THE HOTEL ONTARIO
I would like to thank the following organizations and individuals for their help in the development of this project.

Dan Woodfin
Stan Mendelsohn
Uwe Koehler
Hyatt Corporation
Rochester Convention Center and Visitors Bureau
Rochester Chamber of Commerce
Landmark Society of Western New York
This project is dedicated to my wife, Linnea. I don't think she ever expected this.
# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credits</td>
<td></td>
</tr>
<tr>
<td>Special Thanks</td>
<td></td>
</tr>
<tr>
<td><strong>Introduction</strong></td>
<td></td>
</tr>
<tr>
<td>Abstract</td>
<td>3</td>
</tr>
<tr>
<td>Selection Explanation</td>
<td>5</td>
</tr>
<tr>
<td>Objectives</td>
<td>7</td>
</tr>
<tr>
<td><strong>Site Analysis</strong></td>
<td></td>
</tr>
<tr>
<td>History of Area</td>
<td>9</td>
</tr>
<tr>
<td>Description of Site</td>
<td>13</td>
</tr>
<tr>
<td>Maps of the Area</td>
<td>24</td>
</tr>
<tr>
<td><strong>Building Analysis</strong></td>
<td></td>
</tr>
<tr>
<td>Building Type Study</td>
<td>29</td>
</tr>
<tr>
<td>Hypotheses</td>
<td>34</td>
</tr>
<tr>
<td><strong>Program</strong></td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>41</td>
</tr>
<tr>
<td>Need</td>
<td>41</td>
</tr>
<tr>
<td>Site Requirements</td>
<td>42</td>
</tr>
<tr>
<td>User Analysis</td>
<td>42</td>
</tr>
<tr>
<td>Space Summary</td>
<td>44</td>
</tr>
<tr>
<td>Program Narrative</td>
<td>44</td>
</tr>
<tr>
<td>Design Process</td>
<td>63</td>
</tr>
<tr>
<td>Research</td>
<td></td>
</tr>
<tr>
<td>Graphics</td>
<td></td>
</tr>
<tr>
<td>Narrative of the Design Evolution</td>
<td></td>
</tr>
<tr>
<td>Final Design</td>
<td>75</td>
</tr>
<tr>
<td>Philosophy</td>
<td>93</td>
</tr>
<tr>
<td>Final Thoughts</td>
<td>95</td>
</tr>
<tr>
<td>Bibliography</td>
<td>97</td>
</tr>
</tbody>
</table>
This project is composed of three main elements: a 200 room hotel with associated banquet and recreational facilities, a retail and restaurant complex, and a 200 boat marina. This mix was chosen to provide a source of economic recovery for an area which is presently stabilized at an ebb of economic activity.

The area's economy was historically based on the tourism trade. It was developed by the railroads in the late 1800's as a resort area. Ontario Beach Park was a privately owned amusement park and hotel complex. No less than three major hotels and many minor hotels dotted the site and surroundings.

People came from as far away as St. Louis to spend time at the resort. They were brought by railway, trolley, and steamboat.

These functions began to ebb as a result of the introduction of the automobile. People no longer had to stay in the area for long periods of time. Along with the automobile, a series of disastrous fires early in this century virtually eradicated the resort functions of the area. Those hotels which didn't burn, soon closed down. The City of Rochester purchased the lakefront land and created a new Ontario Beach Park which was a popular park until the 1960's when lake and river pollution became so
severe that swimming was forbidden. In the past seven to eight years the park has experienced an upswing in usage due to the reopening of the beach for swimming.

The site itself was purchased early in this century, and the Port of Rochester was created. The area served as a Great Lakes Port until the late 70's when it was shut down due to lack of use. Now it is largely vacant except for a small percentage of the warehouse space which is leased out.

The time is ripe for the addition of a facility to the area again to boost the tourism trade to the forefront. The City of Rochester has been actively promoting its excellent tourism possibilities and has recently built a convention center to help draw in more people from around the state and country. There are presently plans on the board for the addition of 675 new hotel rooms in various developments around the city. It is speculated that even more will eventually be added.

The main idea behind this project is the securing of a portion of the tourist traffic for this area along with a development of a magnet to draw even more local people to the lakefront.
There are many reasons behind my choice of this thesis project. One of the most important reasons was my desire to do a project in my home city. Throughout my experience at Ball State, I have worked on many projects, but I have never felt very close to them. They have always been sited in areas with which I have no personal contact or interest. I wanted to choose a site which had some meaning to me. The area around the site is close to my parent's home, and I have known it all my life. Therefore, I decided to use the site of the Port of Rochester (owned by the city) as my thesis site.

The choice of a project to place on the site was almost as easy as choosing the site itself. As will soon be explained in detail, Rochester, New York is a very progressive city which is building a reputation as a rather successful tourist and convention center. There is presently a dearth of hotel rooms in the area, and concurrently a rise in the construction of new hotels; therefore, I thought the design of a hotel and retail complex for this site would be a realistic and enjoyable undertaking. Hotels have always interested me as a building type, yet I have never had the opportunity to explore one as a design project. I felt that a hotel alone would not
be a large enough project for the site I had chosen and thereby came the idea of incorporating a retail complex into the fabric of the project. I have often worked on retail space development while in school and thought the interaction of hotel and retail space would make an interesting project.

At this time, I re-evaluated the site and the needs of the thousands of people who enjoy this area. Across the Genesee River is the Rochester Yacht Club. There are many people who, during the summer months, take a self guided tour of the Great Lakes, and Rochester is a prime stopover point. Unfortunately there is a very limited number of boat slips on the Genesee, especially for visitors to the area. Therefore, I envisioned splitting my parking area up: part for boats and part for cars. I began the research require to add a marina (200 slips) to my program.

From the beginning, I wanted to concentrate on the hotel functions and decided to take the other functions only to the schematic design phase. This would allow me to masterplan the entire site, and focus on my first choice--my hotel.
OBJECTIVES

1. To create a facility that will not only compliment the area architecturally but also economically. A broad based facility that will draw people (local and visiting) to it to create a core of people on which to build an economic revival.
2. To further enhance the recreation activities presently offered by the park and to create a base for generation of new activities. Activities presently available: swimming, picnicking, walking, (historic) merry-go-round, various park activities. Activities enhanced or added: walking, non-active water contact, paddle/row boating, shopping, eating, people watching, boating, and sailing.

