POSSIBLE ENTRIES:

Entry 'A': main entry

   Relates well to existing pedestrian mall. Southern exposure for good amount of sunlight. Most pedestrian activity occurs to the south-west, and main entry at this point would be most visible from these activity areas.

Entry 'B': service entry

   The street the entry is located on is limited access, which would allow deliveries without disrupting traffic

Entry 'C': parking entry

   Since Colfax Avenue is a two way street, workers and guests came arrive in either direction. Traffic is not heavy on Colfax so a left hand turn in or out of the parking garage could be easily managed.

Entry 'D': hotel entry

   St. Joseph Street (U.S. 31 north) is the main thoroughfare of South Bend. Because it is one-way, arriving and departing guests would not have to make a left hand turn. This area of road is the most highly visible from a citywide view, an important factor when many convention guests will not be familiar with the city
AVERAGE DAILY MAXIMUM TEMPERATURES

NORMAL DEGREE DAYS  base: 65°F
- heating
- cooling
PRECIPITATION water equivalent

WIND VELOCITY

DAYS OF SUNSHINE

DAYS OF PRECIPITATION rain or snow

CLIMATE
SITE: Physical Characteristics

Sq.Ft.  133,559

The site is partially excavated, and presently used for surface parking. The level of ground water will allow two levels of subgrade construction without elaborate waterproofing.

Soil borings taken at the site indicate that no unusual foundation systems will be required. (this is a quote from South Bend's grant application, I have not seen any soil boring data)

Ground cover consists of grass and asphalt. There are no trees or shrubs on the site.

UTILITIES:

The site is adequately served by existing water, sanitary, and combined sewers. The city existing wastewater treatment system serving South Bend currently has a surplus capacity and can accommodate the proposed project. The site is abutted by the following utilities: (see map)

1. Two 12" water mains
2. 15" & 24" sanitary sewers
3. 84" storm sewer
4. 54" combined sanitary & storm sewer
5. underground electric via Colfax & Michigan Streets.

SPECIAL FEATURES:

The 9' diameter culvert located on the east side of the site provides access to a landscaped seating and lounging area, boat docks, and the Century Center complex. It can provide an enclosed safe walkway without disrupting existing streets and utilities. Dealing with it will be a part of the design criteria.

The Century Center and its connection to the proposed project are strong design influences. An alternative that may be viable is the extension of the skylit concourse of the center, across St. Joseph Street. If this alternative is chosen, then consideration of the implication of a second level walkway entering the site at 45° must be given. There will also be the vocabulary of the skylight (tubular steel triangular section truss) to deal with.

VIEWS FROM SITE:

View 'A':

This is probably the best view from the site. When above the second level there would be a clear view down the St. Joseph River across primarily residential neighborhoods.

View 'B':

This view of the downtown area would be excellent from the top floors at night.

ZONING:

The site is currently zoned "C" commercial, and will require no variances.
Project: Kalamazoo Center, Kalamazoo, Mich.

Architects: ELS Design Group

Client: city of Kalamazoo and Inland Steel Development Corp.

Program: a 362,000 sq.ft. mixed-use center, including a convention center, retail facilities, swimming pool, health club, discotheque; a 288 room hotel, 26,000 sq.ft. of office space. Parking provided on adjacent lot.

Spatial Analysis:
The three story central space is a maze of circulation elements (see plate #/). The dramatic atrium (al la John Portman) is missed, but with its many circulation-created nodes the space becomes a real people collector and promotes informal conversation. Skylights accent the entry and accession to the upper level, but the terminus is an unexciting hotel lobby.
It is amazing that the hotel lobby is on the 2nd floor. Usually it is felt that the lobby command a more immediate access to an entry and greater immediate visibility. The elevators could have provided an element of visual excitement, but they are tucked away to one side of the central core. The swimming area likewise could be an enjoyable visual experience, but it is relegated to a lower level niche. The hotel rooms occupy much of the space above the circulation core; skylights would have given the space more pizzazz.

The shops are zoned around the circulation core with more private functions generally farther out. The building is a combination city/corporate ownership, thus involving an extensive definition of responsibility. The solution to the problem was to create essentially two independent structures under one envelope. One problem encountered is that people tend to regard Inland Steel's atrium space as public property.
Meeting rooms and the ballroom (city owned) are stacked one on top of the other thus creating a zone of similar functions. The kitchen seems to be in poor proximity to the ballroom (to deliver to the ballroom you must go down one floor and through receiving).

Structural Analysis:
Poured-in-place concrete frame with a precast concrete deck (on the ballroom level) and flat slab concrete on steel decking elsewhere is the structural system.
The module is approximately a 16' x 16' grid which corresponds to the width of the average shop. The square grid works well because shops can be oriented 90° to each other without altering the shop size. The grid is at a 45° angle to the site.
Variations occur in the ballroom/meeting rooms where a longer span was needed, and on the hotel room floors where the span is to either side of the corridor.
The skin is a matt finish porcelain enamel that is somewhat out of context with the 50-100 year old adjacent brick buildings. The image is a bit too high-tech. for some.
Circulation Analysis:
As mentioned, there is a strong central circulation core with radiating arteries. These arteries define the major entry points.
Supporting this is a peripheral service and private circulation system.
The parking access seems to be undefined. I don't think you could find it without a sign.
The hotel room corridor is long and dull. It would be nice to see some variation.
Auto circulation may be congested at the main entry because of people's tendency to park as close as possible (especially if they feel traffic can still move around them).

Siting Analysis:
Orientation is diagonal across the site with the main entry facing the town's older central square. There is also a major entry to a pedestrian mall in the hope that people will tend to flow through the shop space to the central core.
With a 3 level base and 7 story tower it is not overwhelming at street level, nor too tall in context.
Plate #1
Kalamazoo Center
central circulation core

Architects: Thompson, Ventulet & Stainback, Inc.

Client: International City Corporation

Program: major mixed-use development including: hotel, office, retail, restaurants, etc.

Spatial Analysis:
The interior is dominated by a dramatic skylit atrium that serves as a people gatherer/function-intersection node for the various building types. Office buildings flank the atrium with the hotel at one end and an amusement park at the other. Hotel rooms that overlook the atrium are very appealing. They are set at a 45° angle to the corridor to eliminate the long hallway impression.
Structural Analysis:
Steel plate girders are located above existing railroad tracks and support all the buildings. Offices are steel frame. The west wall of the atrium contains a unique stepped truss. Atrium roof is supported by 15’ deep Warren trusses. Exterior skin is Alabama limestone. The structural grid is approximately a 28-30’ square, although there is considerable variance.

Circulation Analysis:
In the atrium people are moving on several levels. At the lobby level there are basically three loops that encircle the ice skating rink and open areas. Off these loops the various elevators for the different building types function.
Project: Water Tower Place, Chicago, Ill.


