan attempts to offer residents a variety of opportunities for recreation and interaction. An environment has been designed which offers several levels of challenge and support for the residents. Some of the design issues include scale changes, topography variations, a variety of pedestrian routes, and access to off-site services. The walking paths along the river and the natural area allow residents the opportunity to experience a softer environment. This is contrasted by the more urbane environment created closer to the central business district. This variety offers residents different scales and situations in which to interact with other residents or simply to be alone.

The recreational opportunities available to residents of the development will be varied. The passive recreation activities will include walking paths and variety of social spaces. The more
active spaces, those which are programmed and residents will be involved in, range from physical recreation to gardening opportunities. Within the wellness center, developed as part of the initial development, a variety of activities will be offered ranging from aerobics to bingo. Within the development an area will be set aside for the residents to garden. This area will be a common garden allowing residents the opportunity to become involved in outside activities during the summer months.

Other recreational opportunities will also allow residents to use previously developed skills or to learn new skills. A variety of craft and educational opportunities will allow residents to learn how to make baskets, oil paint, or cook. These recreational activities will not only allow residents to occupy free time but will also be used to create an additional source of revenue. St. Joseph Iron Works will encourage the use of skills to create marketable products and then provide space in which residents can either sell their finished products to consumers or teach their skill to individuals interested in learning how to do different things.

Another development opportunity within the St. Joseph Iron Works development is a cultural center. The South Bend/Mishawaka area contains a variety of ethnic populations. It is this population of people who are the potential residents of the progressive elderly development. A cultural center would provide a place where residents are able to bring to life different aspects of their culture. Pieces of art, performances, and exhibits could be created by the residents of the community to display to the Michiana community. This would allow residents to remember their past while transferring the wealth of information they have to younger generations.

The cultural center would also offer space for outside performances to be presented to the Mishawaka community. There are presently no larger auditoriums in the Mishawaka area. The facility within the St. Joseph Iron Works community could be used for performances ranging from a local dance recital to a performance of an orchestra. These performances would be open to the general public and could be used as another source of revenue for the development. A cultural center would also allow different generations to interact. Bringing in school age children to view a
St. Joseph Iron Works resident's exhibit or to perform for the resident would allow a higher level of interaction to be created between these groups.

Another source of activity and revenue for local St. Joseph Iron Works residents is through the creation of a solar "atrium." The atrium will incorporate traditional greenhouse technology for growing foods but it will also incorporate new technology to provide education and cost savings for the community. The main goal of the atrium will be to offer residents the option of working throughout the year growing fruits and vegetables. The products produced in the atrium can then be used as a nutritious food source in the common dining area of the living units. The fruits and vegetables grown in the atrium can also be sold to local restaurants or through a community-based farmer's market. There is an area in the master plan designed to be used as the farmer's market.

In addition, the atrium will include a solar aquatic system. This system takes liquid wastes from the community, purifies it and recycles it for use in the atrium. This would allow cost saving through less use of the public waste water treatment. It will also educate the public through the introduction of a new technology (which is in reality an old technology).

All of the uses programmed for the St. Joseph Ironworks attempt to improve the overall wellness of the residents. The "aging in place" approach to living allows residents to reduce the stress associated with growing older. By allowing residents a place they can live from the age of 55 until they pass away, a sense of stability is created in their lives. The design of the site creates an environment which offers a variety of spaces and experiences. The elements of the site offer more traditional elderly activities (playing cards) as well as nontraditional activities (creating ethnic exhibits, selling hand-made items, growing food stuffs for the community). The combination of these activities with the off-site services provided in the central business district of Mishawaka, or easily accessible via public transportation, creates a community in the true sense of the word.
The creation of a progressive elderly community is the development concept determined to offer the greatest potential through this study. This study is far from a thorough study, though. A continuing care retirement community requires a complete analysis of demand and how potential residents would respond to the proposed development. Demographics do not buy retirement communities, people do (Porter, 1995). This research addressed a broad aspect of the public. A necessary part of a complete market study would include consumer surveys and interactive research techniques specifically addressing potential residents.