3. To provide a well designed suburban recreation/shopping/hotel complex to entertain visitors to the area who do not wish to stay downtown, and to supply same to local people in an area where there is potential for but no present development.
4. To provide myself with a model problem in which I can explore the possibilities of intermixing hotel and marina functions (both of which I was only peripherally acquainted with) and restaurant/commercial functions (with which I am well acquainted).
5. To explore and develop a hotel system which will interact with its associated functions in the complex.
The community of Charlotte (Shallot) began in 1805 when Thomas Jefferson appointed Samuel Latta as the customs agent for the Port of Genesee. In that first year of operations, the port declared a loss, but within the next three years profits exceeded $100,000. As the port became increasingly successful, the population of the area multiplied. In 1822 construction began on the lighthouse which still stands between the swing bridge and Latta Road. At this time the east side of the river was all marsh, and the west side was blanketed by thick undergrowth and dense forest. Congress approved $10,000 in 1829 to improve navigability at the mouth of the river. The forest and thicket were cut back on both sides at an angle with the lighthouse at the apex. Later, by 1834, two piers were built out into the lake. The west pier held several smaller lighthouses to guide ships to the flour mills and fresh produce centers further up river.

Rochesterians soon discovered the little community on the lake, and trolley lines were established in 1851. Charlotte began to taste the lucrative tourism industry. Railroads wove through the area,
and in 1875, the Rome, Watertown, and Ogdensburg railroad built a swing bridge in the Genesee River. The twin-tracked bridge was operated by a steam engine until members of the Rochester Yacht Club complained that their sails were being sullied by the steam on the breeze. Although the bridge tenders found it difficult to sympathize with the club members, the updated version of the bridge in 1905 was equipped with a gasoline engine that had been extracted from a pickup truck.

Ontario Beach Park opened in 1884 and thus began the boom in tourism and nightlife in Charlotte. Several hotels opened along the shores of Lake Ontario and the busy Genesee. A ferry service began transporting vacationers from Summerville to Charlotte for the park or boat rides into the lake. A couple of dance pavilions went up and the hotels featured drinking, gambling, and personal entertainment. People came by train from as far away as St. Louis and Atlanta to spend their vacation.

The advent of the automobile crippled the resort community. No longer did people have to remain in the Rochester-Charlotte area for their entire vacation. During a typical two week spree by car, one could visit Niagra Falls, Toronto, Rochester-Charlotte, and the wine country of the Finger Lakes rather than stay in just one--albeit bustling--locale.

Then, one by one, fire consumed each of the hotels and dance halls. The fires began in 1895 with the House of Glass (hotel). In 1908 over forty cottages burned for a total of $125,000 in damages. On December 11, 1942 the last and most famous of the dance halls gave in: the Windsor Dance Palace crumbled to ashes.

From that point in time there were no real improvements made to the area; in fact, very little was even done in the name of maintenance. By the late 60's the whole lakefront was unsafe for any recreational activities. There was no direct environmental clean-up program initiated for the lakefront, but due to the legislation aimed at manufacturing plants, the lake is healing and cleaning itself. Swimming has been allowed since the mid 70's. Only when there is a storm over the lake does the beach close. It takes a couple of days for the park service to clear the organic and non-organic trash from the beach, and then the beach is littered anew with tanned, oiled, and screaming bodies.
SITE EDGES

NORTH EDGE

To the north, the site is bounded by Beach Avenue and Ontario Beach Park, a city owned park. Beach Ave. dead ends at the river at its eastern edge. The street is used mainly for access to the parking area for the park which is presently located on the site. It is quite common for younger people to sit in or on their cars or on the guardrail around the lot, watching cars and people on Beach Ave. The street is also used for maintenance vehicle access to the park.

The park itself is about twenty-two and a half acres, comprised of two rectilinear halves split by a bus loop.

The site is bounded on each edge by very different conditions which will require a different response. An explanation of the edges follows.
The larger of the two pieces lies to the north of the site. Ontario Beach Park is split roughly into two layers, a green layer or band and a "white" one. The green band is a grassy area on the south with many mature trees and pathways. The facilities it offers are: picnic shelters for large and small groups, a bandstand for moderate size concerts, a refreshment stand selling food and beach needs, a bathhouse for changing (presently vacant but still in good condition), and a historic merry-go-round from the late 1800's. To the north, but separated by a fence to control access, is the "white band" or public beach offering swimming in Lake Ontario. The beach is also lighted for night swimming but is not used for such at present.

This park is used by all race and age groups throughout the summer season. It is, though, most often used by innercity residents seeking to escape the city. The park is directly connected by bus to downtown.

Also, in the north-east corner of the park, yet not a part of the park, is the west pier of the Genesee River channel. A ten to fifteen foot wide concrete structure running almost 3,000 feet into the lake, the pier is a favorite promenade. It is continually used by people just looking for a nice place to walk and look at the world.

Therefore, this site edge can be considered a "soft" edge. It is visually pleasing and offers relaxation to mind and body.

POSITIVE
Merry-Go-Round and building are landmarks presently being restored--last remnant of amusement park once on the site and popular beach attraction
Very active pedestrian edge of greenspace

Heavily used park with possibility of direct access from the site. A "good" space enjoyed by many.

Amphitheatre in park across from the site is used for rock and classical concerts throughout the season (early May to late September)
The pier is presently being rehabilitated for pedestrian use (guardrails added, resurfacing)
NEGATIVE
Physical separation from park by Beach Avenue. Park users must cross the street to get to the park from the site.

Only parking off street for Ontario Beach is located on the site virtually blighting the whole northern quarter of the site.

Poor visibility of the pier entrance and very poor eroded road surface and sidewalk at east end of Beach Avenue.

Poor visibility of the lake from ground level up to three or four stories.

VIEW NORTHWARD FROM SW CORNER
CONSIDERATIONS

A strong connection with the park is a must in this project. Serving the needs of the park users is very important to the economic success of the project. These needs include: small sundries supply stores, small restaurants/fast food places, etc.

A connection with the west pier is very desirable. The pier, as presently used, is a promenade. It is, though, not very well connected with the park or the site.

Closing all or part of Beach Ave would be very beneficial. This would eliminate the pedestrian/auto interaction problem along this edge. It may conflict with the idea of Beach Ave as strictly an "auto promenade". Perhaps a partial closing would work out best, allowing people to still sit and watch others drive by.