Client: Marban (joint venture of Urban Investments & Development Co. and Marshall Fields)

Program: a 3 million square ft. development including: retail shopping facilities (597,000ft²), offices (288,000ft²), hotel (540 rooms), and residences (260 units).

Spatial Analysis:
The showcase is the octagonal circulation core with glass (of course) elevators. Shopping occurs on 7 levels (generally considered too many, but successful in this case). The configuration is a tower (apartments, hotel) on slab (shopping). The exterior does not reflect the vitality of the circulation core, or the escalator-filled entry atriums. Public functions, as is typical, are placed in the lower floors, with hotel and apartments above.

Structural Analysis:
Reinforced concrete, with a marble veneer is the structural system. The grid is approximately a 30' x 30' square at 90° to the site.
Circulation Analysis:
A central well with elevators and escalators, a major axis leading to the two largest stores at either end, and a smaller axis leading to service function at either end form the retail circulation. The apartment and hotel circulation is entirely separate from the retail and there doesn’t seem to be much emphasis on integrating them.

Siting:
Siting of functions is due more to legal restrictions more than anything else. The John Hancock Center Apartments were guaranteed an unobstructed view down Michigan Ave. This led to the placement of the tower at the back of the lot.
Synopsis of Building Type Study

Listed below are some facts and impressions I received from the study and reading of this building type.

1. There seems to be a critical mass of about 500,000 sq.ft. inclusive of parking.

2. The way in which the complex relates to its surroundings is crucial.

3. A multi-use center may either turn-in on itself or reach out to the community. Most are inward.

4. Because of their large size, compatibility of form and modulation of scale to the surrounding environs is a critical issue.

5. Circulation (especially vertical circulation) becomes a major focal point of the complex.

6. A structural grid between 25' and 30' square seems to work well.

7. Most multi-use buildings use a central atrium scheme, off which the various spaces function.
DEMAND SOURCES

This market analysis is taken from South Bend's UDAG grant application

INTRODUCTION

Demand for hotel accommodations in the South Bend area has historically been generated from three primary sources:

- **Commercial Visitors**: including company representatives, salesmen, visiting executives and corporate group meetings.

- **University Visitors**: including prospective students, parents visiting students, visiting faculty, attendees at sports events, attendees at University-related special events, and visitors to University conference and exposition facilities.

- **Tourists**: including interstate highway travelers, family vacationers, and visitors to tourist attractions in the area.

South Bend, in the past, has not been considered a major convention city due mainly to the lack of appropriate convention facilities and an inadequate supply of first-class room accommodations. While the above demand sources (commercial, university and tourist visitors) will provide supplemental support for the proposed hotel, we particularly addressed ourselves to the association meeting and convention market as the primary source of demand for the project. The construction of the new Century Center and the proposed hotel connected to the Center by enclosed pedestrian access will allow South Bend to effectively compete for its share of this market, and offer good potential for establishment of South Bend as a regional and state convention city.

Our analysis and comments in respect to each of the demand sources for the proposed hotel appear in the following paragraphs:

**NOTE**: Although this study was not compiled by me, it forms the basis for the hotel and restaurant functions of the complex.
ASSOCIATION MEETING ACTIVITY

Association meetings represent a substantial potential market for first-class transient hotels in downtown metropolitan centers. Because of the importance of association meeting business and its potential value to the South Bend lodging market, we have analyzed data obtained from the SM Databank, a service of the Research Department of Sales Meetings magazine in some detail. The data analyzed was for the year 1976. Statistical data pertaining to the number, type, pattern and size of association meetings follow:

Number of Group and Attendance

Throughout the nation in 1976, 17,354 groups with individual attendance of 53,000 persons or less held association group meetings. The 17,354 groups had a total attendance of 23,883,495 persons.

Because of the lack of available first-class transient rooms in the downtown area and the absence of an exhibition/convention center, South Bend has achieved very limited penetration of the association meeting market.

The city of South Bend represents a minimal percent of the total association attendance in the United States. Only seven groups with a total attendance of 8,240 persons met in South Bend in 1976 according to the SM Data. Evansville, Indiana, on the other hand, approximately the same size as South Bend, attracted more than five times South Bend's total attendance with 47,015 association delegates. Ft. Wayne, while slightly larger than South Bend in market strength, attracted 49,885 association delegates, more than six times South Bend's total. Lafayette, while having less than one-half of the market strength of South Bend, attracted over 5,000 delegates in 1976.

A summary of the association meeting attendance and number of meetings held during 1976 in the aforementioned cities appears on the following page:
### Association Meeting Statistics

**1976**

<table>
<thead>
<tr>
<th>U.S.</th>
<th>Indians</th>
<th>South Bend</th>
<th>Notre Dame</th>
<th>Combined South Bend/Notre Dame</th>
<th>Evansville</th>
<th>Fort Wayne</th>
<th>Lafayette</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>100.0</td>
<td>2,6833</td>
<td>N/A</td>
<td>N/A</td>
<td>.1259</td>
<td>.1265</td>
<td>.1849</td>
</tr>
</tbody>
</table>

**Buying Power Index (1)**

<table>
<thead>
<tr>
<th>Attendance</th>
<th>National and International</th>
<th>Regional</th>
<th>State and District</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9,709,579</td>
<td>104,750</td>
<td>2,790</td>
</tr>
<tr>
<td></td>
<td>3,380,747</td>
<td>43,048</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>10,793,169</td>
<td>361,829</td>
<td>250</td>
</tr>
<tr>
<td>Total</td>
<td>23,883,495</td>
<td>689,618</td>
<td>5,200</td>
</tr>
</tbody>
</table>

| Ratio to Indiana | 100.0 | .4408 | .7540 | 1.1950 | 6.8180 | 7.2340 | .7323 |
| Ratio to U.S.   | 100.0 | 2.887 | .0127 | .0218 | .0345 | .1969 | .2089 |

<table>
<thead>
<tr>
<th>Number of Meetings</th>
<th>National and International</th>
<th>Regional</th>
<th>State and District</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7,439</td>
<td>87</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>2,581</td>
<td>46</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>7,334</td>
<td>421</td>
<td>2</td>
</tr>
</tbody>
</table>

| Ratio to Indiana | 100.0 | .9058 | .3623 | 1.2681 | 3.6232 | 7.0652 | 2.1739 |
| Ratio to U.S.    | 100.0 | 3.1808 | .0288 | .0115 | .0403 | .1152 | .2247 |

(1) Buying Power Index, a measure of market strength is a weighted index of the major economic indicators: Population, retail sales, and effective buying income.

N/A - Not available
Type of Association Meeting

Our analysis of association attendance and number of meetings by type revealed that the limited South Bend association meeting business was primarily national and international in nature; there were no regional meetings held. State and district meetings represented only minimal penetration, with only two meetings being held with a total attendance of 250 persons.

Of the 698,618 persons attending meetings in Indiana, more than 78 percent attended state and district meetings. Therefore, South Bend's penetration of this important market was only 0.05 percent in 1976.

