

City of Mishawaka
2019 State of the City Address

“Building a Better Community”

Mayor David A. Wood

Introduction

This is the time every year when we pause, look back over the previous year and take measure of the progress we have made and the issues we continue to face. Like most years, currently we are just trying to keep up with both the positive development and routine activities of City government. Like everything good that happens in the Princess City, the State of the City wouldn't happen without a team effort. Once again, I would like to thank Karl Kopec, Tim Brill, Brent Chupp, Ken Prince and our department managers for their help in compiling all this valuable information.

As Mayor, I get to share with you the best of Mishawaka, what is working well and what we need to work on. I will also share with you some of our future plans and opportunities. I continue to believe that we are at a great moment in time in the history of Mishawaka! We have challenges to be sure, but we will continue to meet those challenges head on to continue to ensure that we thrive as a city.

So, what is the current state of our City? **Mishawaka continues to be fundamentally STRONG, GROWING, FINANCIALLY STABLE, and SAFE.** We continue to strive to be the most livable city in Northern Indiana. We are focused on growing Mishawaka in an orderly fashion and having each and every resident and neighborhood sharing in our prosperity and growth. I am pleased to report that for another year Mishawaka continues to build a community that our future generations can be proud of; one that is not only an attractive place in which to live, work, raise a family, and retire; but also to visit, shop, seek healthcare, and do business in.

From a City perspective, 2018 was not just another productive year for building and construction, it was our best year since the start of the great recession in 2008, exceeding the record growth we had in 2017, and was one of our best years ever. We had more development announcements and construction activity from local, regional, national, and international companies looking to build or expand in Mishawaka. The City continues to have a steady growth in population with new housing options. Our neighborhoods continue to remain safe and stable.

Every year I choose a theme for the State of the City, the theme I have chosen for this year is **“Building a Better Community”**. In this case, I was inspired by the Habitat for Humanity Carter Work build that occurred in 2018. Being Mayor has its challenges, like any job. That being said, all of your challenges seem to fade when you are able to be part of something truly special. As I am sure that all who had the chance to participate feel, the 2018 Habitat for Humanity Carter Work Project was the epitome of that type of special event. In August of 2018, the City of Mishawaka was blessed with hosting the Habitat for Humanity Jimmy & Rosalyn Carter Work Project at the Fields at Highland subdivision near the corner of Byrkit and Jefferson in Mishawaka. President and Mrs. Carter, along with Garth Brooks, Trisha Yearwood, and David Letterman worked tirelessly beside volunteers from all over the world to build 23 homes in one week. Mishawaka

was in the forefront bringing attention to the issue of affordable housing and in the process, help to build a better community right here in the Princess City!



President Jimmy Carter



First Lady Rosalynn Carter

Carter Work Project - By the Numbers			
23	New homes in Mishawaka	6	New homes in South Bend
1	Major rehab in South Bend	11	Owner occupied repairs
40,856	Volunteer hours toward the CWP	1,127	Local volunteers
584	Out of town volunteers	15	International volunteers



Mayor Dave and Councilman Banicki



Trisha, Garth, and Jeff



Mishawaka Habitat Work Crew

Using this theme of “Building a Better Community”, as part of this year’s address I am going to provide examples of what our City Departments accomplished in 2018 to build a better Mishawaka.

Mayor’s Youth Advisory Council

To me, building a better Mishawaka community starts with our youth. One of my initiatives continues to be to educate our youth about our City and show them the value of their “hometown”. I want them to see what is available for their future in our City and hope that they will return after college and continue to make Mishawaka their home. The Mayor’s Youth Advisory Council is a way that my wife, Jaimi, and I give back to our City; by empowering the youth of Mishawaka to have a voice and to address issues and concerns that affect them directly, not only today, but for tomorrow as well.

In 2018, the Youth Advisory Council had a large number of interested students nominated by their peers, school counselors, teachers, community members and parents. This year 33 students were invited to be part of the Advisory Council; 13 from Mishawaka High School, 8 from Marian High School, and 12 from Penn High School. In 2018, the Mayor’s Youth Advisory Council had many opportunities to connect with City of Mishawaka Department Managers, local businesses and citizens of Mishawaka. The Youth Council’s Thanksgiving Food Drive raised over \$2,000 and they collected over 1,000 lbs. of food which enabled them to deliver 70 Thanksgiving dinners to

Mishawaka families in need, and to also make a sizable food donation to the Mishawaka Food Pantry.

Mishawaka Police Department

If we do not have law and order, there is no way to in fact build a better community. There is no service provided by local government more vital than public safety. I continue to be thankful for the outstanding work performed by the Mishawaka Police Department.

Crime rate has remained relatively constant

Although I would much rather be reporting a decrease in crime, I am content for this year to report that crime in the City has remained relatively constant. According to Uniform Crime Statistics reporting, we in had 3,455 crimes reported in 2018 compared to 3,402 reported in 2017. Although this is a slight increase, it is consistent with the continued growth of the City that added hundreds of new residential units and many businesses, and points to a stable crime rate for the City rather than one that is increasing. As part of these statistics, I am pleased to report that burglaries were down by almost 13% when compared to 2017. In 2018, the City of Mishawaka also showed a 25% decrease in robberies from 2017. Relative to the Mishawaka Police Department and their abilities, the detectives who were assigned robbery cases solved 45% of these cases! In comparison, the national average for robbery clearance rates is only 25 to 30 percent.

Uniform Crime Report Statistics (2017 vs. 2018)			
Offense	2017	2018	Change
Homicide	3	5	+2
Rape	8	16	+8
Robbery	54	48	-6
Assault	809	829	+20
Burglary	285	248	-37
Larceny-Theft	2,034	2,032	-2
Auto Theft	204	252	+48
Arson	5	15	+10

With great sadness

In December 2018, the City of Mishawaka experienced an unfathomable and horrific crime. Officers investigated and discovered that Breana Rouhselang (17), who was pregnant, was murdered by her boyfriend behind her house. Her boyfriend, Aaron Trejo was charged and is awaiting trial in the St. Joseph County Jail. This tragedy has had a profound impact on the affected families, the first responders who handled the investigation, Mishawaka Schools, and the entire Mishawaka community. Strong communities unite in events like this, expressing sympathy and support. The outpouring of tears and love was overwhelming. Breanna had a police escort to the cemetery. Passing the fire station, our firemen were outside standing and saluting as the funeral procession passed. This is what community does when it is grieving.



Breana Rouhselang

Police in the Community

In reporting on crime rather than police activity as a whole, we can get too caught up in the negative. There is an incredible amount of community support given by the Mishawaka Police Department every year. The City's DARE program continues to be one of the best in the State of Indiana. Our officers specifically work to engage and be an active part of the community. In 2018 the Police Department participated in events including Coffee with a Cop, Chill with a Cop, National Night Out, Trunk or Treat, and our annual Christmas Tree Lighting.



Officers Bo Ennis and Don Siders

In addition, each year I try to highlight a special story that illustrates this community support. On November 14, 2018, a woman in labor, her boyfriend and mother, pulled into the parking lot of the police department after business hours. The mother ran into the lobby where she informed dispatch that her daughter was in labor outside. Officers Bo Ennis and Don Siders were first on scene. Six minutes later, with the help of the officers, the "mother to be" delivered a healthy baby. Both officers acted without hesitation in a professional manner to assist. They not only helped save a life, but they helped bring one into the world. Days later, both officers met with the mother and her baby to check on them and to meet the rest of family. Building a better community includes having the trust and confidence in your local police department and having a department that is worthy of that trust.

Women's Self-Defense Classes

Providing community policing is also being proactive. In 2018, the City began offering self-defense classes for women at the Battell Community Center. Self-defense includes awareness, assertiveness, verbal confrontation skills, safety strategies, and physical techniques that enable someone to successfully escape, resist, and survive violent attacks. Multiple classes were held in 2018 and were instructed by Division Chief Jason Stefaniak, Sgt. Rich Freeman, Sgt. Brian Long and Pfc. Dave Ruiz. The classes proved to be very popular and filled up quickly. I am pleased to report that these classes will continue throughout 2019.

Moving forward

As we move forward, I am confident in the abilities of the Mishawaka Police Department. The reason we have consistently low and stable crime rates is that our Police Department has always had a plain, old-fashioned hard work ethic. Mishawaka is strong because the men and women of the Mishawaka Police Department keep her safe.

The Mishawaka Police Department continues to do an outstanding job evolving along with the ever-changing technologies and criminal mindset of today's world. Mishawaka's low crime rate is even more impressive when considering our City's continued expansion and the constant influx of daily visitors to the largest retail shopping area in the region.

Mishawaka Fire Department

The Mishawaka Fire Department (MFD) had another record setting year as the Department responded to 8,009 calls for service. This is 577 more calls than were received in 2017 and the highest year to year increase of the last 5 years. In comparison, the Department responded to 7,432 calls for service in 2017 and 7,201 in 2016. Calls have increased by 26% since 2014.

Fire Department Calls for Service		
Year	Calls	Yearly Change
2018	8,009	+577
2017	7,432	+231
2016	7,201	+486
2015	6,715	+362
2014	6,353	-72
2013	6,425	---

The greatest number of calls for service continued to be for emergency medical services (EMS). Our ambulances and fire trucks responded to 5,908 calls that required EMS response in 2018. In comparison, the MFD had only 158 calls that involved a commercial, residential, apartment or other type of fire. The remaining 2,033 calls included any requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types of responses. As a result of the increase in calls, collections were also up slightly for ambulance billing making 2018 the largest revenue year for the department. We collected \$1,571,528 in fees for services provided.

Fire prevention

The Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and existing, to ensure the safe occupancy of the people who work in and visit them. In 2018, the Fire Prevention Bureau performed 2,128 fire inspections of buildings in the City. Fire Investigators from the Bureau were called out 53 times to investigate commercial, residential, apartment and vehicle fires in 2018.

