

DEPARTMENT OF COMMUNITY DEVELOPMENT

Kenneth B. Prince, Interim Director

The City of Mishawaka's Department of Community Development works to create vibrant neighborhoods and communities through revitalization and redevelopment efforts. At the core of this mission is the goal of providing every resident of our community access to a decent, safe, suitable and affordable living environment. The Department works to achieve this goal by:

- Creating, rehabilitating and maintaining the City's affordable housing;
- Creating homeownership opportunities for low-moderate income families;
- Investing in neighborhood public improvements such as streets, curbs, sidewalks;
- Seeking opportunities to partner with local organizations to leverage resources;
- Pursuing new and innovative opportunities to sustain the high quality of life in our community.

Staff

The Department of Community Development is currently staffed by three full-time employees. In June, Program Coordinator David Thomas was promoted to fill the position of NSP Grant Coordinator that was vacated by Andy West. The Neighborhood Stabilization Program grant provides funding for a full-time position to oversee grant activities and ensure program compliance. Mr. Thomas will serve as the NSP Grant Coordinator position through September 2013. Ms. Marilyn Nelums was hired in August to fill the Program Coordinator position vacated by Mr. Thomas. Roger Shields, continued in his role as Construction Manager for the Department. In the fall of 2011, Lory Timmer announced her resignation as Community Development Director, leaving the City to run similar programs as a Financial Analyst for the City of South Bend. The City is hopeful to fill this vacancy in early 2012.

Community Development Department staff facilitates and manages redevelopment and revitalization programs, working with City officials and other City departments to implement the development activities approved by the Mayor, Common Council, and Redevelopment Commission.

Redevelopment Commission

The Redevelopment Commission serves as the governing body for the Department of Community Development. The Commission is made up of five voting members and one non-voting member who are each appointed to a one-year term by the Mayor and Common Council. The following Commissioners served on the Mishawaka Redevelopment Commission in 2011:

<i>M. Gilbert Eberhart</i>	<i>President</i>
<i>Gary O'Dell</i>	<i>Vice-President</i>
<i>M. Wayne Troiola</i>	<i>Secretary</i>
<i>Matt Mammolenti</i>	<i>Member</i>
<i>Ronda Gebo</i>	<i>Member</i>
<i>Larry Stillson</i>	<i>Member (Non-Voting)</i>

Two Commissioners announced their respective resignations from the Commission at the end of 2011. Commissioner Ronda Gebo decided not to seek another appointment after serving four years on the Commission. Commissioner Matt Mammolenti also served four years and was elected to the Mishawaka Common Council, making him ineligible to continue to serve on the Commission. We are grateful for their years of service and wish them well in their future endeavors. These two vacancies have been filled for 2012. The Common Council appointed Kris Ermeti, and the Mayor appointed Jim Pingel.

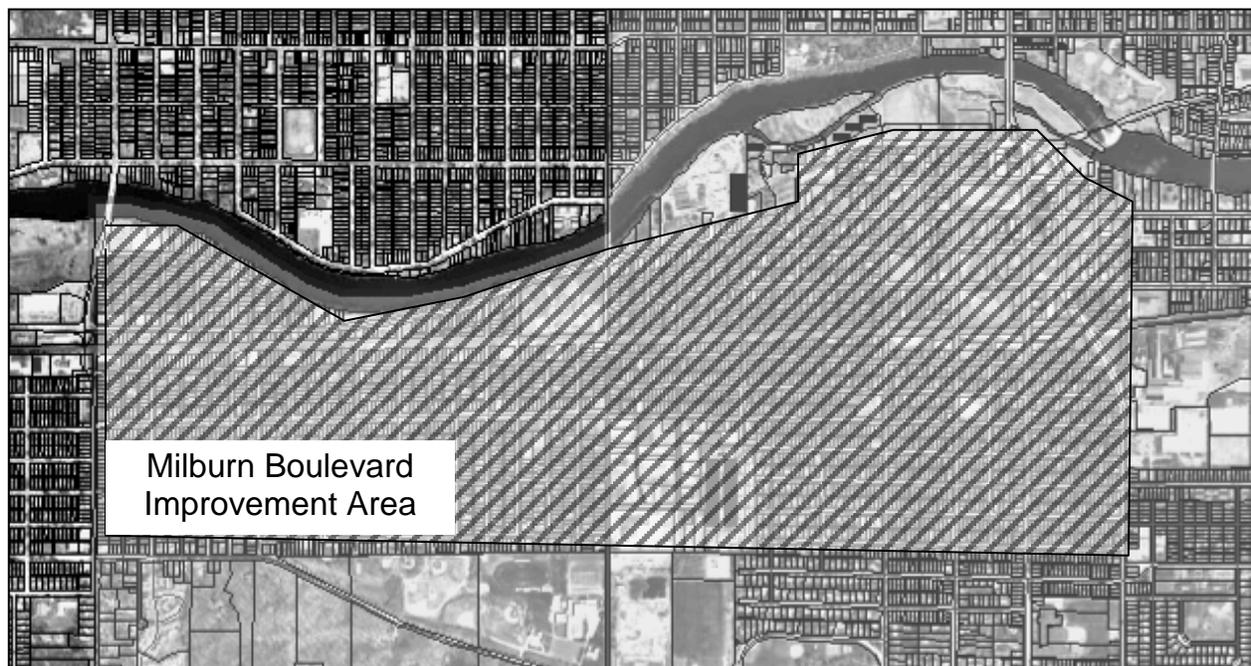
For 2012, the following Commissioners have been appointed to serve:

<i>M. Gilbert Eberhart</i>	<i>President</i>
<i>Gary O'Dell</i>	<i>Vice-President</i>
<i>M. Wayne Troiola</i>	<i>Secretary</i>
<i>Kris Ermeti</i>	<i>Member</i>
<i>Jim Pingel</i>	<i>Member</i>
<i>Larry Stillson</i>	<i>Member (Non-Voting)</i>

The City of Mishawaka's Redevelopment Commission passed 20 resolutions in 2011. The majority were for the acquisition of vacant, blighted property.

2010-2014 Housing and Community Development (HCD) Plan

Every five years the Department of Community Development, in conjunction with the City of South Bend and St. Joseph County, is required to submit a comprehensive plan to the U.S. Department of Housing and Urban Development (HUD). This plan indicates the priority needs and objectives to support strong neighborhood revitalization activity in St. Joseph County. For the City of Mishawaka, it details where and how the Department of Community Development intends to spend CDBG funds for a five year period, the current cycle being 2010 - 2014.



The City of Mishawaka plan targets the Milburn Boulevard Neighborhood for revitalization activities during the current HCD cycle. It was designed to supplement work performed in the area by the City's Code Enforcement and Engineering Departments. Through 2014, the majority of the City's CDBG, CDBG-R, HOME and NSP1 funds are being directed toward this neighborhood that is bordered by the St. Joseph River, Panama/18th Street, Ironwood Drive and Union Street. The Milburn Boulevard Neighborhood Improvement Plan includes spot blight elimination, new construction of affordable housing and public infrastructure improvements. The plan was approved and accepted by HUD in April 2010.

A key component of the HCD Plan, the Analysis of Impediments to Fair Housing in St. Joseph County, was completed in June 2010. The report identified barriers to fair housing choices in St. Joseph County and made recommendations to address the specific impediments. The analysis was approved and accepted by HUD in July 2010. In 2011, the Department continued to work on the priority areas identified by the plan. No anticipated changes to the plan are anticipated in 2012.

Funding Sources

The City of Mishawaka Department of Community Development's programs, staff and administrative costs are funded by grants from the U.S. Department of Housing and Urban Development (HUD). The Department is the administrator of the grants and uses the funds to operate programs targeted at specific Mishawaka neighborhoods.

Community Development Block Grant (CDBG)

As a CDBG entitlement community, the City of Mishawaka receives annual grants from HUD to provide decent housing, a suitable living environment and expanded economic opportunities for low to moderate income residents. In 2011 we were granted \$495,983 to focus on those directives, and we responded with the following programs: Spot Blight Elimination; Lease-to-Own Self Sufficiency; Summer of Service; Owner-Occupied Home Rehabilitation; Public Infrastructure Improvements; and Public Service Agency funding. As outlined in the HCD plan, activities funded with CDBG monies are focused on the Milburn Boulevard Neighborhood through 2014.

Home Investment Partnership (HOME)

HUD provides Home Investment Partnership (HOME) grants to local governments specifically to create affordable housing. The City received \$220,589 in HOME funds in 2011. The City of Mishawaka utilizes HOME funds to assist qualified families acquire homes through the First Time Homebuyer Program. Typically this activity occurs throughout the City on scattered in-fill sites. However, Neighborhood Stabilization Program funds have provided the Department with numerous vacant lots within specific geographic boundaries for First Time Homebuyer builds. Construction will take place in the NSP target area through 2013.