An ideal situation would be achieved if the park could overlap onto the site with the main circulation paths of the park becoming generators of pedestrian circulation on the site. This would serve to soften the transition from the parking lot to the greenspace.

Any building on the site must relate to the park in physical form. In one manner this could take the form of an arm reaching into the park with a terminus function of some form (pavillion, restaurant).

In an overall sense, the project itself must present a soft side to the park; care must be taken in the integration of parking (if any is to be added along this edge), and the building should not present a hard face.
To the east of the site flows the Genesee River (300 feet wide at this point). Presently the river can only be seen at the extreme north and south edge of the site, the middle being blocked by three large warehouses. These structures are of no historical or aesthetic value and will be demolished to facilitate this project.

The edge is bounded by concrete walls and a concrete platform on which railcars were once loaded. The concrete wall or quay is flush with grade, about five feet above the water level. The river averages twenty-three feet deep in this area and is dredged biannually.

In the areas where the river is visible, it is not uncommon to observe a great deal of cars with people watching the sail- and power boats plying the river. This activity (watching) is especially prevalent in the evening hours when large numbers of boats sail in before dark.

This site edge is, at present, a very hard edge with little greenery other than scrub growth. It is in serious need of attention to make it relate to the river again.

POSITIVE
The river--water is a very beneficial element to this site and the river edge is a great boon.

Views in virtually all directions along this edge are of paramount import.

Marinas along the opposite bank provide a very picturesque view.

NEGATIVE
No physical contact with the water is possible at present. One is always three to five feet above the water level.

Concrete, linear quay is not a proper response to the river.

The entire edge is too hard. The buildings obscure views and prohibit contact.

No vegetation is present along the river.
CONSIDERATIONS

The response to the river on the east bank is far more appealing than the linear concrete wall on the west bank. It should be incorporated in the development of the west bank.

Vegetation should be incorporated along the river edge softening it.

Areas should be provided for pedestrian interaction with the river. These must include areas to sit and watch boats and scenery as well as areas to walk. Interaction with the pier at this edge is also important.

Any development on the site should provide views of the river and lake at all cost.

The river should be brought into the site in as many ways as possible: ponds, small channels, etc. This will provide a means for greater interaction.

The marina will provide for the greatest interaction of water and site and should be developed in this respect.
The site is bounded to the south by a railroad track. The track runs east-west and is still used once or twice a day by coal trains headed for an electric generating system upriver. The track is about ten feet above the lower site grade and a steep embankment runs up to it from the property line.

At the south-east corner of the site is located a historic railroad swing bridge. The bridge, dating from 1875 and remodeled in 1905, is an impressive sight. It is still in use. This bridge is a beautiful piece of engineering and can be considered an amenity to the site.

At the south-west corner of the site the two railroad lines pass under Lake Avenue which follows the grade up to the highest point of the site (roughly forty feet above the lowest point).

Other than the railroad swing bridge, this edge is very hard and unappealing to the eye. The railroad could become a bonus in that it connects with the downtown station, but is presently an eyesore and must be ameliorated in some manner.

**POSITIVE**
Rail connection to downtown is possible.
Railroad clearly defines site edge.
Swing bridge over the river is a landmark structure and a bonus to the site.
It provides a focal point for the southern edge to draw attention from the railline.
Railroad provides edge for concentration of services.
Good view to the south above and beyond railroad. Stutson Street lift bridge is visible as well as numerous boat slips.
In the winter the lighthouse can be seen. View is not very distant because of the topography.

**NEGATIVE**
Unsightly railroad embankment obstructs ground level view to south.
Old railroad track is littered with debris.
Noise level increases with the passage of occasional trains (one or two a day).
Physical isolation from other side of tracks.
Remnants of rail lines protrude onto site.
Stereotype of railway as a poor area precludes development close to it.
CONSIDERATIONS

The railroad edge needs to be softened. This can be accomplished in several ways: use of a green barrier—trees and shrubbery shield view and absorb sound—or the use of a physical barrier, or a combination of both.

Anything done near the railroad must consider the possibility of integration of rail service with the site at a future date.

Views above the railroad to the south are very desirable.

Views of the swing bridge are also desirable and a physical link with the bridge should be possible if its use is discontinued in the future.

May be desirable as a service edge in that its utilitarian usage has already been established. It has little aesthetic appeal. It is also furthest separated from the major activity nodes present on the site (these occur at the north edge).
WEST EDGE

The western edge of the site is bounded by Lake Avenue along its entire length. The highest point of the site is the south-west corner, and from there Lake Ave. slopes down to the north until it reaches its lowest point at the north-west corner of the site. The road along this stretch is about sixty feet wide including parallel parking on each side. The speed limit is thirty miles per hour. The corner of Lake and Beach Avenues is heavily trafficked by pedestrians as well as autos. It is controlled by a stoplight, the only one near the site.

On the site itself are two small, frame, hamburger stands. One of the establishments is presently out of business, and both buildings are in poor shape. At present, I think it would be best to remove the two structures and incorporate their functions into the new complex.

The west side of Lake Ave. is basically commercial development of existing buildings. The area consists mainly of small restaurants, nightclubs, bars, and several specialty stores. All of these functions occur in older buildings adapted for their new use. Of special importance along this strip is the Penny Arcade, a nightclub well known in the metropolitan area, and Abbott's, a frozen custard establishment famous in the entire region for their product. It is not unusual to see a line of thirty to forty people on the street waiting to buy an ice cream cone. Getting an Abbott's cone is an integral part of a trip to Charlotte, usually preceded by a stroll through the park or out on the pier.

The entire edge is very pedestrian oriented having originally been developed as hotels and small stores to serve the multitudes of visitors who came to the Charlotte area. It is composed of one and two story buildings of mixed uses and styles. It could be considered an intermediate edge, neither hard nor soft.
3 LANDMARKS ON LAKE AVE.

PENNY ARCADE

ABBOTTS

LDR CHARPIT
**POSITIVE**
Opposite or west road edge is very active commercial/residential mix.
Older buildings adapted to modern use present a varied, active fabric.
Large amounts of pedestrian activity especially in the evenings.
The road itself is in good condition.
Excellent vista out over lake from the road when driving north.
Mix of businesses provides a good deal of variety.
Excellent views onto site and across river from both road and buildings.