New fire equipment

The City took delivery of two new vehicles in 2018. A new Silverado pick-up was purchased for our Fire Marshal Division and a Mule was purchased that carries a cot and other medical equipment for community special events. We also replaced our Water Rescue Response vehicle, Unit 118, which pulls Boat 2 out of Station 4. The City also ordered a new 100ft Sutphen Ladder truck at a cost of \$960,000 that is slated for delivery by early May in 2019. We currently have plans to re-chassis a medium-duty ambulance in 2019.

As dollars get tighter and tighter, we continue to improve the efficiency of the preventative maintenance program for our fleet. Every attempt is made to maximize the longevity of our vehicles and utilize both the resources of the City's Motor Pool as well as contracting out some of the more specialized fire apparatus maintenance.

Part of the community

On the theme of building a better community, the Fire Department does much more than fight fires and serve as our first responders. The Mishawaka Fire Department also has 6 firefighters trained as car seat technicians. Once a year the City hosts a car seat event along with Memorial Hospital's children hospital at Martin's on Bittersweet Road. In 2018, the City held a second event at Fire Station #4. During these events seats are checked for proper installation, as well as proper fit for the child's height and weight. As part of this program, numerous seats have also been given to children who needed them.



Youth Firefighter Demonstration

Part of building a better community is being actively involved in it. In this regard, the Fire Department also performs, at no extra cost to the citizens, many hours of public service and education. Some of the many examples of additional public services provided are fire extinguisher training and demonstrations, Survive Alive, Little Red, MDA Fill the Boot, and on Veterans Day firefighters place flags on the grave sites of our military veterans. The members of the Mishawaka Fire Department performed over 25,970 person-hours of public service to its community in 2018.

For the 6th year, the fire department sold limited edition t-shirts that benefited Honor Flight of Northeast Indiana. This project was the creation of Driver/Operator Eric Hiatt, who is a veteran himself, and still heads up this amazing cause. The shirts were sold to the public and to firefighters to be worn on duty in the month of May. Honor Flight transports veterans of World War II, Korea and Vietnam to Washington DC and back at no charge to the veteran. While in D.C. the veterans get a chance to visit their memorials and connect with other veterans. The Mishawaka Fire Department has raised over \$10,000 to date, and many local veterans have benefited from the Honor Flight program.

In addition, the department works hard throughout the year sponsoring multiple local charities. Our firefighters take on cancer every year with their Breast Cancer, Guardians of the Ribbon, Awareness campaign. Our Needy Family Fund is spearheaded by Firefighter Nicola DeCicco and raised \$5,326 in 2018 to distribute to citizens in their time of need. Lastly, our firefighters through other functions, such as their annual golf outing, continue to fund and distribute two \$1000 scholarships for local students from the City.

Local hero

Being part of a community is sometimes found in those that go above and beyond. In 2018 Driver/Operator Mark Regina was awarded the Heroic Rescue Award for the State of Indiana by the Indiana Fire Chiefs Association. In April of 2018, Mark was off duty, smelled something burning and noticed a residence on fire. Firefighter Regina then discovered the home was occupied and helped a mother and her three children escape through a window. Because of firefighter Regina's quick thinking and actions there were no injuries from a circumstance that could have otherwise been tragic.



*Driver/Operator
Mark Regina*

City Finances

Building a better community requires that we have adequate funding and that the money is managed wisely. Working with the Common Council in 2018, Mishawaka passed another honestly balanced budget for 2019 that provides investment in public safety, streets, and parks, while including a modest 1.5% plus \$500 cost of living increase for our employees. Budgets are about making choices and setting priorities. Mishawaka's success continues to be based on being fiscally conservative and not incurring long-term legacy costs that could jeopardize our stability in times of uncertainty.

General Fund

Even with losing \$5.4 million to property tax caps in 2018, the General Fund's balance increased by \$3.4 million. Much of this increase is due to conservative budgeting and spending. Growing the General Fund balance, the equivalent of having cash in a checking account, continues to be a priority in 2019 and beyond, given the on-going uncertainties associated with the full implementation of the tax caps.

Use of the City of Mishawaka Bond Bank

Our local Bond Bank, which utilizes funds received from a past legal settlement, was used to finance a new records management system for the police department. In addition, a new fire truck and turn-out gear for the firefighters were ordered in 2018 for delivery in 2019. These large ticket items will be paid with loans from our own local Bond Bank. Borrowing from our local Bond Bank saves our taxpayers money with lower interest rates and lessens the burden on our cash reserves by spreading the payments over time. Interest paid goes back into the bond bank to grow the funds available for future City financing.

Property Tax Caps

Currently, property tax caps are at 1, 2, and 3% of net assessed value for residential, rental, and business owners respectively, with caps of 1 ½, 2 ½, and 3 ½% on any taxes tied to debt. Though the City of Mishawaka does not have general obligation debt, our citizens pay taxes on debt for the schools, townships, and libraries that are in their taxing districts.

State law stipulates in 2020 that ALL of St. Joseph County’s caps be reduced to 1, 2, and 3%. Good news for property owner’s wallets, but a burden to schools and municipalities who must find a replacement for this funding. H.B. Umbaugh & Associates has prepared a long-term analysis of future revenue and the effects of these new caps. These losses, called Circuit Breaker Credits, are \$5.4 million in 2018. This is up approximately \$500,000 from 2017. In comparison, there was a \$600,000 increase in this loss between 2016 and 2017. Over two years, this loss has increased an additional 1.1 million dollars despite the on-going growth of the City. As costs and debt grows for all taxing entities who are sharing out of the same capped percentage of revenue, and assessed valuation doesn’t keep pace, these losses will be ever increasing even without the pending fiscal cliff. The current financial model for funding local government in St. Joseph County continues to be in need of serious repair.

Fiscal Cliff

Based on our 2023 projections, the loss with the full implementation of the tax caps is estimated to be **approximately 10 million dollars**. Finding revenue and/or cutting millions and millions of dollars from our budget is truly a challenge. Shifting expenses to non-property tax funds and conservative budgeting are just a couple strategies we are employing to prepare to mitigate the losses. Another option that may need to be considered in the future is an income tax increase. While not desirable on many levels, the State, in adopting property tax caps and increasing the ability to provide additional income taxes, has purposefully directed a shift in the burden of taxes from property owners to wage earners. As we continue to update the forecasted numbers, we stay proactive instead of reactive in analyzing how best to increase revenue and reduce expenses to weather this fiscal cliff.

Assessed Valuation

As I reported in past years, in 2007 the assessed valuation of the City reached a peak of \$1.75 billion. Since then, following the Great Recession, the Princess City has weathered an overall lower assessed valuation. In fact, as of 2018 the City assessed valuation remains 24% lower than our peak in 2007 despite **over a billion dollars** in construction activity since that time.

Assessed Value History			
2015	2016	2017	2018
\$1,372,100,311	\$1,341,719,802	\$1,391,035,674	\$1,409,003,003
+5.28%	-2.21%	+3.68%	+1.30%

The City continues to work with the Penn Township Assessor and enFocus to analyze and make recommendations on realistic updates to processes that we believe will help provide more accurate, fair, and consistent valuations. I am pleased to report that the assessed valuation increased again in 2018 but only from \$1,391 billion to \$1,409 billion. This small 18-million-dollar rise is concerning since there is both significant construction activity and a robust housing market where home market values are significantly higher than what they had been even a few years ago.

Dark Stores

One of our issues is that Dark Store legislation has allowed large box stores to appeal their assessed value based on like stores that are empty (dark). Particularly in Mishawaka where we continue to be a retail hub with some of the highest property values in the County, we believe the system is not fair, essentially allowing large retailers to not pay taxes based on the actual property value which is what everyone else has to pay. County and township assessor offices have neither the staff nor budgets to fight the high-profile law firms reaching out to the corporate stores. Together, Mishawaka, along with South Bend and the County, continue to meet to discuss appeals and strategies to combat this growing trend. The state legislature also continues to try to address this situation through legislation but to date has not been able to pass anything that provides a “fix”.

Excellence in Financial Reporting

Expected this quarter is our 32nd consecutive Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 2017 fiscal year. Alas, all good things must come to an end. While we will no longer be preparing a CAFR for submission that qualifies us for this achievement, we will still be preparing a report based on Generally Accepted Accounting Principles (GAAP) that will satisfy all requirements for a city our size for the State Board of Accounts and our bondholders. This decision was made after careful consideration due to the cost and time needed to produce this voluntary report. This Certificate of Achievement is “the highest form of recognition in government accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.” Although the award will not continue, the excellence in financial accounting will. This wouldn’t be possible without the ongoing efforts of our Controller, Rebecca Miller and her staff!

City Clerk and Common Council – The Legislative Business of the City

Building a better community involves all aspects of City government. Beyond their legislative duties, the City Clerk and Common Council are vitally important to the business of the City and routinely are the point of contact with our citizens, serving as both advocates and sources of knowledge.

Legislative business

During 2017 the City Clerk Block’s Office and Mishawaka Common Council handled the legislative business of the City which included 28 resolutions, 40 ordinances, 3 annexations, 1 alley vacation, and 5 resolutions honoring schools or individuals.

Public Access

Building a better community includes reaching out to our citizens in many different ways. In Mishawaka we make every effort to keep our citizens informed. Since 2015 Clerk Block has worked with Nicholas Ramirez, Jr. the Coordinator for Michiana Access TV to have Council meetings recorded and shown on the WNIT Public Access Channel at 9:00AM the Wednesday following the meetings.