Neighborhood Stabilization Program (NSP1)

The Neighborhood Stabilization Program (NSP1) was established by HUD for the purpose of stabilizing areas that suffer from home foreclosures and vacancies. In 2009 the City of Mishawaka was awarded \$2,000,000 in NSP1 funds from HUD through the Indiana Housing and Community Development Authority (IHCDA). The need for neighborhood stabilization funding in Mishawaka is driven by the number of foreclosures and vacant and abandoned properties concentrated in specific areas. The intent of the Community Development Department's NSP1-

This project has been enthusiastically supported by area residents and our local business

funded project is to reinvigorate Mishawaka's center city neighborhood as part of our on-going River Center redevelopment master plan. This project has been enthusiastically supported by area residents and our local business community.

The NSP1 target area was bordered by Marion Street, Tenth Street, Harrison Street and Merrifield Avenue. The Department chose this area by using HUD Area Income Limits, Federal Reserve Home Mortgage Disclosure Act (HMDA) data and United States Postal Service (USPS) vacancy rates. In addition, a compilation of data predicting estimated foreclosure, abandonment and 18-month problem foreclosure rates was consulted. Population data was obtained from the U.S. Census Bureau, and information on vacant structures was provided by the City of Mishawaka's Department of Code Enforcement. A City-sponsored Housing Condition Survey indicated concentrated areas of substandard housing.

The selected neighborhoods represent the most densely populated area of Mishawaka. While the target area represents only 3.9% of the City in terms of area, it houses 18% of the City's total population. Steps taken to reduce problems caused by vacant and abandoned homes in this specific area will positively impact the greatest number of low to moderate income residents in particular and greatest concentration of Mishawaka citizens in general. The NSP1 funds were successfully used in the timeline allowed and the properties have been added to our list of properties for Habitat and First Time Homebuyer builds.

Community Development Programs

Utilizing the City's funding from the U.S. Department of Housing and Urban Development, the Community Development Department administers a variety of programs that serve the needs of low to moderate income residents while stabilizing City neighborhoods.

First Time Homebuyer Program

Since its inception in 2004, the City's First Time Homebuyer Program, with funding from HOME grants awarded by the St. Joseph County Housing Consortium, has built a total of thirty-two (32) homes. The Department acquires and demolishes vacant, substandard property, constructs a home on the cleared lot, and provides down payment and closing cost assistance in the form of a forgivable loan. The Department partners with Place Builders, Jeff Moser Homes and The McCollester Group to construct the homes. In addition to our building partners, 1st

Source Bank and Mutual Bank work with the City to provide private mortgages and other funding for the program. Not only does the First Time Homebuyer Program provide an additional housing option for moderate income families, it clears blighted properties to make way for new construction homes in our older neighborhoods, revitalizing communities and increasing the City's tax base.



611 East Third Street

2011 brought in many applicants for the First Time Homebuyer Program. It was determined with many applicants that their Credit Scores and/or Household Income levels prohibited them from participating in the First Time Homebuyer Program. However, we were able to find 4 applicants that did meet all of the requirements and were happy to place all of them in homes in 2011. Program homes were constructed at 311 Cleveland Street, 611 E. Third Street, 407 W. Sixth Street, and 510 W. 10th Street. Applicants continued to show interest throughout 2011 which has created a good pipeline of potential clients for 2012.



510 West 10th Street

2011 HOME funds will be carried over, combined with 2012 HOME dollars, and four (4) First Time Homebuyer houses are planned for construction in 2012. The proposed lots are located on

East Broadway (2 sites), West Tenth, and West Ninth.

The Department aggressively markets the First Time Homebuyer Program. It was featured on the City’s website, Facebook, the Communicator, the South Bend Tribune and “JT in the Morning” on 960 AM. Program Coordinator David Thomas promoted the First Time Homebuyer Program at gatherings of the Mishawaka Optimists Club, the Mishawaka Rotary Club, the Lion’s Club, the Mishawaka Kiwanis Club and a 1st District Neighborhood Meeting.