**NEGATIVE**
Barren site edge faces directly onto an active pedestrian edge providing No cross action.
Site is entered only at one point along this edge leading to a sterile band.
No distant vistas.
No vegetation.
Northwest corner is a very busy intersection, both auto and pedestrian.
Two dilapidated structures on north end (function could be served elsewhere).

**CONSIDERATIONS**
The site edge should be developed in response to the nature of the street edge. That is, it should be of human scale, three stories at most, and of a varied nature, allowing it to complement and not overpower the present streetscape.
A sense of movement down the road should be developed. This road could become an "avenue" in its true sense with a procession down to the water. This is an important concept in that there is presently no emphasis on the beautiful vista afforded while driving northward.
Vistas to the east out across the river should be incorporated. This is again a beautiful view and should be respected. Care should be taken in placement of building elements to best take advantage of this vista.
The pedestrian usage of this edge should be developed in an effort to balance the use of both sides.
Vehicular access should be provided for along this edge. This will serve to lighten the heavy traffic at the corner of Beach and Lake.
The Beach/Lake corner is a busy pedestrian node which needs be developed. This is an important contact point with the site.
LOCAL HOTELS & MOTELS

1. Kirby's Motel
2. Marriott Airport
3. Holiday Inn Airport
4. Sheraton Hotel
5. Airport Travelodge
6. Genesee Plaza Inn
7. 111 East Ave.
8. Strathallen
9. Travelodge
10. Cadillac Hotel
11. Quality Inn
12. Hilton Inn
13. Rowntowner Inn
14. Best Western
15. Howard Johnson's
16. Marriott Thruway
17. Red Roof Inn
18. Towpath Motel
WATER TOWER PLACE
Architects: Loebl, Schlossman, Dart, & Hackl  C.F. Murphy Associates
Location: N. Michigan Ave., Chicago, IL

Concept: The building is, in its most basic form, a tower placed on one corner of a large slab or base. The slab is twelve stories tall consisting of seven floors of retail space, two floors of offices, and three floors of mechanical. The tower is another sixty-one stories; the first twenty-two are hotel and the remaining floors are condominiums. In all the building rises seventy-three stories above the street.

Correlation: The twelve story block is mainly based on a square thirty foot bay system which is carried throughout that portion of the building. As shown, the bay system will open up to accommodate special areas with broader spans. The hotel and condominiums in the tower are contained within a rigid fifteen foot square grid which remains permanent throughout the tower.

Circulation: Circulation space in the office and retail block were intended to be kept to a minimum. It consists mainly of a series of three atriums or nodes connected by wide corridors. Vertical circulation occurs as is required by the space involved.
Circulation in the tower forms a loop around the interior core in which the vertical circulation occurs. The hotel rooms and condos are located on the perimeter.

**Structure:** The twelve story block is of reinforced concrete column and slab construction. The columns are placed on a thirty foot square grid. Sometimes the grid pattern is altered to accommodate wide span areas in the interior. The tower is based on a fifteen foot square grid of the same materials and system as the lower block. The intermediate columns are transferred to the main grid by means of fifteen foot deep transfer girders at the fourteenth floor.

**Unique Features:** One of the most unique features of this structure is the entry sequence from Michigan Avenue. From ground level a system of stairs and escalators rises up to the main shopping level on the second floor. In order to shorten the perceived length of this space the escalators and stairs are splayed outwards towards the top.

Another significant feature is the central atrium or well. The well is not skylighted but creates a large central anchor for the retail spaces. It is unique in that it bulges out at its center in the style of a Chinese lantern. The chrome and glass elevators are an added splash of high tech wizardry increasing the delight in the space.

**Image:** The building is very inwardly oriented with no windows above the ground floor until the office floors are reached. The facing of travertine marble is elegant in appearance yet relates little to its surroundings.

Each function within the building is expressed on the exterior through fenestration (or lack thereof) and structural expression. The parts do not, though, immediately suggest their functions by articulation. It would be hard to tell what is condo, office, hotel, or otherwise.
HYATT REGENCY WOODFIELD

Architects: Skidmore, Owings, & Merrill
Location: Schaumberg, IL

Concept: The building is composed of four medium rise, interlocking court buildings. The concept provides a building which is balanced between internal and external spaces.

Correlation: The spaces in the building are groups of small span spaces (hotel rooms) clustered around larger span court or atrium spaces.
**Circulation:** The circulation consists of single and double loaded corridors arranged in loops which correspond to the loops formed by the joined court structures. The main floor circulation connects the main spaces in a manner roughly similar to that of the guest floors. It is more amorphous in terms of loops on this floor, not relating well to upper floors. The typical guest floor circulation is a series of double and single loaded corridors which mimic the court layout of the overall building. The single loaded corridors are always exposed on the interior to provide views into the courts.

**Structure:** The structure appears to be a system of bearing walls, columns, and slabs on a grid system which is generated principally by the dimensions of the guest rooms. The structure is in no means meant to be a prominent feature of the building and seems to be quite unobtrusive.

**Unique Features:** The building's usage of the courtyards is at best interesting, but not unique.

**Image:** The scale and image of the building suggests its function. It is an inwardly oriented building with little exterior articulation.
HOTEL MERIDIEN HOUSTON
Architects: Lloyd, Jones, Brewer Associates
Location: Houston, Texas
Concept: The concept combines a modified block wall and a lower, flat block in a "wall and object" scheme. The tower was modified to allow a maximum number of rooms a view of an adjacent park.
Correlation: The lobby (flat block) is designed with a much larger structural span to accommodate its larger space needs. The hotel floors have a smaller span system of columns, slabs, and bearing walls. Back of house spaces fit easily under the slab of rooms within the smaller system.
Circulation: The ground floor has an amorphous circulation system which connects various functions.
The slab of rooms is serviced by a linear circulation system. The major concentration of rooms is along the long face of the trapezoidal tower. The corridor is double loaded.
Structure: The slab of guest rooms is structured with a system of reinforced concrete columns, slabs, and bearing walls. The structure spans only the width of one room and is modified to fit the ends of the building.
The lobby and associated spaces use a larger span system of concrete columns and concealed steel joists and beams. It is not very high and is intended to be impressive.
Unique Features: The shape of the block of rooms is the most unique feature of this building.
Image: The hotel is a strong architectural expression of an idea. It is not immediately evident that it is a hotel, but it is immediately perceived as a unique statement.
HYPOTHESES

If this Retail/Hotel/Marina complex is constructed on the site then the economy of this area will be positively affected and additional growth will occur.