Government is here to serve

As I have said on many occasions, but bears repeating here, I believe that one of the reasons that Mishawaka stands apart from most other communities (or other levels of government for that matter) is the quality of our elected officials. Mishawaka elected officials place the best interests of the City above their own interests or party politics. I think this cooperation is a direct reflection of the community we represent and the wisdom of the voters that put us in office. I would like to thank the Common Council and Clerk Block for their continued dedicated service to the City.



*Mayor Dave Wood, City Clerk Debbie Block
and the Mishawaka Common Council*

Council Changes

2018 was an eventful year with changes in Council Membership. Councilman at large Joe Canarecci, after three years of service, decided to run for St. Joseph County Council. Joe won the election and we wish him well in serving Mishawaka and greater St. Joseph County in this new capacity!

Following the fall 2018 election, State Representative Joe Taylor decided to take a new position of employment that required him to give up his elected position. Our own third district City Councilman, Ross Deal was appointed to replace him. Ross took his oath of office in December of 2018 and has already made meaningful contributions representing the greater Mishawaka community in Indianapolis!

Joe was replaced by former Mishawaka Councilman Gregg Hixenbaugh. Ross was replaced by first time Councilwoman Stacy Petko-Reisdorf. We look forward to working with Gregg, Stacy, and all of the Council to continue to improve our Mishawaka community!

Central Services

One of the ways to assess the health of a community is to review how it cares for streets and other public property. When I am traveling throughout the state, I always make a point to review the condition and appearance of other cities. Like all cities, Mishawaka is limited by a very fixed amount of resources, and unlike the new edge cities around Indianapolis, our City infrastructure dates back to 1833. In my travels I always believe that Mishawaka compares favorably to every other city that I visit. This is due to the dedicated employees of our Central Services Department.

It is the responsibility of the Central Services Department to maintain all green areas of city-owned properties, consisting of nearly 700 acres. They also maintain 330 lane miles of roadway. During the winter months, in addition to the streets, they remove nearly 19 miles of snow on all city-owned sidewalks. These areas include the Riverwalk, all City owned lots, utility business office, City Hall, sidewalks on all bridges and all other walkways adjacent to city-owned property. It is also the responsibility of the Central Services Facilities Maintenance Department to service and maintain over 300,000 square feet of city-owned buildings.

Doing more year after year

During the 2018 season, Central Services removed 20,387 cubic yards of leaves from residential homes. This is significantly more than the 12,088 cubic yards of leaves picked up in 2017. The Mishawaka Traffic Department completed 1,139 tasks in 2018. This is 244 more tasks than were completed in 2017. These tasks consisted of sign repairs, new installations, inspections, field data collection and manufacturing of signs.

Fleet Maintenance

Building a better community requires a fleet of vehicles and equipment that needs to be maintained. The Fleet Maintenance Division is responsible for the maintenance, repairs and fueling of all City of Mishawaka and Mishawaka Utilities vehicles. These services range from oil changes to engine rebuilds. In 2018, Fleet Maintenance recorded 1,333 repairs. Mishawaka also used 184,036 gallons of unleaded gas and 92,334 gallons of diesel fuel at total cost of \$546,943 in 2018.

Building Projects

In addition to their normal duties, we also ask Central Services to perform some smaller construction projects to help our tax dollars go even further.

Some accomplishments performed by Central Services in 2018:

- Installation of the playground equipment at Mary Gibbard Park
- Installation of Fitness Court at Central Park
- Water wheel at Battell Park Rock Garden



Central Services Building Projects

Household hazardous waste collection site stays in Mishawaka

In late 2017, the City of Mishawaka was notified by the St. Joseph County Solid Waste District that, after 20 plus years of operation in Mishawaka, they would be relocating to South Bend, thus shutting down their collection site located at 1105 E. Fifth Street in Mishawaka. This was a shock and a disappointment. We then proceeded to set up negotiations to keep a satellite site open in Mishawaka. After several months of meetings with The St. Joseph County Solid Waste District Board, an agreement was reached to reopen the Mishawaka site on a seasonal basis. Mishawaka is required to provide the employees and training to manage the site and keep it in operation, while the County pays for the disposal of the materials. On June 26, 2018, the site was reopened and became a huge success servicing over 5,000 customers from June to December. Based on the costs paid by Mishawaka to operate the facility, the City was excluded from a Recycling Tax that was imposed on County and South Bend residents.

Building and New Construction

The bottom line is that to build a better community, you need to have construction. Construction needs to be not just in the form of new buildings and uses, but to be truly successful, we also need to have continued reinvestment in older areas and buildings. I am pleased to report that Mishawaka continues to have this combination of investment and remains in its entirety a thriving community. What is remarkable, in 2018 construction activity in Mishawaka continued to grow when compared to our previous two great years.

In 2018 the City issued building permits with a **total estimated construction cost of \$158 million** - an impressive 16% increase over the total estimated construction cost of 2017 which was \$136.4 million.

Booming Construction!

Since 2013 the City has now had five straight years of double-digit percentage growth from year-to-year. Every year since 2013 the City has had a minimum year-to-year growth in estimated new construction values of greater than 13% and \$13 million per year.

Year	Estimated Construction Value	Dollar Change	Percentage Change
2009	53.0 Million	-	-
2010	43.0 Million	-10.0 Million	-23.3%
2011	45.0 Million	+2.0 Million	+4.4%
2012	52.0 Million	+7.0 Million	+13.5%
2013	53.4 Million	+1.4 Million	+2.6%
2014	67.8 Million	+14.4 Million	+21.2%
2015	85.2 Million	+17.4 Million	+20.4%
2016	98.4 Million	+13.2 Million	+13.4%
2017	136.4 Million	+38.0 Million	+27.9%
2018	158.0 Million	+21.6 Million	+13.7%
Ten Year Total	792.2 Million		
Ten Year Average	79.2 Million	+10.5 million/year	+13.3%/year

Mishawaka continues to reap the benefits of our geographic location being centered in the South Bend-Elkhart region. The City has promoted our development with long-term strategic decision making such as the continued investments being made downtown, the extension of infrastructure to the Exit 83 interchange of the Indiana Toll Road, the creation of a medical hub with the relocation of the St. Joseph Regional Medical Center, the construction of the VA Clinic, and now the Beacon Health System expansion on Beacon Parkway. The long-term forecast for new construction remains promising! The recent announced loss of Bayer’s North American Logistics operations and Liberty Mutual’s call center downsizing, although painful for our community, represent only speed bumps relative to our continued growth and prosperity. Clearly, although there are corporate, national, and world economic influences that the City cannot control, development interest is still high and we have a very positive outlook for 2019 and beyond.

New commercial building activity increased again!

In 2018, commercial permits were issued with an estimated construction cost of 110.5 million dollars, a significant \$13.6 million increase over the \$96.9 million issued in 2017. By the numbers, 15 new commercial building permits were pulled for new free-standing buildings in 2018. The single largest permit was once again for the new Mill at Ironworks Plaza project being constructed by Flaherty & Collins on the former Uniroyal properties with a \$24.4 million dollar estimated construction cost. Other large projects that pulled permits in 2018 included the Vibra Hospital on Edison Lakes Parkway with a \$20.4 million estimated construction cost and Beacon Health Systems Granger Hospital located off Beacon Parkway with an estimated \$16.8 million construction cost.

Single-Family Home Construction

Single family homes are a cornerstone of almost every Midwestern community. Mishawaka is no different. I am pleased to report that permits were issued for **56 new single-family homes in 2018.**

This is fewer than the 78 home permits that were issued in 2017, but still better than the 36 new homes constructed in the City in 2016. As indicated in previous reports, this is still significantly lower than the number of single family starts that occurred prior to 2007, but our continued modest growth is still significant.

Diversity of Housing

Our single-family growth combined with the explosive growth of apartments, provides for a healthy and diverse housing market in the City. In 2018, the Reserve, a project by Watermark of Indianapolis substantially finished 300 units of larger apartments with garages. The project is located at the southwest corner of Fir Road where it crosses the Indiana Toll Road. As previously mentioned in last year’s address, the City also had two developers propose separate low income senior assisted living projects in 2017. One of those projects started construction in 2017 and was substantially completed and partially occupied at the end of 2018. Silver Birch of Mishawaka was constructed by Chicago based Vermilion Development just south of the southeast corner of Edison Road and Hickory Road. The second project from AHEPA, located directly east of Marian High School at the northeast corner of the intersection of Logan Street and Dragoon Trail closed on their financing at the end of 2018 and began construction on the site in the beginning of 2019.



The Villas on Fir

Another significant new urban development that continues to grow is the Grandview Planned Unit Development. Great Lakes Capital pulled permits for significant additions in 2018 including adding 100 new apartments and lower level commercial space to the existing apartment complex on the site that began construction in 2016. The commercial portion of the development located at the northwest corner of the intersection of State Road 23 and Gumwood Road is expected to follow in the coming years and represents a prime area for the continued development, enhancement, and growth of Mishawaka’s consolidated northern retail and business area.

More medical facilities continue to be built in Mishawaka

Quality healthcare is a vital part of any community. In Mishawaka, we are served well by being the ideal service location for the greater region. As mentioned previously, Vibra Hospital and Beacon Health System’s Granger Hospital were two of the larger projects that were permitted in 2018.

Vibra Hospital is an acute long-term care facility that is intended to provide care that traditional hospitals are not designed for. If a patient is in need of continued hospital care, but no longer needs an intervening procedure, Vibra represents a next level of care between a traditional hospital and a nursing facility.



Beacon's Granger Hospital Construction

Beacon’s Granger Hospital being built on the north side of Mishawaka is a small hospital concept. The hospital has only 8-10 beds and is being built to handle the traditional emergency room visit, the vast majority of which do not require an overnight stay in the hospital. Although it is a fully equipped hospital, including operating facilities, it also has an ambulance on site to allow for the transfer of patients who require more specialized treatment available in larger hospitals. Both of these facilities will reduce the demand for rooms at the St. Joseph Regional Medical Center that at times have asked for elective surgeries to be postponed based on the number of available beds.