Lease-to-Own Self-Sufficiency Program

The Lease-to-Own Self-Sufficiency Program provides eligible program participants with down payment assistance to purchase homes rehabilitated by the Department. Qualified applicants have stable employment and moderate income, and have not previously owned a home. Program participants make rent payments for two years, receive budget counseling, then have the opportunity to apply the rent paid toward a down payment on the house. With funding from the NSP1 grant, three (3) foreclosed homes were acquired in 2010 and have been rehabbed for lease-to-own opportunities. The home at 313 W. Eighth Street and the home at 717 W. Seventh Street were both occupied by the close of 2011.



313 West Eighth Street



717 West Seventh Street



718 West Seventh Street

Spot Blight Elimination

The Community Development Department works to maintain the high quality of life in Mishawaka neighborhoods by eliminating vacant, deteriorating properties. In most cases, new First Time Homebuyer or Habitat for Humanity homes are constructed on the cleared lots. In 2011, the Department acquired 13 properties, mostly in the NSP3 and CDBG target areas, in an effort to eliminate spot blight in a focused, strategic manner.

The NSP1, NSP3, and CDBG target areas represent the oldest neighborhoods in the City. Mishawaka was incorporated as a village in 1833 on the banks of the St. Joseph River. The location was an abundant source of bog iron, and heavy manufacturing facilities sprang up along the river, prompting Indiana’s Governor to proclaim that Mishawaka was “the Pittsburgh of the West”. People were drawn to the area for work, including many immigrants from Belgium, Italy and Poland. They settled in neighborhoods surrounding the manufacturing sites on the river, and the homes they built, most now 100+ years old, make up the residential component of the area we are targeting with grant funding. Many descendants of the early Mishawaka residents still

reside in these neighborhoods. The district is historically significant to the City from both economic development and cultural heritage perspectives.

The City of Mishawaka and residents of the target areas share a pride in the history of their neighborhoods. Many residents were employed by the Uniroyal plant and have lived in its surrounding neighborhoods for decades. However, as the population has aged, the homes they once owned and cared for have been inherited, sold, and in many cases converted into rental units or neglected. Nevertheless, faith in the neighborhood remains strong, and mixed among the dilapidated abandoned buildings are many well-maintained homes. Residents are not giving up on their older neighborhoods. The tide of blight caused by vacant and abandoned homes is being reversed, while new families are given the opportunity to live in the revitalized center city area. The residential improvements, mixed-use commercial development in the River Center/Ironworks, planned public improvement projects, such as the Riverwalk and conversion of the former Mishawaka Furniture store into senior apartments, will complement and enhance one another, revitalizing the older center city and enriching the quality of life for Mishawaka's residents.

***...revitalizing the older center city
and enriching the quality of life for
Mishawaka's residents***

In 2011, eleven (11) structures were purchased from neighborhoods throughout the City. Following is a recap of properties and our plans for the future of each site.

- | | |
|-------------------------------|---|
| <i>1002 Prospect:</i> | Purchased with NWTIF funds, for the future extension of the Mishawaka Riverwalk. |
| <i>1110 W. 4th</i> | Purchased with CDBG Funds, Will be a lot for new single family residential construction, Habitat for Humanity. |
| <i>2604 Milburn:</i> | Purchased with CDBG and HOME Funds, Will be a lot for new single family residential construction, First Time Homebuyer. |
| <i>410 W. Ninth:</i> | Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, First Time Homebuyer. |
| <i>414 Lincolnway West:</i> | Purchased with NWTIF funds for open area associated with the Mishawaka River Center Apartments |
| <i>426 W. Ninth:</i> | Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, First Time Homebuyer. |
| <i>511 W. Sixth:</i> | Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, Habitat for Humanity. |
| <i>611 E. Broadway:</i> | Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, First Time Homebuyer. |
| <i>850 E. Fourth:</i> | Purchased with NWTIF Funds, Will be a lot for new single family |

residential construction, First Time Homebuyer.

902 Somerset: Purchased with CEDIT funds, to expand Mary Gibbard Park

917 Grand: Purchased with CEDIT funds to expand Mary Gibbard Park

Summer of Service Program

In the fall of 2006, the City of Mishawaka began a partnership with Rivervalley Church and Vineyard Community Church to create the program now known as Summer of Service. In 2011, the City again joined efforts with local faith-based organizations to complete service and repair projects on eight homes in the Mishawaka community. Community Development provided funding for materials to repair eight homes that were referred to the Summer of Service committee by the City's Code Enforcement Department.