In addition, affordability is one of the most crucial elements of creating an elderly development. Despite the fact that the overall economic situation of the elderly has improved since the 1970's the situation is still not particularly good. A 1988 survey showed that households headed by persons aged 75 and older had a median net worth of $61,491. At the same time those persons between the ages of 65 and 69 had a net worth of $83,478 (Porter, 1995). As people age their incomes and assets tend to decline. This can create affordability problems for elderly people at a time in their life when they can do the least about it. One of the largest keys will be to create a community in which local individuals will be able to afford to move to.

The St. Joseph Iron Works community attempts to integrate a wide variety of opportunities for residents. The problem with this utopia solution is that it requires money, something which is rarely in excess. In order to develop additional opportunities within the development they must support themselves. Craft workshops allow residents to occupy themselves with something they enjoy but it also offer the revenue through selling those items which are made in the community. A cultural center would be hard pressed to support itself but there are a variety of organizations or individuals who may be willing to assist in the development of such a project. The atrium could be nearly self-supporting through the money it saves by growing food for the community and could create additional revenue through selling the excess. Through creative solutions such as these St. Joseph Iron Works may be able to be set apart from other similar types of developments thereby achieving financial and social success.
Conclusion
There is a reason that human beings long for a sense of permanence. This longing is not limited to children, for it touches the profoundest aspects of our existence: that life is short, fraught with uncertainty, and sometimes tragic. We know not where we come from, still less where we are going, and to keep from going crazy while we are here, we want to feel that we truly belong to a specific part of the world.

Kunstler, 1993

As all of the preceding chapters have begun with a quote referencing the material to be presented in the pages following it, I have attempted to use a quote which concludes the process in my mind. To me this quote covers two specific goals of this project. First, this project was an attempt, by myself, to discover where in the world of planning I belong. I have been unsure exactly where my formal education was leading me and it was my hope that I would be able to complete a project which would lead me in the right direction. In addition, this project was hoped from the outset to be one which did more than create a traditional development focused solely upon money but one which also attempted to respond to the community. By responding to the community through the process it was hoped that this project would become integrated to the community and something they would embrace.

As I stated in the beginning of this report I was quite unsure exactly what it was I wanted to do with my life after I completed this segment of my formal education. I hoped that through the completion of a project, which was interdisciplinary and development focused, I would find a niche for myself, a place in the world I belong. I am not sure if in fact accomplished this though I know I did learn a lot about myself through the process.

I feel what truly attracted me to planning was the idea that it would be possible to change the world in some way by discovering what it was about the built environment that was
found positive and what aspects were found negative. I think this is what was so exciting about the first two years of my education. A way to recreate this excitement is what I was hoping to discover by undertaking this project. There were parts of this excitement which I was able to rediscover but I do not feel as though I completely succeeded (though maybe I did).

The profession of urban planning seems to be one that responds to political and thus popular public pressure. The purpose of all planning activity seems to focus upon pleasing the majority. This can only be done by taking a very conservative approach in which the accepted limits are not pushed. The problem, in my mind, with planning is that in its present state it will never be able to push that envelope. In the academic environment it is always possible to push the present boundaries somewhat, even if a project is for a real client. In the real world, though, it is expected that a consultant's project will be one which, if it is a comprehensive plan, will be able to be found acceptable by the public and thus adopted.

Through research and discovery within this project it has become more obvious to me that in order to cause change the private market must be the main instrument. It is developers who are the ones generally responsible for actually making a project more than an idea. An example of this is the present trend in traditional neighborhood development (TND). This is an idea which, three of four years ago, seemed quite radical. It was an idea originally explored fifteen years ago by Andres Duaneey. Mr. Duaneey was able to eventually locate a developer who was willing to attempt a new style of development which pushed the envelope. At first this type of development was less than a financial success. As time has progressed and the concept was explained to people they realized that the idea was something they were willing to buy into.

The process of developing Seaside (the first TND) was one which did run into problems on the planning side though. In Mr. Duaneey's original plans he had trouble convincing the local planning authority to accept his idea simply based on the words used to describe it. Today, through the hard work of
progressive designers like Mr. Duane, more traditional neighborhood developments are being attempted and many of them are quite successful. In addition, it is now easier to convince local planning officials of the validity of these ideas. This progress was not made as much through the public planning process though, it was done through the efforts and courage of developers using their money to support such endeavors.

This is the reason I have become more convinced I want to focus my attention on the private, development, side of planning. By working with the money side of development, as opposed to the regulatory side, I feel that the ideas and open mind I have could be used to improve the built environment. In this way I feel I have been able to define where my place in the world is. Through this I feel that I have been successful in completing this project for myself (though I am not completely confident in how this will eventually happen).