Center for Hospice Campus Expansion

Also, in 2018, the Center for Hospice Campus continued to grow in downtown by starting construction of an additional administrative building and hospice care facility that began construction in 2018. This is an additional 10-million-dollar investment in the campus. The Center for Hospice Care continues to provide care and services to the greater region while being an integral partner as part of the City’s vision for growing and diversifying the central part of the City.

Reinvestment

Remodels and continued investments in existing facilities were common in 2018. Meijer started major renovations at both their Grape Road and Bremen Highway locations. Big Lots decided to move from its location at Town and County Shopping Center to a portion of the former K-mart building located at Grape Road and McKinley Avenue. Drive and Shine made yet another addition to the car wash facility located at Douglas Road and Main Street. Lippert made a 2.5-million-dollar investment remodeling 4100 Edison Lakes Parkway.

Annexations

Building a better community includes growing. Mishawaka continues to grow in a steady and orderly fashion. There were three voluntary annexations, adding 140 acres in area to the City in 2018. This represents an increase of 0.22 square miles (1.2% in area). In comparison, the City grew by just 8.3 acres in 2017. The existing area within the City limits, according to our Geographic Information System, is now 18.23 square miles. 2018 annexations included property adjacent to Hose Assemblies at 1828 E. McKinley Avenue, Beacon Health System at 14710 State Road 23, and the City itself annexing the Juday Creek Golf Course for the future creation of a City wellfield.

Downtown Development

Building a better community for Mishawaka for the last 20 years has meant reinvesting in our downtown and taking advantage of our greatest natural resource, the St. Joseph River.

Regional Cities Initiative/Flaherty and Collins

The most visible change that occurred downtown in 2018 was the construction associated with the Mill at Ironworks Plaza project being built by Indianapolis based developer Flaherty and Collins. As identified in previous annual reports, in 2016, the Regional Development Authority awarded Flaherty and Collins just over 5 million dollars to assist in building a new 233-unit high amenity mixed-use apartment building on the site of the former Uniroyal Complex south of Beutter Park in downtown Mishawaka.

In 2017, the City issued a Tax Increment Financing Bond that funded the City's nine-million-dollar investment in the redevelopment initiative. The public infrastructure included in the project includes a public parking garage that will provide the public the ability to park for up to three hours for free. In addition, Ironworks Avenue will be extended with on-street angled parking, and Hill Street, north of Front Street, will be converted into a two-aisle parking area similar to Mill Street north of Front Street.

We are excited that after almost 20 years, four acres of the former Uniroyal complex is being made productive again and that it will be generating over a half-million dollars in local property taxes a year at the project's completion. The developer broke ground in late 2017 and the building which is roughly 450,000 square feet encompassing two city blocks was estimated to take approximately two years to complete. Foundations were placed in January of 2018. Over the course of 2018 we heard many disparaging comments regarding the "big ugly concrete box" being constructed as the internal parking garage took shape. By the end of 2018, the concrete parking garage was close to being fully enclosed by the surrounding wood frame construction. The concerns over the big ugly box have now gone away and there is genuine excitement about the evolution taking place. Currently, the building is over half complete and the developer hopes that the project will be occupied late this year.



The Mill at Ironworks Plaza- Pictures taken at the intersection of Front and Mill Streets looking northwest in the summer of 2018 and February of 2019 respectively.

More 2018 Downtown activity

In addition to the Mill at Ironworks Plaza, the City continued to see development interest and reinvestment in other parts of the downtown as well. George and Tammy Pesek, the owners of Corndance Tavern and Evil Czech Brewery purchased and renovated the former Carnegie Library. The space was transformed into the Jesus Latin Grill and Carnegie Event Center and has very quickly become a signature venue in our community.

In 2018, the City also continued a development agreement with the Barak Group concerning their interest to build a boutique hotel on the island property north of the City Police Station that used to house the former Uniroyal Power Plant and coal yard. We are hopeful that the project will move forward in 2019. Also, the principals involved in the Riverwalk Apartment project have met with the staff in 2018 and have indicated that they would still like to proceed with a project in late 2019. As reported in previous addresses, this project is located on a triangular shaped property south of Mishawaka Avenue, just west of where Sarah Street ends on the north side of the river. The principals have been studying the market and have been looking to modify the project to meet what they believe will be the most successful plan relative to changing market demands.

Mishawaka Riverwalk

The Mishawaka Riverwalk continues to be the cornerstone for many of the City's redevelopment efforts. It connects neighborhoods and parks by taking advantage of the City's greatest natural resource, the St. Joseph River. The Mishawaka Riverwalk also adds value to existing homes and neighborhoods and will undoubtedly be a source of pride for Mishawaka's citizens for generations to come.

In 2018, the City continued to implement future expansions of the Riverwalk. The City completed the multi-year extension of the Riverwalk through Merrifield Park that included multiple pavilions, restrooms, and bank stabilization.

In 2017, the City acquired the single-family home located at 209 north Cedar Street from the Center for Hospice Care, who in acquiring the property from the previous property owner offered higher than appraised value as an incentive for the owner to sell. The acquisition of this property

allowed the City to connect the Riverwalk to Cedar Street on the north side of the river. Previously, the Riverwalk connected to Madison Street because of the City's inability to acquire this home from the previous property owner. This walkway was substantially completed at the end of 2018.

Parks and Recreation

There is no more relevant associated pairing of phrases than "Building a better Community" and "providing for Parks and Recreation". The City of Mishawaka Parks Department plays a vital role in enhancing the quality of life for the Mishawaka community. The City continues to be committed to engaging through new events, programs, and activities. In the last year the Park Department created over seventeen new special events along with the expansion of our summer camps to provide opportunities for all ages and abilities. Some of the highlights from 2018 included:

Battell Community Center

The Battell Community Center was as busy as ever in 2018: packed with people, special events, youth and adult activities and evening/weekend rentals. Lil' Explorers Adventure Day Camp was the "perfect first camp experience" and proved to be a nurturing introductory program for preschoolers. The Fam-Fam Sale, 2nd Chance Prom, Macaroons with Mom, and the Winter Concert Series were also popular events. Youth Sports leagues have more than doubled in participants this year! The Youth Basketball Program had over 200 three through eight-year-old participants.

Halloween Spooktacular

The 3-day Halloween Spooktacular was a massive hit with the community, featuring a Haunted House, Kids Fun House, Trunk or Treat and the Battell Community Center Graveyard! With close to 6,000 people in attendance, lines wrapped around the building and out through the parking lot each night. The City proudly collected and donated 2,643 pounds of food to the Mishawaka Food Pantry. We are pleased to announce that this event will extend to two weekends in 2019, making this our first ever six-day event.

Merrifield Complex

With our Olympic sized pool and ice rink facility, Merrifield Park continues to be a cornerstone of parks and recreation in Mishawaka. In 2018, the aquatics season started with the 6th Annual Blazin' Buffalo Swim Invitation. Our Neon Glow Swim brought large numbers of families and kids to swim after dark with glow sticks and colorful lights around the pool. The summer season ended with a Dive-In Movie event. On December 8th, Merrifield Ice Rink opened to one of the largest crowds in history at our Winterfest event. Free ice-skating was offered to everyone at the event. Due to increased marketing efforts and mild weather, our December attendance was higher than the entire 2017/2018 season!



Merrifield Swimming and Skating

More activities

In 2018, one of our leading programs nearly doubled in participants from the previous year, with over 220 kids playing T-Ball. Youth Track and Field made its debut and was huge hit. We ended the year by offering eight successful outdoor youth sports leagues and three adult sports leagues. Thanks to an abundance of snowfall throughout the winter months in 2018, George Wilson Park saw record-breaking revenue for the snow tubing season. In spring and summer disc golf became the activity of choice.

Special events

Mishawaka is truly a special place with unique family friendly activities. Our Helicopter Easter Egg Drop drew nearly 4000 attendees. The Memorial Day Kids Dash was a huge success – 250 runners participated. Independence Day Celebration and Heritage Festival had hot temperatures in 2018 but we still had good attendance despite the heat. Our 80's Color Run saw close to 100 people participate and the "Flannel Formal" made its debut with nearly 300 people in attendance. The year ended on a high note with Winterfest where we brought a reindeer to the event for the first time!

Summer concert series

The Summer Concert Series was as popular as ever in 2018, featuring free family friendly music at Central Park, Battell Park Bandshell, Merrifield Park, and the Eberhart Golf Course Clubhouse Deck. This year we are excited to offer our Thursday evening concerts at the new Central Park stage.

Continued investment in Parks - Central Park Stage

Building a better community means that we are constantly reinvesting in our park system! In 2018, the City worked with Arkos Design and Lawson Fisher Associates to design and bid a new permanent stage for Central Park. The close to \$800,000 project is being built by Ziolkowski Construction. The stage is located at the south side of the looped walk surrounding the event lawn on the west side of the park. The roof of the structure and completion of the project will occur in the spring of 2019.



Construction of the stage as of the fall of 2018 and artist's rendering of the completed product

Community Greenhouse

In 2018, our Landscape Manager Jake Crawford organized and raised funds with the students of the Mishawaka High School Landscape & Gardening Club to fund the construction of a 1,200 square foot Educational Greenhouse through Patronicity. The Community Greenhouse, our second Patronicity project of the year, will act as a new meeting location for our program with the High School and allow the Parks Department to offer some new and unique educational programs to the community right across the street from the Battell Community Center. This new space will allow us to expand the scope of programs we offer we will also raise plants to use in our parks.