205 E. Lasalle Before



205 E. Lasalle After

205 East Lasalle: The garage at this property was brought to us by the Code Department as a Substandard Case. Our SOS partners from Harris Prairie Church and Chase Builders stabilized the structure, removed debris and garbage from the property, replaced the vinyl siding, and installed a new garage door.



330 Park Before



330 Park After

330 Park: Another substandard case brought to us by our Code Enforcement Department. The single stall garage on this property was beyond repair and needed to be demolished. Our SOS Partners from Epic Church and River Valley Community Church volunteered their time over the course of a weekend to demolish the structure, cut out the overgrowth in the yard, power-wash the siding, repair gutters, and paint trim.



427 Wenger Before



427 Wenger After

427 Wegner: This was yet another substandard garage case brought to us by our Code Enforcement Department. Our SOS Partners from Faith Community performed minor repairs to the foundation of the garage on the property, re-decked and re-shingled the roof, installed a new garage door, and removed loads of trash from the interior of the garage.



2357 N. Main Before



2357 N. Main After

2357 N. Main: Our SOS team from Vineyard Church dedicated two full weekends to siding, painting, and landscaping at this property. In addition to that work they also removed a structure that was added on to the garage, sided the garage, and installed a new garage door.



2001 Lincolnway E Before



2001 Lincolnway E After

2001 Lincolnway E: Our SOS Partners from Oak Creek Community Church met us at this property to discuss scraping and painting the wood siding that was in horrible condition. It was determined that the garage had issues much deeper than what showed on the surface. We ended up squaring up the garage that had shifted over the years due to poor construction, siding over the old wood siding, and installing a new garage door over the course of one weekend.



540 N. Logan Before



540 N. Logan After

540 N. Logan: Our Code Enforcement Department recommended that we visit this homeowner to discuss boarding up the garage door after vandals had set fire to it. Our SOS team from First United Methodist Church went above and beyond the call of duty and replaced the garage door, painted the siding, re-graded the back yard, and cleaned up the landscaping on the entire property.

918 Charlotte Ave: A group of Evangel Heights Church members donated their time to power-wash the siding, rebuild the front and back porches, and paint trim at this home. After meeting the owner of this home and seeing the interior, the church members decided to donate their own money to make repairs and paint the interior of this home.

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. The Community Development Department, along with the City's Parks Department, partnered with churches to bring students together to complete projects throughout the City. On the weekend of June 17th - 19th, 250 students from six Mishawaka churches picked up trash, weeded and applied mulch at Shiojiri Niwa, Wilson Park Warming House, Crawford and Merrifield Parks, and collected debris along the railroad south of Fourth Street. The students assisted the Parks Department by painting the interiors and exteriors of City park restrooms and storage rooms and cleaned up trash in our City Parks.



Public Infrastructure Improvements

In 2010, the Department funded the removal and replacement of approximately 2,202 square yards of sidewalk, 2,305 linear feet of curb and gutter, and 500 square yards of pavement. The improvements were made at various sites on West Street, West Sixth Street and West Fourth Street.

Owner-Occupied Wheelchair Ramp Program

2011 marked the fifth year the Community Development Department has partnered with the Indiana / Kentucky Regional Carpenters Union Local 413 to build wheelchair ramps for low to moderate income homeowners in Mishawaka. Program participants were referred by REAL Services, Inc. CDBG funding was allotted for material costs to build one ramp, and labor was donated by the Carpenters Union. The ramp was constructed for a home in the Village Green mobile home complex.



Habitat for Humanity of St. Joseph County Partnership

The Community Development Department considers its partnership with Habitat for Humanity of St. Joseph County to be one of its most effective and rewarding. In 2011, the City continued its collaboration with Habitat. Utilizing CDBG and NSP funds, 4 vacant, substandard properties were replaced with new infill homes constructed by Habitat for Humanity of St. Joseph County.



They will become the sites of future Habitat

The City, utilizing these federal program funds, typically provides development subsidies of \$30,000 - \$55,000 per home. This ensures that the houses built are architecturally appropriate and possess the necessary amenities to blend into existing neighborhoods. .