The entire concept of this project is based on the idea of creating a strong base for future economic growth and development in the Carlotte, New York area. The economy of this small sub-metropolitan area has traditionally relied on an influx of money from tourists, hotels, recreation, and other related functions. Since the demise of the grand hotels in the area, businesses have survived by relying on money coming from short term visitors, most from the city of Rochester and suburbs.

By reestablishing a hotel in the area visitors from areas outside the metropolitan area as well as local people will be enticed to spend longer amounts of time in the area. It is well documented that people on vacation spend more money more frivolously than while at home. The location of the site would provide a focus for these vacationers. The influx of money would be good for local businesses, allowing them to invest in improvements to their property. The hotel would also provide for a year-round income to supplement the present seasonal income.

The shopping mall is deliberately small to provide a draw for local people. This is intended to attract people who are using the beach/park facilities as
well as to attract other local and visiting people. Again, local businesses could benefit from the year-round supply of customers. Shopping malls usually do wonders in improving businesses located near them.

The marina is also intended to draw people to the area from both local and foreign sources. If the complex being developed is designed to draw marina visitors from Lake Ontario and beyond, the local businesses will gain again from increased patronage. The drawing of local marina business to this side of the river could not help but increase patronage at local businesses.

Although an insular quality could result from this complex, (local and visiting patrons staying strictly within the complex) this could be avoided by providing contact between the complex and local business developments. The maintenance of good pedestrian links is most important in this aspect as most of the local business is pedestrian oriented. An insularity may even benefit the area by enticing local merchants to invest money to upgrade their property and services. This would be triggered by a need to provide a better image to entice people to experience other portions of the local environs.

Through an organization of local businesses the whole area could benefit from the collective investing of increased income created by the growth of user groups in the area. Street and public spaces could be improved by donations from local businesses to create an overall neighborhood unity which would further enhance the appeal of the area to more and more people.

1. This hypothesis would be most easily tested beforehand by the preparation of a detailed market analysis not only of the project itself, but the whole area also.
2. A detailed study of similar waterfront developments would provide a good basis for interpreting the correctness of this hypothesis. Other cities have developed waterfront areas such as this, spawning an amazing renaissance that was not always anticipated beforehand.
3. A study of the complex conducted each year for several years after its completion would provide data on whether the correct assumptions were made and how correct they were.
If the massing of this project is kept small in scale, then the project will blend much easier into the surrounding fabric of the area.

The fabric of the Charlotte area is composed mostly of one, two, and three story buildings of wood frame construction. Most of the buildings are reuses of previous commercial and residential structures. A good portion of them are, in fact, old hotels and boarding houses which have now found a new function to serve. The buildings are small in size and most have pitched roofs. The area is indicative of local reuse areas and in some cases looks rather poor in general outward appearance.

The overall size of this project is much larger than any of the surrounding buildings with the exception of one apartment tower south of the site. In this sense the question of scale of the overall massing of the project becomes a very important one with several issues in contention as to which is most appropriate. The question of massing is also important in the context of the economics of construction. Differing approaches having different cost factors must be viewed in association with the investigation of architectural impact.

If the project were to be designed in total harmony with the scale of the surroundings in both massing and height a great many problems and benefits would become evident. In the category of benefits, the total harmony of the project with its environment would be paramount. The idea of the small village scene could be fostered. This is about the limit of major benefits which would be derived. Most other impacts would be negative in effect. The separation of the spaces into small one to three story spaces would require an extensive amount of land and circulation space. It would be difficult to incorporate the functions into a year-round system in that larger portions of the circulation might have to become exterior and therefore unfavorable for winter use. This increase in circulation and land usage would negatively affect the overall concept of the project as a unified complex as well as increase the cost of development due to increase space needs.

A monolithic approach to the project massing would be extremely detrimental to the architectural fabric surrounding the site. Although a monolithic or high density tower or slab solution would increase the identification of the building as a landmark along the lakefront, its harm to the scale of the area would
seriously detract from the quality. The solution would offer the largest benefit in terms of economic criteria as a monolithic approach would decrease mechanical, service, and circulation related costs to a minimum. This type of massing would also detract from the intention of the project to be integrated with its surroundings. It would, in fact, create an island of activity in the area, closing itself off from much if not all interaction with the amenities surrounding it.

A compromise or middle ground solution would, perhaps, be the most effective generator of massing for the project. By carefully controlling and articulating larger groups of spaces to give them the effect of smaller groups gathered together, the impact of the project on the area could be held to an acceptable and aesthetic level. Larger groups of spaces such as stacks of hotel rooms could be blended with the complex in a manner allowing them to become an accepted and balanced landmark, establishing their own identity and importance on the site. Articulation of factors such as roofs and walls would further allow the building to blend in with its surroundings. Economic concerns are also compromised in this form of solution. A modicum of circulation and mechanical space as well as a sensible approach to land use is allowed for.

Thus it becomes evident that the best approach to the massing of the building is a compromise situation. Although at first look it might seem that the breaking up of the project into small massed elements would most benefit the project, under examination the medium ground appears most appealing.

1. One means of testing this hypothesis is the development of feasible alternative massing schemes from each of the possible alternatives. Through models, sketches, and analysis of spatial qualities the three schemes can be compared. The best alternative could then be chosen and subjected to yet further development.
If the building complex is placed oblique to the waterfront, it will then enhance the experience of discovery and the uniqueness of views allowed the visitor to the complex.

The marina and waterfront area of the project is an area which provides a great deal of excitement for visitors. In this sense, it is an element which must be carefully apportioned to provide for its best use. In conjunction with the picturesque qualities of the marina, views of the lake and shoreline also provide a great element of delight which should be used to its maximum potential.

Careful control of views out over the water will provide for interesting and alluring spaces. By placing the bulk of the complex oblique to the water's edge, a great sense of mystery can be created. Care should be taken to avoid total obliteration of view by allowing selected glimpses of the lake and river to be seen by approaching visitors with the intention of peaking his interest in what lies beyond. Allowing masts of ships moored in the marina to be seen when approaching the complex would be an effective means of provoking curiosity as to what else lies hidden. This concept can be used to draw people into the building affording them beautiful and pleasant views while moving through the complex.