Community Greenhouse

Neighborhood Parks- Mary Gibbard Park

After awarding this project last spring, and then having multiple contractor delays, this project should finally be fully open in late spring of 2019. The City is currently working with the contractor to fix sub-standard concrete work. Once fully completed, the park will include an updated playground including areas for inclusive play, open play areas for youth sports and new walking paths. The renovations will also feature a new splash pad, a small BMX bike park, a pavilion, and a new restroom. The overall investment to accomplish these improvements was in excess of 1.5

million dollars. In 2019 we will continue to improve our neighborhood parks making additional investments at both Twin Branch and Hums Park.

Community Development

In Mishawaka, our Community Development staff's primary function is to administer grants from the U.S. Department of Housing and Urban Development (HUD). As a Community Development Block Grant (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 2018 we were granted \$483,097 to focus on those directives.

In 2018, a portion of CDBG funding was utilized for public infrastructure including curb, sidewalk, drive approaches, and ADA ramp replacement. New curb and sidewalk were provided on Willow Street and Elizabeth Street to make a better more accessible pedestrian route between the Fields of Highland subdivision (home of the Habitat for Humanity Carter Work Build) and Battell Elementary School.

CDBG funds were also used in 2018 to provide grants to the YWCA Domestic Violence Program, the REAL Services Adult Guardianship Program, the Boys and Girls Club, and the Mishawaka Food Pantry.

Summer of Service and Student Weekend

Building a better community means partnering with local volunteers to make a difference. In 2018, through the use of CDBG funds, materials were provided for both our Summer of Service and Student Weekend projects. In 2018, the City partnered with volunteers from Epic Church to perform scraping, painting, replacement of siding and light repairs to income eligible properties at 713 Berlin Ave. and 209 W. Colfax. Both properties were owned by elderly single women who were unable to perform this work themselves.

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. From June 28, through July 1, 2018 the students worked on City beautification projects such as placing mulch and weed removal from flower beds at Rose Park, river bank clean-up, small tree and weed removal on the hillside across from Beutter Park, trash pick-up throughout several areas in the City, and cleaning football helmets in preparation for tackle football practices held in August at Merrifield Park.

Interurban Trolley: Yellow line relocation

Public transportation is a critical component of larger communities. Over a decade ago an interurban trolley was established to connect the public transportation systems of St. Joseph County (TRANSPO) and Elkhart County. The connection had been located at the Martin's Plaza on Bittersweet Road on the east side of Mishawaka. Abruptly, the owners of the center asked for this service point to be removed. In order to provide an interim solution, the City allowed this connection point to reside along Lincolnway East at Twin Branch Park. This was not an ideal location because of the traffic on Lincolnway and the lack of facilities which resulted in multiple complaints from both neighbors and people using the park. In 2018, with the strong encouragement of the City, this service connection/transfer point was moved to the existing transfer facility in

downtown Mishawaka. I am pleased to report that as a result of this change, ridership on this connection has actually increased.

Protecting Neighborhoods - Code Enforcement

Part of maintaining our community is staying on top of problem conditions and properties. Mishawaka has always been known for its clean and well-kept neighborhoods and neighborhood stability remains a top priority. It is well known that vacant or blighted structures can become a haven for criminal activity and other undesirable issues. Code Enforcement’s quick and remedial action taken on a daily basis for these types of problem conditions and properties helps prevent the deterioration of neighborhoods.

In 2018 we had an increased focus on alleys. This emphasis resulted in a 79 case increase in abandoned vehicles, and a cleaner City. Overall, our code officers investigated a total of 5,842 public nuisance cases in 2018 compared to 5,803 cases in 2017. It is important to note that code officers also had 10,211 follow-ups on these violations.

Top 100 Program

Continued implementation of our Top 100 Program is one of the reasons why you won’t see many substandard structures in Mishawaka. This yearly initiative begins in the winter months when the code officers scout their areas in search of the houses, garages, or commercial buildings that need the most attention. In the spring the code office will begin contacting the property owners in question and point out the issues to them. In 2018, Code was able to bring 65 of these structures into compliance within the calendar year. Code is now in the 13th year of the Top 100 Program and it continues to make a huge difference in our community.

2018 CODE VIOLATIONS	
Tall grass	1,749
Snow removal	1,168
Abandoned autos	372
Animal issues	40
Noise	20
General public nuisance	2,493

Public Infrastructure Projects

As a city, we have roads, sewer, water, storm water and a lot of other infrastructure. Building a better community means that we are constantly maintaining, improving, and adding on to that infrastructure. Our Engineering Department does a masterful job of organizing our design consultants and contractors to make sure that as we spend money wisely on capital improvements and that they are designed and built with the future in mind. In 2018 projects under construction were funded with Long Term Control, Tax Increment Financing, Cumulative Sewer, Redevelopment CDBG, Local Road and Street, Sewer Maintenance, and INDOT/Federal Highway Funds. Construction completed in 2018 totaled approximately \$16.8 million.

Douglas Road Widening East of Fir Road

One of the larger projects the City continues to work on is the widening of Douglas Road. Douglas Road is a critical east west roadway that connects Mishawaka’s northern shopping, medical, and business conglomerated area to the north side of Notre Dame and South Bend. The City’s recent annexation of the Penn Farm, the subsequent acquisition of the Juday Creek Golf Course, and

plans for the proposed Northeast Well Field, all prioritized the need for improvements to Douglas Road from the previous rural county two-lane configuration.

Due to the magnitude of utility coordination, a phased approach to the project was necessary. Phase I construction was complete in June 2018 and included utility extensions, stormwater management accommodating the sensitive nature of Juday Creek, and subgrade preparation with a total City investment of \$1.3 million. Phase II construction commenced in June 2018. Douglas Road improvements included a five-lane concrete street with two travel lanes in each direction, a center left turn lane, concrete curb and sidewalk, street lighting, and multiple buried utility corridor conduits. At the close of 2018, the Phase II improvements to Douglas Road were substantially complete with a City investment of \$3.7 million.



Douglas Widening at Fir Road

Veterans Parkway

When construction resumes in the spring of 2019, the focus will be on the construction of Veterans Parkway, which will provide access to the proposed Northeast Well Field and water treatment facility and will open up considerable acreage on the Penn Farm for private development. Veterans Parkway will include one lane in each direction and protected left turn lanes incorporated with landscaped islands, a bridge over Juday Creek, water main, stormwater management, street lighting, gravity sanitary sewer main, and associated forcemain for a future lift station. The estimated investment to complete the project is \$2.2 million. As the area develops, in the future the City will need to continue to make investments in public infrastructure, eventually extending Veteran’s Parkway to Cleveland Road and building a sanitary sewer lift station.

North Main Street Median Island Modification

North Main Street continues to serve as a vital corridor for access to the multitude of businesses in northern Mishawaka. In 2018, to facilitate safe ingress/egress for the existing southwest Main Street drive approaches and new multi-lot development at the southeast corner of Main Street and Edison Lakes Parkway, the center island on Main Street was modified to accommodate southbound left turns and a conflicting existing drive approach for Extended Stay hotel was relocated to the south. Main Street was milled, resurfaced, and new traffic pattern pavement markings from the Main Street’s Juday Creek Bridge, north to Edison Lakes Parkway were installed.

Fourth Street Improvements

As part of our continuing effort to reduce combined sewer overflow (CSO), Fourth Street from Laurel Street to Merrifield Avenue was fully reconstructed. In addition to the full depth pavement, storm sewer was installed allowing for the separation of the stormwater flows from the sanitary

sewer lines. All sanitary sewer laterals and water services were replaced within the public right of way. Laurel Street from Third Street to Fourth Street was also reconstructed and a sanitary sewer was constructed to separate the sanitary and storm flows. Both street sections also included new concrete curbs, gutters, and sidewalk. Work is expected to be complete in the spring 2019 with a total estimated City investment of \$1.1 million.

Donaldson Avenue Reconstruction

This project was pushed forward to help complete the remaining legacy of the Main Street underpass construction and the City’s desire to redevelop the resulting remnant land. The Logan Center and Mishawaka Building Trades each obtained parcels for development in this area that required sanitary sewer access. Taking advantage of the work that already needed to be performed, the City expanded the work into the neighborhood. Specifically, the work included the reconstruction of Donaldson Avenue from Main Street to Division Street including full depth pavement, all sanitary sewer laterals, and water service replacement. The project was completed in the fall of 2018 with a total City investment of \$500,000.

Community Crossings Grant

The State of Indiana conceived the Community Crossings Grant program in 2016 to help address maintenance issues with roadways throughout the State. In 2017, the City applied for the second year of Community Crossings Grants and received an award of a \$650,000 matching grant for 2018. These funds allowed the City to work on eighteen projects throughout the City.

Work included resurfacing, patching, milling, and road fabric installation depending on the location. Handicap ramps at the intersections were replaced to meet ADA standards for each block. Various concrete curbs were replaced, and curb inlets and manhole castings located within the pavement were also adjusted to grade where necessary. After paving was completed, new pavement markings were installed. These eighteen projects were completed in 2018 with a total construction cost of \$1.3 million.

Summer Street Paving Program

With the completion of the City’s pavement rating system, every year the Engineering Department and Street Department coordinate activity to address our streets that have the greatest need. In 2018, an additional 9,500 linear feet of street milling, sealing, and resurfacing was accomplished with a City investment of \$530,000. Major projects included:

Street Name	From	To
Broadway	235 feet west of Sarah Street	Cedar Street
Liberty Drive	McKinley Avenue	Jefferson Blvd
McKinley Avenue	Hickory Road /Logan Street	Entrance to Town and Country
Twelfth Street	Dodge Street	Campbell Avenue

Alley Paving Program

Having been in existence since 1833, Mishawaka has many traditional neighborhoods that are served by alleys, many were created as dirt and gravel paths before the automobile even existed.