Habitat built six homes in 2011 that were subsidized in part by the City. Homes were constructed at the following addresses:

116 East Seventh Street
548 West Sixth Street
550 West Sixth Street

327 Milburn Court
616 East Bettell Street
715 East Sixth Street

These home builds are not possible without the participation of volunteers. The following groups participated in builds in Mishawaka in 2011:

First Source Bank

Healy Group

Beutter Family

Charitable Trust

Old National Bank

St. Joseph High School

Riley High School

Penn High School

Marion High School

Notre Dame Students

HRP Construction

The new homes provide affordable housing for low to moderate income families, replace blighted structures with new construction, increase neighborhood homeownership rates, stabilize the community and increase the City's tax base. In 2012 the City looks to expand our

partnership with Habitat for Humanity of St. Joseph County. Specifically, the City is hopeful to partner with Habitat for some of the residual properties that remain from the construction of the Main Street underpass.

CDBG Public Service Agency Funding

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations received a total of \$45,250.89 in CDBG funds in 2011:

- YMCA Before and After School Program \$12,021.30
- Family and Children’s Center \$9,500.00
- REAL Services Adult Guardianship Program \$5,000.00
- REAL Services Older Adult Crime Victim Program \$4,166.00
- Boys and Girls Club \$14,562.89

Mishawaka River Center Apartments

As the population of Mishawaka ages, a need has been demonstrated for more affordable senior housing. In 2010 the Redevelopment Commission, on behalf of the City, submitted an application to the Indiana Housing and Community Development Authority to receive Rental Housing Tax Credits for the conversion of the former Mishawaka Furniture store into senior apartments. The project is called the Mishawaka River Center Apartments. This project has been reported on for a number of years, and in 2011 significant strides were made toward completing the project. In late Spring, the tax credits were sold, in the Summer plans were finalized, in the fall the project was bid, and in December the project was awarded to Ziolkowski Construction from South Bend for 7.3 Million dollars. When the project was bid in the fall of 2011, bids came in significantly higher than estimated. As a result, the Redevelopment Commission increased the amount of City Tax Increment Funds that would be available to



complete the project. Originally, it was anticipated that 1.7 million dollars in Tax Increment Funds would be required. As part of their role as developer for the project, the amount of Tax Increment Funds committed to the project increased to 3.9 million dollars. Although we anticipate the actual costs to come in significantly lower, the 3.9 million included over a million dollars in contingency to address unforeseen conditions if they should arise.



Regarding the project itself, this 32-unit apartment development for seniors is located on Lincolnway West in Mishawaka’s downtown area. Once construction is complete, the apartments will provide independent housing for low to moderate income citizens who are at least 55 years of age. Over the years, the surrounding neighborhood has seen a significant level of housing instability, disinvestment, and

demolition activities while being in close proximity to relative stable and improving housing and commercial areas. By providing adaptive reuse of a historic landmark, this project will aid in the preservation and stabilization of Mishawaka’s downtown and central business district for years to come.

This project will provide affordable one and two-bedroom apartments for seniors. By utilizing the Rental Housing Tax Credit program, this development will have the added benefit of creating housing for low to moderate income seniors at very affordable levels. The area is close to the library, post office, several restaurants, parks, and many other public and private facilities. This project will serve as the “hub” around which further stabilization efforts in our target neighborhood will occur.

A historically significant building that occupies three-quarters of a city block will be transformed from a blight on the surrounding neighborhood and a target for vandalism into highly sought-after, affordable senior housing. At 51,000 square feet and three stories, the renovated building will be an imposing downtown landmark that maintains the turn-of-the-century downtown atmosphere.

The rehabilitation and adaptive reuse of the 100-year-old masonry, Prairie-style building that housed the first Mishawaka High School, Main Junior High, and most recently the Mishawaka Furniture store will be compatible with and improve the surrounding neighborhood. The project complements the surrounding neighborhood by introducing a residential use into the previously commercial building and by improving the surrounding site with new sidewalks, new street lamps, and improved landscaping. The building has served as the gateway to the downtown from the west for 100 years and will continue as an important example of civic architecture for



our community. Upon completion of construction, the building will be deeded to the Community Development Corporation of Mishawaka to be managed and operated by the Mishawaka Housing Authority. Taken together as an overall strategy, the Mishawaka River Center Apartments, NSP1 projects, Riverwalk, and River Center development projects will represent the most significant effort and our best opportunity in recent history to stabilize the downtown of our city.

Mishawaka River Center Development Agreements

Ironworks of Mishawaka

In 2011, the City of Mishawaka continued working with Prime Development on efforts to redevelop the former Uniroyal site. During 2008, the first building phase was approved. The construction includes 18 custom townhouses which range in size from 2,100-2,800 square feet. The first 15 units are now complete, 13 have been sold. The anticipated construction of the last three units fronting Kamm Island Raceway are proposed to take place in 2012.