In placing the building in this manner, care must be taken to avoid the isolation of the two sides of the building. This could seriously deter the aesthetic effect of the building from its optimum effect on the landward side. Enough views must be allowed to keep the attention of the approaching visitor. The complex must not isolate the public from the riverfront, but must be designed to filter views and experiences through to the public.

The hotel rooms must be given special consideration in terms of view. An entire experience of approach, entry, and arrival in the room must be carefully orchestrated to provide a continuous unfolding of views and experiences. Placement of large blocks of rooms oblique to the waterfront could conceivably harm the opening portions of this experience by totally obscuring views afforded upon approach. As in the rest of the complex, very selective glimpses of elements beyond the hotel will provide a sense of mystique. Upon entry to the hotel a total unfolding of what lies on the waterfront should be avoided as though the whole scene should not yet be revealed. The journey into the room
should allow for an even greater expansion of views: a panorama of the area or a climax to this progression through the building.

In an overall sense it would seem best to place lower profile portions of the project oblique to the waterfront, allowing them to control views and experiences related to the waterfront. Larger masses such as blocks or groups of rooms would seem best suited to being placed perpendicular to the waterfront to allow greater progression of experiences when moving into and through these spaces. This would also allow a greater penetration of views into the interior of the site, something not allowed if they were to be sited oblique to the waterfront.

1. This hypothesis would be best tested by construction of models for examining different placements of masses and studying views which can be afforded or which should be eliminated.

2. Drawing studies of views from the hotel rooms would be helpful in determining the greatest benefit from different placements of the rooms.

3. Drawing studies of approach and ensuing views and experiences would be helpful in determining the sequence of events desired.

4. Investigation of problems arising from disturbance of views from neighboring buildings and properties as well as benefits of improved views would be another method of assessing impact of placement of the elements.
INTRODUCTION

The following program was developed in two stages. It is based upon research collected from several sources. These sources include earlier thesis projects, code research, a building type study, and actual visits and interviews which I conducted.

The first writing of the program resulted in a skeleton program which I employed during the first three month period to master-plan the entire complex. At the beginning of the second three month period, I fleshed out the hotel program, going into much more detail than the original document did.

The retail and marina programs were not expanded as I decided to move my focus in from the overall complex to the hotel and related functions. This was done for purposes of intense concentration on the hotel design; therefore, the second and third portions of the program are still rather sketchy.

NEED

No hotels on the lake whatsoever
Increase in need in the area generated by construction of the convention Center
Growth of tourism industry in the area,
Rochester advertising self as the center of the tourism area
Economy in the area once founded on the
hotel business is now foundering. A new hotel in the area would introduce a constant source of income.

Attention in Rochester is again turning to the lakefront with the realization that this is a valuable asset and needs to be developed. This is bolstered by the improvement in the quality of the lake water, allowing swimming in the lake again. Water activities grow in popularity every year with the Charlotte area being the hub of the activity.

SITE REQUIREMENTS

1. A drive-up loop for both the hotel and banquet facilities. This area is to be finely landscaped since these lobbies will set the first impression.
2. Two tennis courts
3. One volleyball court
4. One shuffleboard court
5. One sun terrace
6. An outdoor cafe connected to the main lobby and cafe
7. Potential interaction between people and river (marina)

USERS: OUT OF TOWN

Businessmen: Kodak (10 minutes to Kodak Park, 20 minutes to main offices);
Xerox (30 minutes to plant, 20 minutes to main offices), plus several other major businesses

Vacationers: Rochester is the central location for trips to the Fingerlakes Region, Lake Resorts Areas, Niagara Falls, and other attractions

Attractions: Regional
Skiing facilities (Bristol, Swain)
Genesee Country Museum
Fingerlakes Vineyards (15)
Niagara Falls
Letchworth State Park
Corning Glass Center
Sonnenburg Gardens
City
International Museum of Photography
George Eastman House
Margaret Woodbury Strong Museum
Eastman Kodak Tours
Strassenburg Planetarium
University of Rochester
Memorial Art Gallery
Lilac Festival and Collection
Ethnic Festivals (La Fiera Italiana, Oktoberfest, Corn Hill)
Rochester Philharmonic
LPGA Tournament
Salmon Derby
Shopping
three 100 plus store malls
*regional tour companies often make
weekend shopping trips to Rochester
Yachters: yacht races are held on Lake
Ontario and Irondequoit Bay Saturdays
and Sundays, Memorial Day through
mid-October. People traveling by boat
from around the shores of Lake Ontario
or boaters traveling the St. Lawrence
Seaway to tour the Great Lakes.
Conventioners: attending conventions at
the new Rochester Convention Center.

LOCAL USERS
Seasonal Beach Users: heavy use on weekends,
lighter on weekdays. Weekend crowds are
mostly families, at night a much younger
crowd.
Picniers: again, heavy use on weekends, also
special group picnics in the shelters
Promenade: people and car watching is the
popular pasttime near the corner of
Beach and Lake Aves. The west pier
of the Genesee River is the primary
walking promenade.
Weekenders: couples around the area often
spend weekends at local hotels. These
self-contained hotels offer luxury, get-
away weekend packages.

PRESENT HOTEL DEVELOPMENT
RENOVATION
Rochester Plaza: a Stouffer hotel, for-
ermerly the Americana Rochester
364 rooms $18,000,000
Genesee Plaza Holiday Inn: recently
renovated 467 rooms $4,000,000
Holiday Inn Airport: renovation
here included the addition of 75 rooms
new total: 225 rooms $3,000,000
NEW HOTELS
Hyatt Regency: health club, meeting
and banquet facilities, 2 restaurants
350 rooms $35,000,000
Holiday Inn Suburban: six story tower
250 rooms cost unavailable
Total planned new rooms: 675

LOCAL MARINAS
Rochester Yacht Club.
1 basin with 125 slips: 30 for large
boats (30 to 80 feet) and 95 for smaller
boats, and 1 sub-basin with 23 slips
for small to medium boats. Total: 148
Facilities: lockerrooms restrooms
restaurant gameroom
clubroom pool
overnight rooms fuel
launch ramp dry storage
Schumway Marina

1 basin with 150 slips and 1 basin with
115 slips: all for small to medium size
boats Total: 265