In 2018, the City's Alley Paving Program surfaced 4,110 linear feet of alleys with a total investment of \$75,000. A field inspection of each alley is conducted to determine the feasibility of paving the alley. The residents along the alley benefit from this work because of the reduction of the dirt and dust generated by traffic. The Street Department also benefits by not having to grade or apply dust palliative to the paved alley for many years. There are approximately 48.5 total miles of alley that are open to the public, and a significant number of these have been paved by this program. In 2018 eleven blocks of alleys were surfaced with this program.

12th Street Widening (Campbell Street to Downey Avenue)

One of the City's long anticipated projects is the widening of 12th Street. The project will widen Twelfth Street from its present two lanes to three lanes which includes a continuous center left turn lane. The street will be reconstructed along with curb and gutter, storm sewer, traffic signal, sidewalks, and street lighting. Although many utilities have been relocated, construction has been delayed until spring 2019 due to additional utility relocations being required. Due to these utility relocation delays, the project is now anticipated to be complete in early 2020. The projects construction is being funded in large part with federal highway funds and is administered through INDOT.

Curb and Sidewalk Program

Instituted in 1986, this program encourages single-family homeowners to repair or replace deteriorated public curb and sidewalks adjacent to their property and provides for a 50/50 split of the repair cost of curbs, sidewalks, and drive approaches between the homeowner and the City. Since the beginning of this program, the cost for reconstruction of over 22 miles of new curb and sidewalk has been shared by the City and its residents. Additionally, several areas of sidewalk and curb were replaced due to drainage issues, trip hazards, or damages. In 2018 a total of \$264,000 was invested in neighborhoods on curb and sidewalk improvements as part of the program.

Cedar Street Central Motor Pool Clean-Up

In 2018, the City bid and demolished the above ground structures located at the former City Motor Pool site located at 500 North Cedar Street. A conglomeration of ten buildings previously occupied the site, some well beyond any useful life. The City demolition and removal was targeted at the buildings to remove any immediate liability. The City's desire is to eventually clean up the property to a residential standard to allow for the repurposing of the property. Unfortunately, there is significant additional cleanup required on this site because of underground rubble and heavy metal contaminants. To clean this property to a residential standard may cost as much as two million dollars. The high cost of this clean-up requires that the City not just to look at the immediate cost and benefit, but long term, we need to work through the Indiana Department of Environmental Management to see if the clean-up is even feasible relative to the intended repurposing. The City is working with our consultant DLZ of Indiana to develop a plan and estimate costs for cleanup.

Railroad Bridge Signage – Main Street and Church Street underpasses

Establishing a positive visual identity is important to any community, including Mishawaka. In 2018, Mishawaka completed railroad bridge signage projects as part of the overall City branding and wayfinding initiative. The Railroad Bridge Signage project at the Main Street Underpass commenced in May 2018. It included cleaning and painting the branding signs on the north and south facades of the Canadian National Railroad Bridge, as well as attachment of City Seal and Princess City Parkway wayfinding signs. The parapet walls were cleaned and stained to match the concrete walls on both sides of the bridge.



Railroad Bridge Signage

The Railroad Bridge Signage project at the Church Street Underpass commenced in June 2018. Since existing utility crossings were attached to the bridge, the signs were cantilevered 30 inches from the north and south faces of the Norfolk Southern Railroad Bridge. The project also included staining the concrete bridge facade to match the adjacent retaining walls. The interior abutment and center pier walls were stained darker to camouflage the ongoing impacts of the stormwater runoff from the aging steel railroad bridge.

Planning infrastructure takes time

Building a better community doesn't happen by accident. The City continues to constantly plan for future improvements. The following projects are currently under design or are currently being studied by the City:

Twelfth Street, Phase III (Dodge Avenue to Campbell Street)

Just as previous sections of Twelfth Street were selected to receive 80% federal funds matched by the City's 20% funds for construction and construction observation, our next phase between Dodge Avenue and Campbell Street was selected as a viable project in 2018 to receive these future funds. The design commenced in summer 2018 and the project will include a widened Twelfth Street from its present two lanes to three lanes to include a continuous center left turn lane, new storm sewer, concrete curb and gutters, and an 8-foot multi-use pathway. The federal process requires deliberate design, environmental study, and right of way acquisition milestones that will span until 2024/25 when the start of construction has been programmed. The total investment for construction at that time is estimated to be \$7.8 million.

Bremen Highway, Meijer Drive – Elmwood Road Reconfiguration

The City has partnered with the developer of a proposed self-lock storage facility west of Bremen Highway to allow the reconfiguration of the existing Elmwood Road to the Meijer Drive traffic signal. The developer committed to granting the required right of way and to share in the construction costs. Based on this commitment, in 2018 the City commenced with design of the reconfiguration that will include utility extensions, storm sewer, full depth pavement, concrete curb and gutter, and an upgraded traffic signal. Depending upon receiving favorable bids in the coming weeks, construction may begin as early as June 2019.

Bendix Pond / Beiger Street / Byrkit Street storm drainage study

In 2017 growth via private redevelopment was invested in this area through the facility and site improvements by Lippert Components and the facility investment of Siemens Health in both of Byrkit and Beiger campuses. The anticipated construction of Twelfth Street and the performance of Bendix Pond during the flooding in February 2018, facilitated the need to identify potential drainage improvements with the goal of coordinating with future improvements for both industrial partners. Survey and existing utility information was completed in 2018 with recommendations to be finalized in 2019.

Union Street, Dragoon Trail to Eighth Street study

This study was initiated as a planning exercise in 2017 due to the new Family Express development at the northeast corner of Union Street and Dragoon Trail. The City completed the study in spring 2018, which determined appropriate right of way needs including traffic counts that identified all turning movements, accident data, line-of-sight geometry, existing and proposed growth of utilities, and land redevelopment. The City purchased property from Family Express as part of the development agreement that included the demolition of the former Blair Hills Mini Mart. This property was purchased as dedicated right of way for future expansion of the intersection and construction of an 8-foot-wide multi-use pathway. Although this project will likely not be constructed for a considerable amount of time in the future, the construction of the Family express and property purchase required that the City expedite the study.

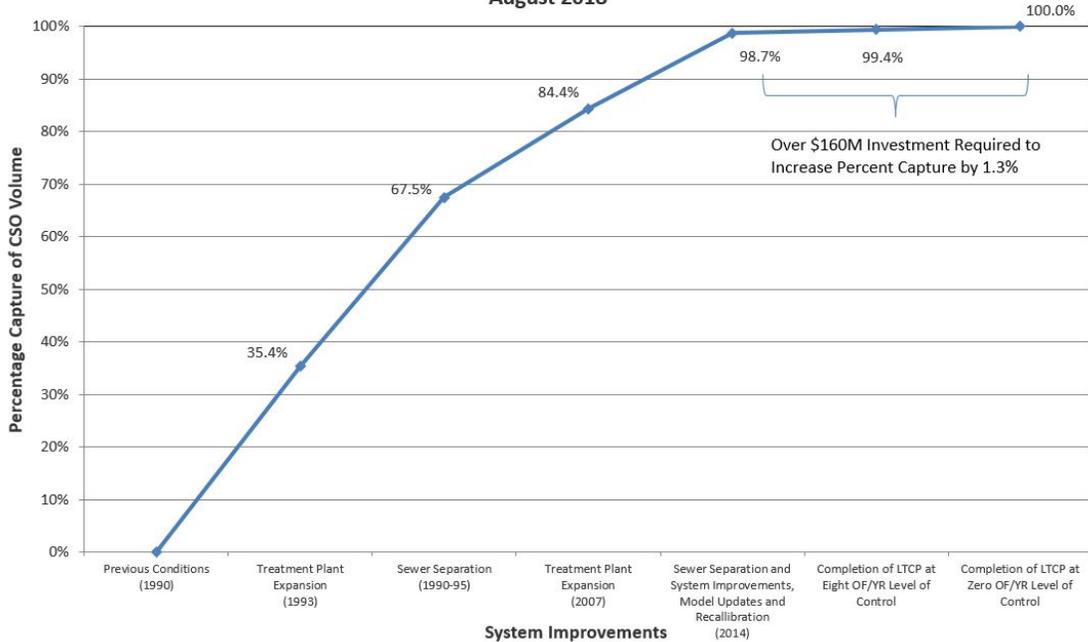
Wastewater Long Term Control Plan (LTCP)

The City of Mishawaka is one of 103 communities in Indiana with combined sewer overflows. The City's Wastewater Treatment plant discharges treated wastewater into the St. Joseph River, an interstate waterway and the third largest tributary to Lake Michigan.

Like other Indiana communities, Mishawaka was developed with a combined sewer system (CSS). During large storms the CSS, which carries both sewage and storm water, can become inundated resulting in discharges of storm water and raw sewage into the St. Joseph River. The Clean Water Act (CWA) requires cities with combined sewer systems to develop long-term control plans to reduce or eliminate discharges of combined sewage. Mishawaka's LTCP was entered into a Federal consent decree in May of 2014.

Over the last 28 years, Mishawaka has reduced its combined sewer overflows from 314 million gallons to 4.1 million gallons in a typical year. This is a 98.7% reduction from the baseline year of 1990. Studies have shown that eliminating the remaining 1.3% of Mishawaka's CSO volume would result in no measurable improvement in river water quality.

City of Mishawaka, Indiana
Percent Capture of CSO Volume Throughout LTCP Implementation
Figure 3-1
August 2018



The Clean Water Act and US EPA require a level of CSO control where the cost of compliance surpasses the point that results in an equivalent environmental benefit. The cost to remove the last 1.3% cannot be justified. The phenomenon of diminishing returns is common when dealing with water pollution controls. The costs often far exceed the incremental benefits to eliminate the last CSOs. The bottom line is that if LTCP improvements are required to be built as currently mandated, the cost to remove the last 1.3% of CSO volume would exceed \$160 million. This is entirely unacceptable to me based on our understanding that the end result would not measurably improve the water quality of the St. Joseph River and would be financially crippling relative to the modest means of most of our citizens.