In 2008 the shell of the multi-story mixed-use building on the riverfront of Beutter Park was completed. Prime Development continues to market and enter into discussions with potential tenants for the space. The current economic environment makes it difficult to find lenders for the restaurant venture intended to occupy the first floor of the building. Despite the economic climate and typical failure rate for restaurants, the building continues to receive a lot of interest. The City is hopeful that the restaurant space will be leased and that activity associated with it will spark renewed interest in this prime property.

Through a Memorandum of Understanding between Prime Development and the City's Redevelopment Commission, Prime Development continues to market the remaining portions of the former Uniroyal properties. In 2011, Prime Development continued to prepare multiple concept plans and promoted the property for the mixed use, urban, pedestrian-friendly destination envisioned by the City. Although no additional development agreements were created, continued interest in the site is a positive sign for the area's future economic recovery.



Riverwalk Townhomes, LLC.

In 2007 Riverwalk Townhomes, LLC. began work on what will become 20 townhomes along the North bank of the Mishawaka Riverwalk. The townhomes are designed in the style of traditional Chicago brownstone walk-ups. Phase I, consisting of 11 units, was completed and made available for sale in 2008. At the end of 2011, four units were completed. One has been sold, three are occupied by lease.

Although the units are designed as condominiums and available for sale, the project appears to have continued to have found a niche in the high-end rental market. This project has suffered significantly due to the recession and housing market crisis. The forecasted improvement in residential markets should help the developer continue to sell and/or lease additional units in 2012 and complete the project as envisioned.

Retail Property Development, LLC.

In early 2011, the Redevelopment Commission advertised a series of vacant properties that had been acquired by the City over time for sale and redevelopment. The only bid received was for a group of parcels located in and around the intersection of Spring Street and First Street submitted by Retail Property Development LLC. The bid was based on their ability to market and develop the properties for a grocery store, and other retail type of uses. Following the submission, the Commission entered into a Memorandum of Understanding with Retail Property Development to allow them to market the properties for the intended use. This Memorandum was extended in December of 2011 for six months to provide the developer more time to market their concept.

Center for Hospice.

In the summer of 2011, the Redevelopment Commission entered into a Memorandum of Understanding to allow for the development of an institutional campus for the Center for Hospice and Palliative Care. The campus will be located to the south of Madison Street and will extend from Pine Street to Central Park. The plan includes the phased construction of a new hospice house, community bereavement center, palliative care center, and administrative/support facilities. Right now the administrative functions for Center for Hospice are dispersed in multiple locations in the region. Approximately 70 employees are intended be housed at this facility initially, with an opportunity for growth over time.

Center for Hospice originally contacted the City a few years ago regarding their desire to consolidate facilities to one location, and inquired if the City had any property they should consider. City staff suggested that they consider this location because of the low intensive office and residential uses that exist, the amenity of the river, and the symbiotic relationship between the Center for Hospice runs, walks and other community events, and what the City is working to accomplish as part of the downtown redevelopment efforts with the Mishawaka Riverwalk.

Over the past two years Center for Hospice studied their options and found a handful of sites that would meet their needs. To implement their proposed plan required the purchase and rezoning

of a series of properties, the largest being the Mishawaka Fraternal Order of Moose Lodge. Over the past year, Center for Hospice has entered into purchase agreements for all of the private property required to implement the plan.