Facilities: repair  launch ramp
ships chandlery fuel
restrooms  dry storage

SPACE TOTALS FOR HOTEL

<table>
<thead>
<tr>
<th>Guest Rooms</th>
<th>80,108 sq.ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lobby and associated areas</td>
<td>6,255 sq.ft.</td>
</tr>
<tr>
<td>Lobby Lounge</td>
<td>9,000 sq.ft.</td>
</tr>
<tr>
<td>Recreation area 1</td>
<td>6,740 sq.ft.</td>
</tr>
<tr>
<td>Recreation area 2</td>
<td>1,500 sq.ft.</td>
</tr>
<tr>
<td>Banquet/Ballroom</td>
<td>10,970 sq.ft.</td>
</tr>
<tr>
<td>Main Kitchen</td>
<td>3,700 sq.ft.</td>
</tr>
<tr>
<td>Front Office</td>
<td>395 sq.ft.</td>
</tr>
<tr>
<td>Sales and Administration</td>
<td>540 sq.ft.</td>
</tr>
<tr>
<td>Accounting Office</td>
<td>470 sq.ft.</td>
</tr>
<tr>
<td>Housekeeping/Maintenance</td>
<td>1,840 sq.ft.</td>
</tr>
<tr>
<td>Engineering</td>
<td>280 sq.ft.</td>
</tr>
<tr>
<td>Personnel Office</td>
<td>1,160 sq.ft.</td>
</tr>
<tr>
<td>Laundry</td>
<td>550 sq.ft.</td>
</tr>
<tr>
<td>Receiving area</td>
<td>2,430 sq.ft.</td>
</tr>
<tr>
<td>Front of House area</td>
<td>106,940 sq.ft.</td>
</tr>
<tr>
<td>Back of House area</td>
<td>10,970 sq.ft.</td>
</tr>
<tr>
<td>Front of House circulation</td>
<td>32,072 sq.ft.</td>
</tr>
<tr>
<td>Back of House circulation</td>
<td>2,194 sq.ft.</td>
</tr>
<tr>
<td>Mechanical Space</td>
<td>18,261 sq.ft.</td>
</tr>
<tr>
<td>Grand Total</td>
<td>170,437 sq.ft.</td>
</tr>
</tbody>
</table>

GUEST ROOMS

Objectives

The guest room is the prime product that the hotel has to offer. It is most important that the user of the room feel as comfortable as possible. The room should offer a quiet, relaxed atmosphere to the traveler who must contend with a strange environment.

Activities

Unlike the guest's home, where functions have more individualized spaces, hotel rooms must serve a number of functions in one area.

Bedroom: The room serves as a bedroom. In this function it must be quiet and private. The room is mainly involved in serving this function, but must not be allowed to be dominated entirely by it.

Entertainment: Small parties and socializing often occur in the hotel room. Furniture to seat at least four people should be provided. Interconnecting rooms aid this function.

Dining: Breakfast and other meals are often eaten in the room. This may occur in the entertainment areas or in bed. Space for the room service cart should be considered.
Office: Traveling business people often use their hotel room as an office. Desk space should be provided. This space may also be used for personal correspondence.

GOALS

A floor area that provides a comfortable space in light of sound economic practice. Although floor area provides for greater comfort, it costs a great deal to build. The rooms need to provide enough space for the furniture requirements plus some extra "comfort" space.

Sufficient storage space to allow the guest to place his suitcases out of sight should be provided. This space may take the form of a closet for hanging clothes and storing suitcases. A separate dressing room may be provided. Space near dressing room and closet may be needed for unpacking.

A clear separation of area of use within the room. Storage, toilet, sleeping, and other area should occur in a manner which allows separation of uses.

Walls should provide acoustical separation between spaces. This is of utmost importance between neighboring rooms.

ROOM BREAKDOWN

Note: 2 modules make up one structural bay.

82 King rooms: each room to contain one king size bed (1 mod. ea.)
82 Double rooms: each room to contain two double beds (1 mod. ea.)
14 Junior suites: each suite to contain a living room, a bedroom, and full bath. Each suite should be connected to another room. (1.5 mod. ea.)
6 Executive suites: each suite to contain a large living room, a study/bedroom, another bedroom, and full bath (2 mod. ea.)
2 VIP suites: each suite to contain large living room with hospitality bar, a single bedroom/study, a master bedroom, and 1 1/2 baths, one related to the master bedroom (3 mod. ea.)
1 Deluxe suite: This suite contains a very large living room with hospitality bar, a dining area, kitchenette, a single bedroom/study, sitting area, a master bedroom, and 1 1/2 baths. (4 mod. ea.)
Manager's apartment: This unit contains living and dining area, a kitchen, master bedroom, and 1½ baths. (4 mod. ea.)

Total modules: 211
Square footage: 211 modules @ 380 sq.ft./totals 80,180 sq.ft.

FURNITURE & EQUIPMENT

Beds: King size 72" x 80"
Double 54" x 80"
both will include attached headboards

Nightstand: located to either side of the bed (between twin beds)

Dresser/Desk: a piece of furniture which provides two sets of drawers in conjunction with a desk area. The desk should have a mirror behind it to double as a make-up table. A space 36" wide is needed in front of this piece of furniture.

Chairs: either two comfortable chairs or one comfortable chair and a couch (depending on room size); one straight back chair for desk

Color Television: mounted on a swivel to allow viewing from any angle.

Radio-Alarm clock: in conjunction with nightstand

Telephone
Full Length Mirror
Table: occasional table for use with furniture in non-sleeping portion of the room.

BATHROOMS

This is a very important area of the guest's room. It must be flexible yet unobtrusive. The bathroom should be near the closet area and serves as a barrier to corridor noise. Views into it should not be allowed from any angle of the room or hallway. By separating the lavatory into a separate space, the whole area becomes much more flexible.

Equipment: Water closet
Tub/Shower combination
Lavatory
Towel racks
Large mirror
Ample counter space

CLOSET/STORAGE

Closet/storage space should be provided to allow the guest to hang clothing up as well as store suitcases out of view. It should be located near the entrance to the room and in close proximity to an area where the suitcase can be unpacked.
GUEST ROOM CORRIDORS

OBJECTIVES
All possible, economical action is to be taken to alleviate the problem of endless hotel corridors. This should be best done in physical form, but can be effectively accomplished through use of graphics, lighting, and other design features.

To allow a greater feeling of privacy and individuality, the hotel room doorways should be set back from the corridor in a small alcove.