Mishawaka has begun discussions with EPA, the State of Indiana, and the Department of Justice to renegotiate an affordable, justifiable endpoint that will protect the environment while not financially burdening the citizens of Mishawaka. This continues to be my top priority as your Mayor!

A submittal to the US EPA and Department of Justice was made in August of 2018 specifically outlining our proposed alternatives to the deep tunnel-zero overflow LTCP. As the year ended, we continued to await a response from the agencies. However, in parallel to renegotiation, the City continues in good faith to move forward on projects that do not require the deep storage and conveyance tunnel to be viable. The City’s Long-Term Control Plan (LTCP) continues to evolve with the target to improve wastewater treatment and the sewer collection system to reduce combined sewer overflows. My ultimate goal is to save the City and our ratepayers many millions of dollars and to still improve our wastewater collection system and the environment in practical meaningful ways. We have developed a great negotiation strategy with our team of experts. We

are reasonably optimistic that some good ol' Princess City common sense will prevail. If it does, we will save many millions of our ratepayer's dollars.

Linden Area, Divisions N & P

Linden Area Divisions N & P, constructed in 2018, was one of our more challenging combined sewer projects of the year. The challenges were not only due to utility conflicts, but because of the nearby State/INDOT projects (SR 331 Bridge and SR 933) and unexpected Norfolk Southern Railroad (NSRR) maintenance projects that resulted in sensitive and complex traffic control. In the end, a 30"/36" dedicated sanitary sewer line was constructed to facilitate the separation of the storm flows from the sanitary flows and included a bore and jack under Lincolnway for the new sanitary sewer. Also included was the relocation and replacement of the sewer laterals currently connected to the existing combined sewer. Once all the projects are completed, the existing 60" large diameter sewer, which continues south under the railroad, will become a dedicated storm sewer. The total City investment was \$2.5 million. It is anticipated that Divisions M and L, will be bid for construction in 2019 and 2020.

Crawford Park Conveyance – CSO 14 to Niles Avenue

The Linden Area Study also identified significant deficiencies in the combined sewer conveyance system between CSO 14 and Niles Avenue. In 2018 and now into 2019 the City continues our efforts to improve the system by designing a new parallel 72" sewer conveyance to the existing 48" through Crawford Park between Niles Avenue and CSO 14. It is anticipated that the project design will be complete for bidding in summer 2019 with construction in fall 2019 and completed in spring 2020.

Milburn Boulevard Area improvements

In 2018, areas around Milburn Boulevard that were actually not included in the Consent Decree for the LTCP, but they were added based on the positive results we had achieved for the neighborhood. These projects included Hendricks Street, Queensboro Avenue, Geyer Avenue (Ewing Avenue to Delaware Street), Alabama Street, Jackson Street, and Burdette Street. These projects included sewer separation, sewer lateral replacement, water service replacement, pavement, curb, and sidewalk replacement. These projects were completed in 2018 with a total investment of \$3.6 million.



Milburn Area Improvements

Mishawaka Utilities Wastewater Division

Building a better community sometimes means having highly trained, dedicated, and capable employees putting their skills to the test for the benefit of everyone. In 2018, the wastewater plant staff's efforts in operating and maintaining treatment during the largest storm and flooding we have ever experienced is a perfect example. Eight inches of rain fell over two days, combined with significant snow melt caused some of the worst flooding our area has ever seen. While other cities treatment plants had to actually shut down during this time, Mishawaka's treatment plant remained completely operational while treating daily flows that averaged 40% more than the plant's design capacity. Not only was the treatment plant staff able to maintain operation, no violations of the plant's discharge limits occurred and the plant remained in full compliance.

Mishawaka Utilities Water Division

I like to say that the sign of a thriving community is represented by what our citizens are able to take for granted. Due to the hard work of the Mishawaka Utilities Water Division, a constantly available supply of clean water is on that list. In 2018 Mishawaka Utilities treated 3.012 billion gallons of water for an average of 8.252 million gallons per day. Our employees worked 1280 hours of overtime as we have people on call 24 hours a day, 7 days a week to monitor and repair distribution system and treatment facility issues. Every day, 365 days a year our Water Quality Staff collects samples, tests the samples and adjusts the treatment plants accordingly to provide water that meets and exceeds the standards set by the Environmental Protection Agency and the Indiana Department of Environmental Management. This group performed over 21,000 tests in 2018 to ensure Mishawaka has a continually safe supply of water.

New Ireland Trail Reservoir (Tank 1 South)

October 29, 2018 was the culmination of years of planning and design as we broke ground for our new 2 million-gallon reservoir located on Ireland Trail south of Dragoon Trail. This tank will be completed by the end of summer 2019. To complement the tank, we will add a new booster station and over 7000 feet of 12-inch water main to provide a redundant feed to the south end of Mishawaka as well as more storage to our distribution system. When the new tank goes online we will remove our 90-year-old, 3-million-gallon reservoir from service for rehabilitation, which will take an additional 8 to 12 months.



Ground breaking for new 2-million-gallon reservoir



Pouring the floor of our 2-million-gallon reservoir

Juday Creek Wellfield

In 2018, design kicked into full gear for our new Well Field and Treatment Plant at Juday Creek. By the end of 2019 we will have a finished design and be ready to bid this project in early 2020. In 2018 we drilled more test wells to further research water quality along with Geotek drilling to help determine building sites for the well houses. As previously mentioned, road and utility improvements occurred along on Douglas Road in 2018, and currently construction is underway on Veteran's Parkway, which will provide access for the proposed new treatment plant. This new Well Field will have a capacity of an additional 12.5 million gallons of water per day and be able to keep up with the new growth in the City, as well as be able to redundantly supply other areas of the City as needed as demand for water continues to increase.

Mishawaka Utilities Electric Division

Similar to water service, Mishawaka Utilities Electric Division works hard to allow our citizens enjoy a constant supply of electricity without thinking about it. The Mishawaka Utilities Electric Division is the second largest municipally owned electric utility in Indiana, providing service to close to 27,000 customers. Our 48 person staff engineers, constructs, and maintains the distribution system, consisting of nearly 127 miles of overhead distribution lines, 176 miles of underground distribution lines, and seven miles of transmission lines. Mishawaka's electric rates are also slightly below average for cities our size in Indiana which is one of the nation's lowest-cost energy states. Our residential consumers also enjoy electric bills that are lower than those with service through American Electric Power which serves portions of the City and all of the area surrounding the City in St. Joseph County.

Unplanned Outages

There were a total of 10 unplanned circuit outages in 2018, with a cumulative outage time of 19 hours for the entire year. On average, that is less than 2 hours per outage, and usually each outage is limited to only a small part of our service area. The number of unplanned outages was just one higher than the previous year (9 in 2017). Since 2014 we have not had more than 11 outages in a year. Our reliability is due to multiple reasons, but the largest one is simply being vigilant on the maintenance.

New Wholesale Purchase Power Agreement

Mishawaka Utilities purchases wholesale power from the grid and distributes it to our customers. We currently buy our power wholesale from Indiana & Michigan Power. As part of our purchase agreement, we were required to provide a four-year notice to terminate our agreement. In May of 2016, the City notified Indiana & Michigan Power of our intent to terminate because of the changing energy market which made our once beneficial agreement have both costly rates and inaccurate forecasting practices. Our investigations found that low natural gas prices and availability were driving energy and capacity prices down. I am pleased to report that in 2018 a new purchase power agreement was signed with Wolverine Power Cooperative. This new 5-year agreement which will start in June of 2020 will allow Mishawaka Utilities to maintain the lowest residential electric rates in the area. The savings to our wholesale power cost could be 25%. The savings from this purchase power expense reduction will be used to offset our costs of a required 60-million-dollar capital investment that is needed to upgrade our system to 12kv. With this

savings, we are hopeful to make this investment without a rate increase. Depending on transmission cost increases and the timing of our capital improvements, this may even allow for a small reduction in our already low rates!

Coming in 2019

Every year one of my privileges as Mayor is to identify the upcoming projects that are coming in the near future. 2019 and beyond does not disappoint!

Front Street Opportunity Fund LLC

In 2018, continuing our progress with redeveloping the former Uniroyal properties, the City Redevelopment Commission approved a development agreement with Front Street Opportunity Fund LLC. This is for the development of a mixed use commercial and residential building located on the block bordered by Front Street, First Street, Hill Street, and Spring Street (between Mill Street and Jesus restaurant). The development team includes J. Patrick Matthews who has had success with many projects including student housing adjacent to Notre Dame, Joe Grabill Sr. who has extensive local commercial real estate and development experience, Stephen Studer with Krieg DeVault LLP is providing legal counsel, and the Architectural design is being performed by Spalding Design Group from Mishawaka. We are excited about the project that will bring approximately 60 new residential units and commercial storefront space to downtown Mishawaka. The project is expected to start later in 2019.



Proposed Front Street Opportunity Building Southwest corner of Front Street and Spring Street

Lincolnway S.R. 933 Restriping

In 2018, the Planning Department led an initiative to develop a partnership with INDOT to restripe Lincolnway to provide for a uniform three lane road section between Capital Avenue and Logan Street. The City held a public meeting on this initiative in July of 2018 where hundreds of letters were sent to every property owner along this corridor informing them of the City's desired change and inviting them to provide comments on the proposed project. Even with hundreds of letters

being sent, only a handful of comments were received. Of the comments the City did receive, almost all were supportive with just a few raising concerns about speed and safety characteristics that are already inherent to the corridor.