Pattern of Business

The monthly pattern of business, as revealed by our analysis of association meeting statistical data, indicated that the highest percentage of meetings held in Indiana are in April and October. These two months represent over 31 percent of all the association meetings held. A listing of association meetings held by month in Indiana as well as a ratio to the total follows:

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Meetings</th>
<th>Ratio to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>31</td>
<td>5.6%</td>
</tr>
<tr>
<td>February</td>
<td>26</td>
<td>4.7%</td>
</tr>
<tr>
<td>March</td>
<td>47</td>
<td>8.5%</td>
</tr>
<tr>
<td>April</td>
<td>81</td>
<td>14.7%</td>
</tr>
<tr>
<td>May</td>
<td>56</td>
<td>10.1%</td>
</tr>
<tr>
<td>June</td>
<td>51</td>
<td>9.2%</td>
</tr>
<tr>
<td>July</td>
<td>36</td>
<td>6.5%</td>
</tr>
<tr>
<td>August</td>
<td>34</td>
<td>6.2%</td>
</tr>
<tr>
<td>September</td>
<td>50</td>
<td>9.1%</td>
</tr>
<tr>
<td>October</td>
<td>92</td>
<td>16.7%</td>
</tr>
<tr>
<td>November</td>
<td>34</td>
<td>6.2%</td>
</tr>
<tr>
<td>December</td>
<td>14</td>
<td>2.5%</td>
</tr>
<tr>
<td>Total</td>
<td>552</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
Size Analysis

A summary of the total association meetings held in the nation by size of group under 53,000 in attendance follows:

**SIZE ANALYSIS**

**CONVENTIONS U.S.A. 1976**

<table>
<thead>
<tr>
<th>Meetings</th>
<th>Ratio to Total</th>
<th>Cumulative Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-100</td>
<td>2,210</td>
<td>12.7%</td>
</tr>
<tr>
<td>101-200</td>
<td>3,425</td>
<td>19.7%</td>
</tr>
<tr>
<td>201-300</td>
<td>2,433</td>
<td>14.0%</td>
</tr>
<tr>
<td>301-400</td>
<td>1,695</td>
<td>9.8%</td>
</tr>
<tr>
<td>401-500</td>
<td>1,454</td>
<td>8.4%</td>
</tr>
<tr>
<td>501-600</td>
<td>706</td>
<td>4.1%</td>
</tr>
<tr>
<td>601-700</td>
<td>433</td>
<td>2.5%</td>
</tr>
<tr>
<td>701-800</td>
<td>512</td>
<td>3.0%</td>
</tr>
<tr>
<td>801-900</td>
<td>193</td>
<td>1.1%</td>
</tr>
<tr>
<td>901-1,000</td>
<td>852</td>
<td>4.9%</td>
</tr>
<tr>
<td>1,001-2,000</td>
<td>1,378</td>
<td>7.9%</td>
</tr>
<tr>
<td>2,001-3,000</td>
<td>587</td>
<td>3.4%</td>
</tr>
<tr>
<td>3,001-4,000</td>
<td>403</td>
<td>2.3%</td>
</tr>
<tr>
<td>4,001-5,000</td>
<td>235</td>
<td>1.4%</td>
</tr>
<tr>
<td>5,001-7,500</td>
<td>182</td>
<td>1.0%</td>
</tr>
<tr>
<td>7,501-10,000</td>
<td>248</td>
<td>1.4%</td>
</tr>
<tr>
<td>10,001-20,000</td>
<td>255</td>
<td>1.5%</td>
</tr>
<tr>
<td>20,001-30,000</td>
<td>79</td>
<td>.5%</td>
</tr>
<tr>
<td>30,001-40,000</td>
<td>31</td>
<td>.2%</td>
</tr>
<tr>
<td>40,001-50,000</td>
<td>42</td>
<td>.2%</td>
</tr>
<tr>
<td>50,001-53,000</td>
<td>1</td>
<td>-.</td>
</tr>
</tbody>
</table>

17,354 100.0%

On the assumption that, on the average, the proposed property can commit 80 percent of its rooms, or 200 rooms for association meeting use, and that the competitive properties in the downtown area of South Bend would commit 200 rooms for association meeting use, a total of 400 rooms could conceivably be committed.
for association meetings. Also, assuming 1.5 persons per occupied room, the city
of South Bend could accommodate association delegates in the size group of 600 or
less, or roundly 69 percent of the association meetings held in the United States.

**Average Length of Stay**

Although not included in the statistical data furnished by the SM
Databank, and additional significant market factor is the average length of stay
per delegate. In a survey conducted by the International Association of Convention
Bureaus, it was revealed that the average length of stay per delegate for
various type convention groups was as follows:

<table>
<thead>
<tr>
<th>Type</th>
<th>Average Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>All conventions</td>
<td>3.59 days</td>
</tr>
<tr>
<td>National and international</td>
<td>4.45 days</td>
</tr>
<tr>
<td>State and regional</td>
<td>2.73 days</td>
</tr>
</tbody>
</table>

**Present Demand**

On the basis of the association delegate attendance in South Bend, the
average stay factor presented in the preceding paragraph, and assuming a 50 percent
double occupancy, we computed the total association meeting demand at roundly 14,800
room nights in 1976, or four percent of the total estimated rooms demand in South
Bend. It can be concluded that present association meeting activity in South
Bend is minimal.
Potential Room Demand from Association Meetings

From our analysis, it is obvious that South Bend, Indiana is not capturing its potential share of the association meetings market at the present time. South Bend represents roundly .126 percent of the market strength of the United States, and achieves only .035 percent of the total association meeting attendance. When compared with other similar cities of Indiana such as Evansville, Ft. Wayne, and Lafayette, the city of South Bend compares unfavorably.

It is our opinion that with a convention-oriented hotel located adjacent to the new Century Center, the city can and will attain a greater share of the total association meetings market. The extent to which South Bend achieves its reasonable share of this market is dependent on adequate promotional efforts and resources involving the Convention and Visitors Bureau, and on the effectiveness of the hotel's sales efforts. Assuming these marketing and promotional efforts are well-managed and effective, we have computed South Bend's reasonable share of this total market as follows:

We have computed the total association meeting demand nationally in 1976 at 61,244,105 room nights and have projected this figure through 1981 at an annual growth rate of five percent. We have estimated South Bend's reasonable share of this market at .126 percent in 1976 and have used annual increments of .001 points, thus increasing the potential share to .130 in 1981. Our estimates of association meeting total rooms demand and South Bend's potential share of that market appears on the following page:
### ESTIMATED GROWTH IN ASSOCIATION MEETING ROOM DEMAND

<table>
<thead>
<tr>
<th>Year</th>
<th>Association Meeting Room Demand</th>
<th>Estimated South Bend Share of the Market</th>
<th>Estimated South Bend Association Meeting Room Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>1977</td>
<td>61,244,000*</td>
<td>.126%</td>
<td>77,200</td>
</tr>
<tr>
<td>1978</td>
<td>64,306,000</td>
<td>.127</td>
<td>81,700</td>
</tr>
<tr>
<td>1979</td>
<td>67,522,000</td>
<td>.128</td>
<td>86,400</td>
</tr>
<tr>
<td>1980</td>
<td>70,898,000</td>
<td>.129</td>
<td>91,500</td>
</tr>
<tr>
<td>1981</td>
<td>74,443,000</td>
<td>.130</td>
<td>96,800</td>
</tr>
</tbody>
</table>

*Total association meeting attendance, 23,883,495 x average stay all conventions 3.59 days + 1.4 double occupancy (national).