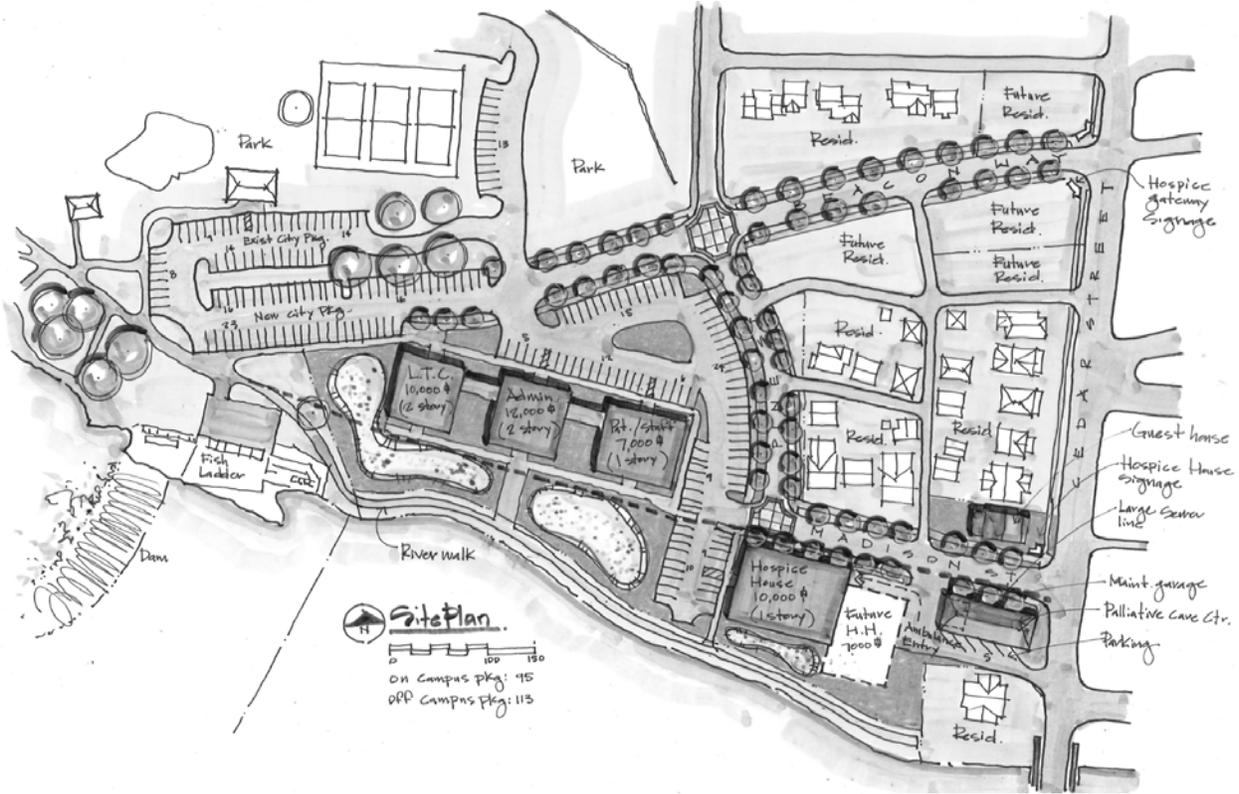
In June, Center for Hospice entered into a Memorandum of Understanding with the City of Mishawaka Redevelopment Commission. The Memorandum, in addition to identifying purchase price of City controlled property, identifies the public infrastructure projects that would be constructed by the City as part of implementing an overall Master Redevelopment Plan for the area. Some of the public projects envisioned include the extension of a new public street to connect between Cedar Street and Central Park, the extension of the Mishawaka Riverwalk along the entire river frontage controlled by Center for Hospice, and the potential re-alignment of Pine Street to remove the offset intersection that occurs at Fish Ladder Lane (the connection to the Riverwalk). To implement these public improvement plans, the City previously acquired the two vacant industrial buildings located at 413 and 421 North Cedar Street that have since been demolished.



The total quantity of new construction proposed by the Center for Hospice is approximately 40,000 square feet. The intent is that the administrative portion of the proposal would be developed first, with the remaining structures being built as funding becomes available over time. In working through the master planning process with City staff, it was requested that Center for Hospice provide sufficient parking to meet their average daily need. During special events or meetings, the intent is that parking would overflow into the public parking provided for Central Park. Part of the City's plan for extending a drive to Central Park is to double the amount of available parking by the play structure/restroom in the park. Similar to the City's municipal parking lot located adjacent to First United Methodist Church downtown, a shared parking arrangement is ideal so that an excess of parking isn't provided only to sit vacant for most of the year. In the case of the church, downtown businesses use the parking lot during the week with the Church using it more heavily on weekends. In the case of Central Park, the only time where parking is an issue is when special events take place like the recent fireworks display. As redevelopment areas are built upon, it is going to be increasingly important to have strategically placed pockets of parking along the riverwalk in close proximity to the downtown for events and activities.

Center for Hospice is working to finalize their master plan and still intends to start construction of phase 1 of the Campus in 2012.

Concept Elevation of Mishawaka Center for Hospice Campus



Concept Site Plan- Mishawaka Center For Hospice Campus