The second reason I felt the opening quote was appropriate for use in concluding this project was that the project I was hoping to program was one in which more than a post 1940 single use development occurs. I was hoping that this project would be able to use the site in Mishawaka to create a true sense of community within the development. This sense of community would be the result of the development itself as well as the adjacent community which would be built upon. This community would allow someone to feel as though they belonged to something larger as opposed to simply having their half acre belong to them.

I feel that in this respect this development would be all of this and more. This development attempts to fulfill the specific needs of that portion of the population which is growing older. In addition, this development would offer opportunities which may appeal to a much wider portion of the population. This is a development which attempts to focus on the human as opposed to the automobile. It is a development which treats people as though they are people and not merely machines, requiring the basic necessities of life. By integrating so many different uses and densities into a single development it is hoped that new ideas can
be presented to the community of Mishawaka as to a different way development could be done. Although it is unlikely that this project will ever be built this exercise could be used to create ideas for other development in the Mishawaka area.
Appendix A
Charrette Questions

Appendix A

General Questions

I. The City of Mishawaka

1. Draw a map for a visitor who wants to see the sights of Mishawaka. Pass your map two people to the left and discuss what you see as important to other people.

2. What are or should be the goals of Mishawaka (long term, short term, etc.)? Redraw what you would like to see the city like in the long term.

3. What are the negative images of the city? (Weaknesses, things that are missing that have not been realized, and threats, things that are happening that have the potential to get out of control and increase the negative image.)

II. The Central Business District

1. What are the boundaries of the downtown?

2. Address the same series of issues addressing the downtown. (Strengths, Weaknesses, Opportunities, Threats)

3. What future would you like to see for the downtown in 5, 10, or 25 years? (design, landuses, image, character, etc.)

4. From other cities, what elements of these cities would you like to see integrated into downtown Mishawaka? Have you been to any other city's downtowns which contain elements which you would like to see in Mishawaka?

5. How do you perceive the downtown's connection to the St. Joseph River? How can it be improved?
III. The Uniroyal Property

1. When looking at the Uniroyal site how do you think some of these issues could be met in the downtown? How does the Uniroyal site address the strengths and weaknesses of the downtown?
Appendix B
Developer Interview Question
Uniroyal Property Redevelopment Study

1. How would you describe the general real estate development environment in and around Mishawaka?

2. What are the present characteristics of the population of the City of Mishawaka? St. Joseph County? the larger region?

3. What do you see as the population trend of the City of Mishawaka? St. Joseph County? the larger region?

4. What is the economy of Mishawaka presently like? St. Joseph County? the larger region?

5. What is your view of the economic trend for the City of Mishawaka? St. Joseph County? the larger region?

6. What are the primary economic generators for Mishawaka and the surrounding area? (government, finance, medical, etc.) What is the outlook for these sectors?

7. How would you define or establish the geographic area impacted by a development in Mishawaka?

8. What would bring people from a larger regional area into Mishawaka or is it too small to have any affect on the region?

9. There are many things which bring tourists into the South Bend/Mishawaka area. Is there a way this market could be tapped into in downtown Mishawaka?

10. What is demand like in the area for housing (apartments, condominiums, townhomes, single-family detached)?

11. What is demand like in the area for office space? What types of office space may be demanded in the area?

12. Is there a market for any kind of light industrial for
downtown Mishawaka? Possibly even something at such a small scale as people manufacturing out of their place of residence?

13. What market could you see for a development in Mishawaka? (local residents, regional shoppers, tourists, etc.)

14. Thinking specifically about a development in the City of Mishawaka what would be some of the existing draws downtown could be built upon?

15. Are there any specialty development needs you may see a need for in Mishawaka? (theatres, galleries, convention space, sports facilities, teenage entertainment, etc.)

16. What segment of the population would you target for a development on the Uniroyal Site? (elderly, families, single, etc.)

17. What is the single biggest asset the Uniroyal site has for development and how would you utilize it?

18. If you were to develop a program for the development of the site, what would it contain and what is your rationale for choosing this mix?

19. What would it take to make the Uniroyal Site attractive to you as a developer?
Appendix C
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Appendix C

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