To accommodate the potential association meeting business, it is recommended that the hotel commit 80 percent of its rooms, or 200 rooms, for this type of business. It is recognized that there may be some overlapping between association meetings and corporate group meetings; however, the management should be able to adjust to these conditions.

By this allocation, after allowance for days and certain months when association meeting business is at a low, or in some cases nil, we estimate the hotel can capture roundly 34,000 room nights of association meeting business. This attainment would represent approximately 35 percent of association meeting demand estimated for 1981. This achievement of 34,000 room nights a year represents 51 percent of the hotel's total estimated room demand.

### COMMERCIAL/UNIVERSITY/TOURIST VISITORS

The relative diversification of employment in South Bend, the importance of the area as an educational center, and the importance of manufacturing activity reflect a need for overnight transient room accommodations and meeting room facilities.
The pattern of this type of business reflects moderate demand on Mondays, peak demand on Tuesdays and Wednesdays, a gradual falling off on Thursdays, and limited demand on Fridays, Saturdays, and Sundays. This normal pattern is broken in South Bend on approximately 12-15 weekends a year when large sports or other events are scheduled at Notre Dame. On these weekends, virtually all room accommodations for a fifty-mile radius are occupied, often at premium rates with a two or three-day guaranteed stay.

We interviewed all of the major employers (over 500 employees) listed in the South Bend-Mishawaka Area Industrial Directory to determine their interest and support of a new hotel in the central business district. In addition, we interviewed several administrators at area universities. While most of the companies could not define exactly the amount of overnight room business they generate annually because it fluctuates widely by months, all expressed some degree of support and interest in a central business district first-class hotel. A number indicated that present accommodations are either considered mediocre or simply "adequate" by visitors, and that a first-class property would be well accepted. Administrators at the universities indicated that new accommodations would be well supported in the downtown area, especially by parents visiting students.

Another important source of group business for a downtown hotel offering adequate public meeting facilities are the corporate functions such as dealer conferences, sales training sessions, staff meetings, district and regional meetings and company symposiums. In our interviews with major companies, strong support for new facilities of this type was indicated. Many of those interviewed expressed the belief that present facilities of this type are inadequate, and that they would be inclined to use the proposed hotel for these functions. Respondents interviewed
also indicated that for corporate entertaining and banquets, and proposed hotel
would be a welcome addition to downtown South Bend. None expressed any reluctance
to hold either meetings or social functions in a downtown location.

Tourist visitors to the area have been historically inclined to utilize
hotel accommodations along the U.S. 31 "strip." While a small number of tourists
may be attracted to a downtown hotel, we do not see this as a major market source
for the proposed property.

**Potential Room Demand from Commercial/University/Tourist Visitors**

Total room demand from these sources, including the limited association
activity in the past and attendance at both the Center for Continuing Education and
the Athletic and Convocation Center at Notre Dame, has grown from 288,000 room nights
in 1971 to 374,000 room nights in 1976. It should be noted however, that this growth
has been achieved in the "budget" category of hotel/motel facilities, and that demand
in the higher-rated properties has declined somewhat during that period. However,
because of an anticipated increase in corporate group meetings held at Century
Center, and improving economic conditions, we estimate modest growth in total demand,
including higher-rate properties, over the next several years. We estimate that
total room demand from the above described markets will increase from 374,000 room
nights in 1976 to approximately 390,000 room nights in 1981.

In 1976, 23 percent of the total demand was experienced in central business
district properties, while 66 percent was generated along the U.S. 31 "strip" and
11 percent in other areas. Because of the revitalization of downtown South Bend,
and Century Center, we estimate that the 1981 demand will be divided as follows:
downtown - 26 percent; "strip" - 54 percent; other areas - 10 percent.
We further estimate that an effectively marketed first-class motor hotel could command 20 percent of the downtown demand, 5 percent of the "strip" demand, and 2 percent of demand from other areas.

This results in an estimated penetration of 33,000 room nights a year from commercial/educational/tourist visitors, or 8.5 percent of the total of this market segment. This would represent 49 percent of the hotel's total estimated room demand.

SUMMARY OF DEMAND SOURCES

We present below a summary of estimated room demand for the proposed hotel as set forth in the preceding paragraphs:

<table>
<thead>
<tr>
<th>Demand Source</th>
<th>Estimated Room Nights Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association meetings</td>
<td>34,000</td>
</tr>
<tr>
<td>Commercial/educational/tourist</td>
<td>33,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>67,000</strong></td>
</tr>
</tbody>
</table>

This would, in our opinion, offer support for a 250-room first-class motor hotel at the subject site. We estimate an average annual occupancy of approximately 70 percent would be achieved at the above demand level.

While some consideration may be given to construction of a larger number of rooms, resulting in a somewhat lower occupancy figure, it is our opinion that initial plans should limit the proposed hotel's size to 250 rooms, with architectural provision made for future expansion of guest room facilities.
CENSUS AND GROWTH IN COMPETITIVE ROOM SUPPLY

CENSUS OF ROOM SUPPLY

There are 13 properties with 1,813 available rooms in motor hotels which we have classified as the competitive room supply of South Bend-Mishawaka. All of the hotels which we have classified as competitive have 62 rooms or more.

In addition, there are 21 properties with 700 rooms which we have classified as non-competitive. Most of these are smaller properties ranging from 4 to 64 rooms, while several others, while larger, are not considered modern motor inn facilities or are located too far away from the site to be competitive. However, many of the 21 properties are acceptable to the commercial and tourist traveler visiting South Bend. The total competitive and non-competitive transient room supply in South Bend-Mishawaka is 2,513 rooms.

The census of competitive room supply by location in the South Bend area appears below:

<table>
<thead>
<tr>
<th>Area Location</th>
<th>Number of Properties</th>
<th>Number of Rooms</th>
<th>Ratio to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>4</td>
<td>538</td>
<td>29.7%</td>
</tr>
<tr>
<td>U.S. 31 &quot;Strip&quot;</td>
<td>7</td>
<td>1,096</td>
<td>60.4%</td>
</tr>
<tr>
<td>Other*</td>
<td>2</td>
<td>179</td>
<td>9.9%</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>1,813</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*"Other" - Morris Inn at Notre Dame and the Holiday Inn of Mishawaka.
Only two of the hotels in the downtown area can be classified as "first-class" properties; the Albert-Pick and the Quality Inn. Neither the Sheraton Motor Inn nor the Travelodge, in their present condition, offer the level of services and amenities the association delegate expects at a first-class hotel.