This project was envisioned because even though it is a State Road that is maintained by INDOT, Lincolnway is one of the roads the City receives the most complaints about. Lincolnway is truly a Historic Roadway that has evolved over time and in part existed before the automobile. At one point, downtown was serviced with a trolley that was located in the center of the street. The road passes through the historic downtown, past neighborhoods, and the Historic Mishawaka High School. Mishawaka Schools remain a “walk on” school district which results in many of the students being driven or using Lincolnway as a walking corridor.

This historic development and changes in the corridor over time have resulted in various road sections, sometimes the road width changes as frequently as block to block. At points, many drivers use it as a four-lane roadway even though it is designed for only two lanes. The City contracted with the Troyer Group to develop a three-lane section (one travel lane in either direction and a center turn lane. Although the lane widths will vary, the same three lanes will be retained between Capital Avenue and Logan Street. We believe that the proposed striping plan as prepared by the Troyer Group will improve traffic flow and safety through the corridor. Our understanding is that INDOT, as part of their proposed resurfacing of the corridor, will implement the City’s requested restriping plan in 2019 concurrent with the proposed resurfacing. We are very appreciative of this partnership with INDOT and wish to thank them for their willingness to work with the City on this important local issue.

Mill at Ironworks Plaza Opening - Digital Art Sculpture

As a community, we are looking forward to seeing the completion of the Mill at Ironworks Plaza Project. It has been almost 20 years since the last of the Uniroyal complex was imploded and 15 years since the creation of Beutter Park. The size of the Mill project already has had a transformative impact on our downtown and has brought more interest and developers for the remaining parcels of property. With luck, we will be able to park in the garage and eat at newly established restaurant in 2019!

As I indicated in last year’s address, as part of the Mill project, the City reserved a space at the northwest corner of the intersection of Mill Street and Front Street to place public art. We didn’t just want a traditional public sculpture, but something that would fit with the urban contemporary vision we have established for the downtown, and that is still mindful of our past. We have envisioned a digital art display where screens would be used to display a Princess Mishawaka character. The scenes and images of the character are intended to change based on the time of day and potentially the weather. The idea is to have a dynamic changing art piece that is modern and cool, symbolic of the spaces being created in downtown Mishawaka. Our goal is to have this project in place in 2019 concurrent with the occupancy of the Mill project.

Ironworks Plaza/Beutter Park Phase II

In 2018, the City continued with the design of Ironworks Plaza. As identified in last year's report, in August of 2017, the City submitted an application to the Regional Development Authority to fund a second Regional Cities project in Mishawaka. Although over a million dollars was being requested, only \$112,000 was awarded to the City.

Beutter Park is already the City of Mishawaka's signature urban park with the natural beauty of sculpture, 30,000 plants, and cascading waterfalls of the re-established mill race of the factories that once stood here. It is the past home to the summer concert series and is the centerpiece of the City's park system located along the Mishawaka Riverwalk which provides a multi-use path that connects thousands of homes and seven City parks.

For the past 15 years in marketing downtown Mishawaka for redevelopment, one of the concerns that has been routinely brought up has been the apparent minimal activities that are available in winter. This is viewed as a negative, not only for Mishawaka's downtown, but for the region as a whole. We routinely hear that the one thing we can't change is the weather. One thing we can change is our collective attitude toward the weather and its impact on how livable our region can be.

Ironworks Plaza, if completed as envisioned, will be a year-round attraction and will become one of the signature "things" to do in the South Bend/Elkhart region. The design as currently envisioned includes a variety of components including a Signature Café, Gathering Plaza, Skating Path, Picnic Area, Beer Garden, and restrooms.

We are looking at this as a Mishawaka scaled version of Rockefeller Center. The urban setting, the café, the art, the immediately adjacent housing and restaurants all contribute to the activity. The building required a sensitive design which evolved in 2018. Instead of 2 small separate buildings, one building is now proposed that contains three distinct uses: a café, the rink functions, and now an event center. The rink portion of the building will have lockers, warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage. When constructed, this facility will likely replace the City's current rink in Merrifield Park which is at the end of its life and is in need of replacement.

The event space was added to take advantage of the geographic position of the building and to fulfill a continued need that has been identified by the City Park's Department. Prior to adding this space, the building would have had the mechanical and storage space for the rink operations immediately adjacent to the river. Adding a second story for the event space provides for a more geographically sensitive approach by taking advantage of perhaps the best views of the St. Joseph River and Beutter Park in Mishawaka. This addition was made easier because of the long-identified need of the Parks Department to add rentable gathering and banquet space to the City's inventory.

Cable-stayed Bridge Lighting

Since its erection in 2008, Mishawaka’s cable-stayed bridge has been one of the iconic images reflective of our community. As part of this project, we would like to emphasize the night time image to convey the activity of the space. The way the river lights project brought renewed activity to downtown South Bend, we feel that adding this lighting will have a similar impact in downtown Mishawaka.



Proposed cable stayed bridge lighting illustration

2018 Progress

In 2018, the City entered into design contracts with consulting firms led by Lawson-Fisher Associates of South Bend. Given the high cost of this signature project, the City is currently proposing to phase the construction. Right now, the City envisions four phases for the project. The first phase includes the extension of the Hill Street parking area, underground utilities, and shore improvements adjacent to the cable stayed pedestrian bridge. The second phase will include the proposed beer garden/picnic area. This area will have seating for a few hundred people and contain a public restroom/concession building. The first and second phases will be bid in early 2019 and will be completed over the next year. Depending on the availability of funds, the City will also proceed with lighting the cable stayed bridge cables which is also under contract for design. The last phase includes the café, rink, and event space which by itself is likely to exceed 10 million dollars. Right now, the City’s plan is to limit expenditures and save tax increment financing dollars to minimize or eliminate any need for financing the project. Based on the size and large cost of this project, the number and size of other tax increment financed projects will be reduced in the coming years to make this signature project possible.



Proposed Café, Rink, and Event Facility at Ironworks Plaza

Battell Park – Veterans Plaza

In 2015, the City updated the master plan for Battell Park. In reviewing the park master plan, the next logical phase to complete was determined to be Veterans Plaza. The project includes relocating and restoring the Civil War Monument and creating a gathering place with a flag array honoring each branch of the military. Although long term the plan is to build a memorial walkway, funding limitations narrowed the scope to just the monument restoration and creation of the plaza. The project will start in the spring of 2019. The estimated restoration time of the monument is approximately a year. Although most of the plaza will be built by the summer of 2019, the monument restoration company has a much longer work time. Our hope is to be able to dedicate the newly restored monument and plaza for Memorial Day in 2020. The total project costs are expected to be about \$800,000.



Battell Park: Veterans Plaza
City of Mishawaka

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Proposed Veterans Park

Mobile Stage

In conjunction with the Veteran’s Plaza project, the City is ordering a new mobile stage for use in parks. The cost of the stage is just over \$100,000. Although expensive, the stage will ultimately save more than its cost from not having stage rental fees for a variety of events over many years. Although the primary purpose of this stage will be to enhance the current events held by the City including Memorial Day festivities in Battell Park and events in Merrifield Park, the stage will also provide additional capacity to hold new events in smaller neighborhood parks such as Twin Branch, Hillis Hans, and Normain Parks.



Mobile Stage

Habitat for Humanity - Carter Work Build Phase Two

I began this address being inspired by the Habitat for Humanity Carter Work Build, and the theme of “Building a Better Community”. It seemed fitting that I also end with it. Since the first 23 homes were built, there has been some exciting developments on this Habitat project.

First, the previous owner of the Carter Work Build property saw the impact that the project had on our community and decided to DONATE the remaining residential subdivision property to Habitat that will accommodate about 40 additional homes. The only stipulation was that Habitat install a small, private park somewhere on the property. What a blessing indeed!

It did not stop there. Jim Williams, CEO of Habitat for Humanity of St. Joseph County received an unsolicited message from an anonymous individual congratulating the community on the success of the project and inquiring about future plans. Jim mentioned the recently donated property and indicated that it would take approximately 2.7 million dollars to complete a phase II to add another 40 home sites on the recently donated land, including all infrastructure costs. Fundraising was set to begin immediately. When this individual heard that, the anonymous donor said; “I will tell you what, if you keep my name anonymous, I am more than happy to DONATE the money for one third of this project; a donation of \$900,000.00.”

With this great news, Phase II of this project has been slated for 2020 with another community build to take place in the City of Mishawaka! As a City, we are partnering again. Our challenge and plan is to help build the infrastructure similar to what we did in the first phase in 2019 to prepare for 2020.



Mishawaka Habitat Crew

As I've said before, the Partner Families are the reason we build. Once completed over the next few years, the Fields at Highland subdivision will contain about 80 new, homeowner occupied homes on property that was previously unproductive and underutilized. I can already envision this neighborhood, full of life with scores of kids growing up in a stable environment and calling the Princess City home. I don't think I will ever be prouder of a project in my entire life as I am of this one. Please join us in continuing to build a better Mishawaka with Habitat for Humanity and volunteer for the 2020 community build.

To volunteer visit:



www.hfhsjc.org/volunteer

CONCLUSION

Summary

Although my summary highlighted some of our accomplishments and ongoing efforts, I would encourage everyone interested to read the full reports provided by each City Department for a much more complete perspective. This year, to save paper and printing costs, those reports are only available online at the City's website. Yearly, I am pleasantly surprised by what our Departments are able to accomplish, and I think if you take the time to read them, you will be as well.

Thank you

Personally, I want to thank all of Mishawaka for providing me the opportunity to continue to serve. I am humbled by the trust that has been placed in me. My service as Mayor continues to be the honor of my lifetime. I love Mishawaka and look at its citizens as part of an extended family. It is also my privilege to work shoulder-to-shoulder with the finest public servants anywhere. Together, we will continue to work to make decisions today with an eye toward future generations. I believe greatness continues to lie ahead of us! May God continue to bless you, our citizens, and our great City of Mishawaka!