**GROWTH IN ROOM SUPPLY**

During the period 1970 to present, there were 1,013 rooms added to the South Bend room supply, of which 443, or 44 percent were in budget motels. During the same period, one hotel, the LaSalle with 150 rooms closed, resulting in a net increase of 863 rooms in the South Bend supply.

A listing of the changes in the South Bend room supply since 1970 appears below:

<table>
<thead>
<tr>
<th>Year</th>
<th>New Rooms Opened</th>
<th>Old Rooms Closed</th>
<th>Net Gain in Rooms Supply</th>
<th>Total Number of Rooms</th>
<th>Growth Rate Annual</th>
<th>Net Over 1970</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>-</td>
<td>-</td>
<td>950</td>
<td>1,130</td>
<td>- 7%</td>
<td>- 7%</td>
</tr>
<tr>
<td>1971</td>
<td>180</td>
<td>-</td>
<td>180</td>
<td>1,130</td>
<td>44.4</td>
<td>18.9</td>
</tr>
<tr>
<td>1972</td>
<td>502</td>
<td>-</td>
<td>502</td>
<td>1,632</td>
<td>- 71.8</td>
<td>71.8</td>
</tr>
<tr>
<td>1973</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,632</td>
<td>- 71.8</td>
<td>- 71.8</td>
</tr>
<tr>
<td>1974</td>
<td>184</td>
<td>-</td>
<td>184</td>
<td>1,816</td>
<td>11.2</td>
<td>91.1</td>
</tr>
<tr>
<td>1975</td>
<td>147</td>
<td>150</td>
<td>(3)</td>
<td>1,813</td>
<td>(.1)</td>
<td>90.8</td>
</tr>
<tr>
<td>1976</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,813</td>
<td>-</td>
<td>90.8</td>
</tr>
</tbody>
</table>
A listing of the properties and the number of new rooms constructed in South Bend since 1970 appears below:

<table>
<thead>
<tr>
<th>Year</th>
<th>New Construction</th>
<th>Number of Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>None</td>
<td>-</td>
</tr>
<tr>
<td>1971</td>
<td>Albert-Pick</td>
<td>180</td>
</tr>
<tr>
<td>1972</td>
<td>Abbey Inn of America</td>
<td>112</td>
</tr>
<tr>
<td>1972</td>
<td>Holiday Inn - Mishawaka</td>
<td>89</td>
</tr>
<tr>
<td>1972</td>
<td>Quality Inn</td>
<td>144</td>
</tr>
<tr>
<td>1972</td>
<td>Ramada Inn</td>
<td>157</td>
</tr>
<tr>
<td>1973</td>
<td>None</td>
<td>-</td>
</tr>
<tr>
<td>1974</td>
<td>Days Inn</td>
<td>184</td>
</tr>
<tr>
<td>1975</td>
<td>Motel 6</td>
<td>147</td>
</tr>
<tr>
<td>1976</td>
<td>None</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,013</td>
</tr>
</tbody>
</table>

A comparison of the growth in room supply with those of various economic factors appears below:

<table>
<thead>
<tr>
<th>Five-Year Growth Rate 1970-75</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room supply</td>
</tr>
<tr>
<td>Population</td>
</tr>
<tr>
<td>Retail sales</td>
</tr>
<tr>
<td>Effective buying income</td>
</tr>
<tr>
<td>Employment</td>
</tr>
</tbody>
</table>

The growth in the room supply during the period 1970-75 was above that of all other economic indicators in the South Bend area. The growth in total room demand during that period was not equal to the growth in room supply, resulting in lower occupancy percentages for the city as a whole. However, this may not accurately reflect the future situation. Of the 1,013 new rooms constructed, 324 or 32 percent were in the downtown area, while 150 rooms were closed in that area, resulting in a net gain of only 174 rooms in the central business district. The revitalization of the downtown area, together with the construction of Century Center reflects a strong need for first-class transient room accommodations in the central business district of South Bend.
During the course of our study, we were informed by several sources that another new hotel is being considered in downtown South Bend. This proposal is for a 150-room property to be located on Block 6 of the Urban Renewal Area, to be operated by Midway Motor Lodges of Waukesha, Wisconsin. We interviewed an executive of that firm to determine the status of the project, and were informed that an option is held on the land, and financing for the hotel is in the process of being arranged. If financing is obtained, construction will start in 1977. We were also informed that a proposal had been put forth for a Hilton Inn to be located adjacent to the Notre Dame campus. Our interviews revealed that at this time, the principals of this project have apparently decided to defer or cancel construction of this project.

A listing of competitive room accommodations of South Bend showing pertinent descriptive information appears on the following page accompanied by a map indicating the respective locations:
ANALYSIS OF THE RESTAURANT MARKET

INTRODUCTION

Total eating and drinking place sales in metropolitan South Bend rank 115th in the nation, a favorable ranking in comparison to its population ranking of 131st and effective buying income rank of 124th. The growth in eating and drinking place sales of 77 percent for the five-year period 1970-75 compares very favorably to the growth in retail sales of 38 percent. These trends tend to indicate that residents of South Bend are inclined to dine out frequently, and that new restaurant facilities are well-accepted.

DEMAND

Demand for food and beverage facilities at the recommended hotel and in the office/hotel complex will come primarily from the following sources:

1. Transient guests of the hotel.
2. Local residents in the metropolitan area earning over $15,000 annually.
3. Employees working in the downtown South Bend area and nearby industrial complexes.
4. Transient guests of other hotels who are attending events at Century Center.
5. Shoppers visiting retail stores in the office/hotel complex, the mini-mall across the street, and the downtown shopping district.
COMPETITIVE PUBLIC RESTAURANTS

Eleven public restaurants were mentioned frequently in our interviews with local businessmen as being locally popular or of the type one would entertain his wife or business/social guests.

A number of these restaurants are relatively new on the scene, and have been very well accepted in the market. Captain Alexander's Moonraker, located directly across the St. Joseph River from the proposed hotel site, opened just prior to our field work, and was attracting large numbers of residents. A list of competitive restaurants, identified as locally popular, appears on the following page, and is accompanied by a map showing respective locations in relation to the hotel site.
BANQUET FACILITIES

Our interviews with local businessmen indicated a definite lack of banquet and meeting facilities which they considered acceptable. The following is a list of banquet dining facilities at competitive hotels:

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albert-Pick</td>
<td>300</td>
</tr>
<tr>
<td>Quality Inn</td>
<td>250</td>
</tr>
<tr>
<td>Sheraton Motor Inn</td>
<td>165</td>
</tr>
<tr>
<td>Holiday Inn-South Bend</td>
<td>440</td>
</tr>
<tr>
<td>Howard Johnson's</td>
<td>125</td>
</tr>
<tr>
<td>Ramada Inn</td>
<td>600</td>
</tr>
<tr>
<td>Randall's Inn</td>
<td>220</td>
</tr>
<tr>
<td>Holiday Inn-Mishawaka</td>
<td>350</td>
</tr>
<tr>
<td>Morris Inn/Continuing Education Center</td>
<td>860</td>
</tr>
</tbody>
</table>

The construction of the Century Center will add significantly to available banquet facilities in South Bend, and the management of the Center plans to market these facilities for local banquets in addition to convention dining. However, while the facilities are quite attractive, we foresee some difficulty marketing them for social events such as weddings, dances, and banquets, and perceive a market for additional facilities of this type in the proposed hotel. A number of those interviewed expresses dissatisfaction with the quality of food and facilities at competitive hotels, and that they would welcome a first-class banquet operation in South Bend.
HOTEL:

Essentially a convention hotel, the proposed hotel would begin to assert South Bend as a viable convention city. The city does not compare favorably with other metropolitan areas in percentage of the convention market. A close relationship to the new Century Center must exist for the hotel to be a success. The hotel will be first-class and offer all the amenities of such a facility. (see spacial summary)
LOBBY AND FRONT OFFICE:
Sq.Ft. 3,000
Users: hotel guests, reservation clerks.
Equipment: 20' reservation desk slip file, key rack
Note: key rack must be safe from public
Character: The lobby will set the mood for the entire hotel. It should be very apparent when the guest enters the complex. Elevators to guest rooms should be readily accessible. The lobby will act as an extension of the public "atrium" space. Separate, yet integral.

MAIL ROOM:
Sq.Ft. 40
Users: hotel staff
Equipment: mail slots, sorting desk

CASHIER:
Sq.Ft. 250
Users: guests, cashiers, reservation clerks
Equipment: cash registers, office furniture, vault with safe deposit boxes, night depository for restaurant cash and receipts
Note: guests should be able to step from view to deposit valuables, cashier line should not conflict with reservation line.

SECRETARY/RECEPTION
Sq.Ft. 200
Users: workers, guests
Equipment: Office Furniture, Office Equipment (typewriters) chairs for guests or salesmen, files
Note: will act as buffer between manager and public

MANAGER'S OFFICE:
Sq.Ft. 140
Users: manager and invited guests
Equipment: Office furniture

ASSISTANT MANAGER'S OFFICE:
Sq.Ft. 120
Users: asst. manager and invited guests.
Equipment: office furniture

ACCOUNTING OFFICE:
Sq.Ft. 250
Users: accounting and bookkeeping staff
Equipment: office furniture, files

LOUNGE:
Sq.Ft. 1,500
Users: hotel guests
Equipment: seating, tables
Character: should be adjacent to, or part of, the lobby area. Important that it create a favorable atmosphere.

MEN'S TOILET:
Sq.Ft. 250
Users: hotel guests

WOMEN'S TOILET AND LOUNGE:
Sq.Ft. 420
Users: hotel guests

BELL CAPTAIN'S STATION:
Sq.Ft. 40
Note: should have good view of lobby

LUGGAGE STORAGE:
Sq.Ft. 200
Note: should be close to lobby for easy accessibility by guest.
GUEST ROOMS:
Sq.Ft. 250 rooms @ 260ft.²/room
66,250 sq.ft.
Users: guests
Equipment: Beds, dressers, end tables, chairs, lamps, closet bathroom
Character: there should be a feeling of luxury and elegance. Also the guest should be made to feel secure.

GUEST ROOM AUXILIARY SPACE:
Sq.Ft. 40% of guest rooms
26,500 sq.ft.
Includes: corridors, walls, stairs, elevators, maid's closets, vending area

HOTEL STAFF TOILET AND LOCKERS:
MEN:
Sq.Ft. 500
Users: hotel and restaurant staff
Equipment: lockers, benches, toilet room equipment
Note: close proximity to staff entrance

WOMEN:
Sq.Ft. 550
Users: hotel and restaurant staff
Equipment: see above
Note: see above

TIMEKEEPERS OFFICE:
Sq.Ft. 80
Equipment: time clock and card rack
Note: close to employee entry

LINEN ROOM:
Sq.Ft. 800
Users: housekeeper, maids

Equipment: sewing machines, tables
Note: next to laundry

LAUNDRY:
Sq.Ft. 2000
Users: housekeeper, laundry staff
Equipment: washers, dryers, ironing boards, tables

MAINTENANCE SHOP:
Sq.Ft. 1,000
Users: maintenance staff
Equipment: work benches, tools, tool storage, painting area

FURNITURE STORAGE:
Sq.Ft. 600
Users: porters

RECORDS STORAGE:
Sq.Ft. 450
Users: administration, secretaries
Equipment: files, shelves

GENERAL STORAGE:
Sq.Ft. 400
Users: maids, porters, housekeepers
Note: locate by laundry and linen

RECEIVING ROOM:
Sq.Ft. 350
Users: receiving agent
Note: locate next to loading dock

RECEIVING OFFICE:
Sq.Ft. 100
Users: receiving agent
LOADING DOCK:
Sq.Ft. 150
Note: adjacent to receiving

HOUSEKEEPER'S OFFICE:
Sq.Ft. 100
Users: housekeeper
Note: close to laundry and linen

TRASH ROOM:
Sq.Ft. 250
Note: locate near service entry

MECHANICAL:
Sq.Ft. to be determined
FIRST CLASS RESTAURANT:
Sq.Ft. 150 seats @ 18ft.²/seat
2700sq.ft.

Users: hotel guests, conventioners, bank and office personnel, general public

Equipment: chairs and tables for 150

Character: elegant, subdued, possibly a roof-top restaurant

AUXILIARY KITCHEN:
Sq.Ft. 500

Users: kitchen staff, waiters, bus boys

Equipment: to be determined

Note: will need service elevator and dumbwaiters to main kitchen

WAITER AND BUSBOY STATION:
Sq.Ft. 150

Users: waiters and busboys

Equipment: coffee machines, storage for silverware, glasses, salt and pepper, water, etc.

ADJOINING COCKTAIL LOUNGE:
Sq.Ft. 100 seats @ 12ft.²/seat
1,200 sq.ft.

Users: same as restaurant

Equipment: Bar, stools, chairs and tables for 100, liqueur storage

Character: sympathetic to restaurant

ENTRANCE/HOSTESS STATION:
Sq.Ft. 200

Users: patrons, hostess

Equipment: reservation desk, seating
COFFEE SHOP:
Sq.Ft. 150 seats @ 12ft.²/seat
1,800 sq.ft.
Users: hotel guests, bank and office personnel, shoppers, downtown employees
Equipment: tables and seating for 150
Character: cheerful, clean

AUXILLARY KITCHEN:
Sq.Ft. 400
Users: kitchen staff, waiters, busboys
Equipment: to be determined
Note: must be good access to main kitchen

WAITER AND BUSBOY STATION:
Sq.Ft. 120
Users: waiters and busboys
Equipment: coffee machines, storage for tableware, etc.
COCKTAIL LOUNGE:
Sq.Ft. 75 seats @ 12ft.²/seat
900 sq.ft.
Users: hotel guests, bank and office personnel, shoppers, downtown employees
Equipment: bar, stools, tables and chairs for 75, liquor storage
Character:

MAIN KITCHEN AND BAKESHOP:
Sq.Ft. 2,000 kitchen
400 bakeshop
Users: kitchen staff, busboys, waiters
Equipment: to be determined
Note: will serve restaurants through auxiliary kitchens will need easy access for flow of prepared food

DRY GOODS STORAGE:
Sq.Ft. 600
Users: kitchen staff
Note: close to receiving

BEVERAGE STORAGE:
Sq.Ft. 250
Users: kitchen staff
Equipment: walk-in cooler

FROZEN FOOD STORAGE:
Sq.Ft. 200
Users: kitchen staff

EMPLOYEE DINING ROOM:
Sq.Ft. 500
Users: hotel and restaurant employees
Equipment: tables and chairs

FUNCTION/ BANQUET ROOMS:
Sq.Ft. 550 seats @ 11ft.²/seat
6050 sq.ft.
Users: conventioners, civic groups, board meetings
Equipment: tables and chairs for 550, podiums, audio-visual equipment
Note: rooms may be sub-divided for flexibility by moveable partitions, close proximity to main kitchen needed

WAITER AND BUSBOY STATION:
Sq.Ft. 200
Users: waiters and busboys
Equipment: coffee machines, storage for tableware, etc.

NOTE:
staff toilets and lockers
timekeepers office
receiving room
receiving office
loading dock
trash room
Are taken account of in an earlier section of the hotel program
FIRST BANK AND TRUST OFFICE:

The information contained herein was established by meetings I had with Mr. E. Cavanaugh of First Bank. More specific information was not available due to its classified status. Flexibility is the key issue as First Bank is a continually growing institution. The square footage figures given are estimates of the bank's 1987 requirements.
PERSONNEL WORD PROCESSING:
Sq.Ft. 688
Note: special air conditioning
false floors for electrical
FINANCE & OPERATIONS: Main Office Service
Sq.Ft. 1469
Functions: Bookeeping dept.,
Proof dept.
Note: Bookeeping close to tellers, Proof dept. closed to public, close to word processing
BANK SUPPORT CENTRAL SERVICE:
Sq.Ft. 1,124
Functions: mail room, correspondence, clerical
BANK SUPPORT EMPLOYEE SERVICE:
Sq.Ft. 4,250
Functions: employee lounge, employee cafeteria, employee restrooms and individual storage
SAFE DEPOSITS:
Sq.Ft. 1,000
CASH VAULT:
Sq.Ft. 1,469
NOTES & DOCUMENTS WINDOW:
Sq.Ft. 1594
MAIN OFFICE BRANCH: Officer's Platform
Sq.Ft. 1,406
Functions: contact officers (collection, installment loan commercial loan)
INSTALLMENT LOAN LENDING DIRECTOR'S OFFICE AND SECRETARY:
Sq.Ft. 844
GROUP TRAVEL:
Sq.Ft. 813
MAIN OFFICE BRANCH: Auxiliary Facilities
Sq.Ft. 4,031
Functions: lobby, waiting area, reception/information, check writing
MAIN OFFICE TRAVEL:
Sq.Ft. 1,734
MAIN OFFICE BRANCH: Tellers
Sq.Ft. 1,563
MAIN OFFICE BRANCH: Exchange, Collections, Bonds, Window:
Sq.Ft. 1,156
PANTRY, COPIER, CONFERENCE:
Sq.Ft. 469
PERSONAL BANKING: Insurance
Sq.Ft. 2,344
CORPORATE BANKING: Mortgage Loans
Sq.Ft. 2,641
CORPORATE BANKING: Leasing
Sq.Ft. 1,781
INSTALLMENT LOANS: Collections
Sq.Ft. 2,250
INSTALLMENT LOAN OPERATIONS:
Sq.Ft. 1,719
PERSONAL BANKING INSTALLMENT LOAN LENDING:
Sq.Ft. 1,406
FIRST BANK AND TRUST: Capital
Sq.Ft. 375
INSTALLMENT LOAN MANAGEMENT:
Sq.Ft. 719

PANTRY, COPIER, CONFERENCE
Sq.Ft. 469

PERSONNEL ADMINISTRATION:
Sq.Ft. 1,594

EMPLOYEE TRAINING:
Sq.Ft. 563

MARKETING:
Sq.Ft. 2,281

CORPORATE BANKING ADMINISTRATION OFFICE:
Sq.Ft. 469

CORPORATE BANKING AREA DEVELOPMENT OFFICE:
Sq.Ft. 469

CORPORATE BUSINESS FINANCIAL SERVICES:
Sq.Ft. 594

AUXILIARY SPACE:
Sq.Ft. 344
Function: lounge, waiting area

PERSONAL BANKING: Branch Admin.
Sq.Ft. 1,500

PERSONAL BANKING: Branch Administration Office
Sq.Ft. 375

OPERATION & CREDIT ANALYSIS:
Sq.Ft. 1,750

COMMERCIAL BANKING:
Sq.Ft. 3,313

PANTRY, COPIER, CONFERENCE:
Sq.Ft. 469

TRUST ADMINISTRATION:
Sq.Ft. 687

TRUST PENSION:
Sq.Ft. 1,125

TRUST: Personal Trust & Probate
Sq.Ft. 2,719

TRUST: Investment
Sq.Ft. 1,594

TRUST: Operations
Sq.Ft. 2,406

TRUST TAX OFFICER:
Sq.Ft. 469

TRUST CORPORATE OFFICER:
Sq.Ft. 469

TRUST NEW BUSINESS OFFICER:
Sq.Ft. 469

INVESTMENT OPERATIONS:
Sq.Ft. 2,438

AUXILIARY SPACE:
Sq.Ft. 1,406
Function: lounge, waiting area, conference room

FINANCE & OPERATION: Admin.
Sq.Ft. 1,656

FINANCE & OPERATION: Accounting and Control
Sq.Ft. 2,398

AUDITING:
Sq.Ft. 1,984

PERSONAL BANKING AUTO BANKING SERVICES:
Sq.Ft. 1,500
FIRST BANK AND TRUST CORPORATION ACCOUNTING:
Sq.Ft. 1,063

PLANNING AND SERVICES:
Sq.Ft. 1,063

TRUCKER'S BANKING PLAN:
Sq.Ft. 3,214

PANTRY, COPIER, CONFERENCE:
Sq.Ft. 469

SENIOR EXECUTIVES: Management
Sq.Ft. 3,289

GENERAL COUNSELING:
Sq.Ft. 719

BANK SUPPORT EXECUTIVE SERVICE:
Sq.Ft. 4,250
Functions: waiting area, executive secretaries, executive lounge, executive exercise room, sauna

LIBRARY:
Sq.Ft. 375

EXECUTIVE CONFERENCE ROOM:
Sq.Ft. 300

AUXILIARY SPACE:
Sq.Ft. 87,097 x 25% = 21,700
Function: circulation, walls HVAC
**BLOCK ONE**

<table>
<thead>
<tr>
<th>102 PERSONNEL: WOOF MSR.</th>
<th>102 PERSONNEL: WOOF MSR.</th>
<th>102 PERSONNEL: WOOF MSR.</th>
</tr>
</thead>
<tbody>
<tr>
<td>102 BANK SUPPORT: EMPLOYEE SERVICES</td>
<td>102 BANK SUPPORT: EMPLOYEE SERVICES</td>
<td>102 BANK SUPPORT: EMPLOYEE SERVICES</td>
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<tr>
<td>102 FINANCE &amp; OPER. MAIN OFFICE SERVICES</td>
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<td>102 FINANCE &amp; OPER. MAIN OFFICE SERVICES</td>
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<td>1461</td>
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<td>1461</td>
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<td>1.469</td>
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<td>1.469</td>
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</tbody>
</table>

**BLOCK THREE**

<table>
<thead>
<tr>
<th>1032 NOTE WINDOW &amp; DOCUMENT</th>
<th>103 MAIN OFFICE TELLERS</th>
<th>1031 MAIN OFFICE TELLERS</th>
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<tbody>
<tr>
<td>103 FINANCE 102 INSURAN. LEND</td>
<td>1031 MAIN OFFICE BRANCH: ABDIN</td>
<td>1031 MAIN OFFICE BRANCH: ABDIN</td>
</tr>
<tr>
<td>1032 GROUP TRAVEL</td>
<td>103 AUX. FAC.</td>
<td>1031 MAIN OFFICE BRANCH: ABDIN</td>
</tr>
<tr>
<td>1032 GROUP TRAVEL</td>
<td>103 AUX. FAC.</td>
<td>1031 MAIN OFFICE BRANCH: ABDIN</td>
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<tr>
<td>1544</td>
<td>1400</td>
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<tr>
<td>817</td>
<td>906</td>
<td>817</td>
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<td>3,125</td>
<td>3,125</td>
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**BLOCK TWO**

**BLOCK FOUR**
Eplanation of Block Plan

1. Spaces adjoining each other within a block have the strongest relationship.

2. Spaces within a block have the next strongest relationship.

3. Adjoining Blocks (2 & 3), (5 & 6) have a stronger relationship than non-adjoining blocks (1 & 4).
PUBLIC SPACE: "Atrium"

Sq.Ft. 30,000 inclusive of iceskating area

Description: The atrium will serve as the circulation core of the complex and will be a controled environment space. Public areas of bank and hotel lobbies will be treated as extensions of this space. The atrium will be the focal point of tenant sponsored activities aimed at increasing public involvement in the center, and will include the amenities described on the following page. The atrium space will mingle with the functional areas and extend to the site boundaries to invite the public into the core. It will also extend beyond the site and provide an all-weather walkway (either above or below ground) to the century center complex.
ICE SKATING RINK:
Sq.Ft. 10,000 - 15,000
Users: general public, large percentage of young people

ICE CUTTING MACHINE STORAGE:
Sq.Ft. 300

MEN’S DRESSING ROOM:
Sq.Ft. 1,000
Users: as above
Equipment: lockers, benches, lav. and toilets

WOMEN’S DRESSING ROOM:
Sq.Ft. 1,000
Users: as above
Equipment: lockers, benches, lav. and toilets

SKATE RENTAL:
Sq.Ft. 200
Users: public, complex staff
Equipment: storage, checkout counter

FAST FOOD AND COCKTAIL KIOSKS:
Sq.Ft. 200
Users: general public

CIRCULATION:
Sq.Ft. as determined by design
Contents: escalators, stairways, elevators, hallways, shopping arcades

MAINTENANCE: Janitor’s Space
Sq.Ft. 150

AUXILLARY SPACE:
Sq.Ft. 30,000 x 13% = 3,900
Contents: HVAC, WALLS
RETAIL:
Sq.Ft. 30,000
Description: Most of the retail space will be located on the high exposure areas at or about ground level. Their service will be primarily one of convenience because of the proposed downtown mall to be built on adjacent property directly to the south. Shops will be an integral part of the atrium design. It is important the the shops correspond to the structural grid for ease of separation and less wasted space. Retail shops will consist of, but not necessarily limited to, those on the following page.

AUXILLARY SPACE:
Sq.Ft. 30,000 x 18% = 5,400
Contents: HVAC, Walls, secondary exits
GIFT SHOPS:
Sq. Ft. to be determined
Specific Needs: stock room, wrapping table, high visibility from atrium, display shelves, sales counter with cash register
Types of Shops: Cards and Books, Tobacco Shop, Specialty Shops (Luggage, Shoes, Clothing)

HAIR STYLING SALON:
Sq. Ft. 400-500
Specific Needs: barber chairs, seating, shampoo area, stock room, sales counter, manicure area, toilet.
Note: may be incorporated as part of hotel design

JEWELRY STORE:
Sq. Ft. to be determined
Specific Needs: Vault, high visibility from atrium, stock room, wrapping table, sales counter with cash register, always individual salesperson, polishing shop 64 ft., manager's office, clerical office, registry, display cases of glass.

FLORIST:
Sq. Ft. to be determined
Specific Needs: refrigerated cases, low temperature, work rooms for preparing displays, stock room, sales counter.

DRUG STORE:
Sq. Ft. to be determined
Specific Needs: Pharmacy with work counter, refrigerator, stock room, seating, filing, display counters, sales counters, stock room.

CLEANER AND TAILOR:
Sq. Ft. to be determined
Specific Needs: customer area, sewing/mending area, cleaning area, storage for finished clothes, pressing area, office.
Note: may be incorporated as part of the hotel service.
RENTAL OFFICE SPACE:
Sq.Ft. 30,000

Specific Needs: flexibility is essential since the occupant is unknown. Large clear-span spaces with a circul. core will be characteristics of this element. Ease of employee entry without having to walk through entire complex should be considered.

AUXILIARY SPACE:
Sq.Ft. 30,000 x 25% = 7,500
Contents: circulation, walls, HVAC

PARKING GARAGE:
Sq.Ft. 800 cars @ 300ft.²/car
240,000 sq.ft.

Note: Since the site is partially excavated, there is no great expense in building two layers of subgrade parking to minimize above grade bulk.


6. UDAG Downtown multi-use complex community development program city of South Bend. 1978.