ACTIVITIES
Movement of guests from public areas to their hotel rooms
Transportation of luggage
Movement of employees and equipment (room service, cleaning, etc.)
Small degree of socializing

EQUIPMENT
Ashtrays
Garbage containers
Fire equipment

Minimum width: 6' - 0"

LOBBY

OBJECTIVES
The lobby functions as the focus for the hotel. It sets the first impressions of the guests and is often the keynote of the overall theme of the hotel. The lobby should stimulate the public’s attention and invite people to use it. As this is where a good deal of functions occur, the lobby should accommodate a rich variety of activity and experience.

The lobby will be an area where the functions of the shopping mall and hotel will combine, but must be viewed as a separate entity from mall circulation.

ACTIVITIES
Guest registration and check out --usually at a high visibility desk area
Luggage storage for in-coming and outgoing guests
Circulation ro and from front of house activities
Waiting
Socializing
People Watching
Circulation to and from mall
LOBBY SPACE NEEDS

Portes Coucheres: over main entry and designed to accommodate a minimum of 3 lanes of traffic with adequate queing space (3 spaces) for passenger dropoff.

Registration Desk: 15 linear feet is recommended. It should be directly visible upon entry into the lobby. It acts as the interface between administration and guest and should be located as such.

Public Seating: various clusters of seating areas for public allowing varying degrees of privacy. Views of lobby activities should be afforded by these areas.

This area is intended for use while waiting to meet others, small socializing or resting and people watching.

Area for Band: an area should be provided for a small band or ensemble to perform.

Small Shops: an area for two or three small vending carts or shop areas should be considered. Products could include snacks, flowers, newsstand, tobacconist.

Telephone: a separated area near the main desk for both house phones and public payphones (2 and 3, respectively).

Display Area: an area for display of information on local attractions, history, and future events. An information booth may also be incorporated, but it should be self-serving, allowing for only a part-time employee.

Access To: elevator lobby area, public restrooms, banquet/ballrooms, cocktail lounge, mall area

Elevator Area: an area to wait for elevators should be immediately visible from the registration desk and lobby.

Public Toilets: toilets for use of hotel guests and visitors in the lobby. Care should be taken to situate these toilets in a manner which will discourage mall users from using them.

Bell Captain/Baggage Hold: located adjacent to the registration desk, this area is where the bellboys will await incoming guests or calls from departing guests. The baggage storage should be located in an area which can be controlled by the Bell Captain. It should be out of sight of the lobby but close to the entry for convenience.

Public toilets: 400 sq.ft. men
   150 sq.ft. women

Baggage hold: 100 sq.ft.

Telephones: 75 sq.ft.

Front desk: 180 sq.ft.

Remaining lobby functions: 5,000 sq.ft.

Total Lobby Area: 6,255 sq.ft.
CAFE/BAR

OBJECTIVES
A small cafe type area offering a breakfast and lunch menu which serves as a bar in the afternoon and evening. The area should be a part of the lobby space and is intended as an activity generator. It should be identifiable as a distinct space within the lobby perhaps being raised above the main area or otherwise distinguished from it. The character of the space should be flexible throughout the day, to allow it to best suit its multiple purposes. An example of this may include variable props and lighting. The area should be intimate and different from the main lobby.

ACTIVITIES
Eating
Drinking
Socializing
Reading
NEEDS
Seating for forty in groups of two to four
A bar (convertable to a breakfast bar)
A small short order kitchen and storage area (menu will be limited)
Greenery (lots of it)
Proximity to restrooms (not imperative)
Good overall view of lobby (elevators, desk, bandstand)
Hostess desk/cashier desk

SPACE TOTALS
Bar seating for 16 and bar: 170 sq.ft.
Table seating for 40 at 15 sq.ft. each: 600 sq.ft.
Short order kitchen at 15% of bar and seating area: (770x.15) 130 sq.ft.
Total: 900 sq.ft.

RECREATIONAL FACILITIES

SWIMMING POOL
A pool is an important part of a hotel. Many guest require a hotel which has a pool though few often make use of it. The area around the pool is as important as the pool itself in that guests often enjoy sitting around the pool without ever swimming. In that this facility is located very close to a beach, an indoor pool is recommended.

Even though it is inside, the pool needs sunlight and protection from adverse weather. It would be favorable to locate the pool in an area visible from the lobby and in a lushly planted area similar to a tropical garden. Special care must be taken to control access to the pool, limiting it to use by hotel guests and visitors of these guests. Consideration must also be given to controlling humidity and odor produced
by the pool.

ACTIVITIES
- swimming
- sunning
- lounging
- relaxing
- socializing

NEEDS
- Large pool without a diving board
  (15' side walks, 20' end walks)
- Small wading pool for children (5' walks)
- Jacuzzi (5' diameter walks, benches)
- Lockerroom facilities for both sexes
  - showers
  - toilets
  - drying area
  - towel service
  - benches
  - lockers & key service
- Life guards office
- Water treatment equipment area
- Storage for equipment
- Coed gym with training bikes, sauna, exercise mats, calisthenics equipment
- 12 sq.ft. of water surface/user
- shower facilities ≥ 25% of pool area
- water treatment ≥ 15% of water area
- 60 mens lockers, 30 womens lockers

GAME ROOM

OBJECTIVES
- To provide areas for table games and areas for video/pinball games. The areas should be acoustically isolated or located in non-sensitive areas. It is preferable that they be located near the lobby and/or pool areas. The two game areas should be separate from eachother.

ACTIVITIES
- pool (billiards)
- table tennis
- video games
- socializing

NEEDS
- 2 pool tables and ample peripheral space
- 2 ping pong tables and ample peripheral space
- seating around these tables for waiting and watching
- space for 6 or 7 video games and people to watch them
- space for 2 or 3 pinball games

POOL & GAME SPACES
- Main Pool (20' x 40') 800 sq.ft.
- Side and End Walks 3200 sq.ft.
- Wading Pool (10' x 10') 100 sq.ft.
- Side and End Walks 300 sq.ft.
- Jacuzzi (8' diameter) 90 sq.ft.
- Side Walks 160 sq.ft.
- Lifeguard's Office 80 sq.ft.
- Shower and Lockers (25% of pool area) 1162 sq.ft.
- 60 mens lockers 780 sq.ft.
- 30 womens lockers 380 sq.ft.
- Coed Gym and Sauna 600 sq.ft.
- Water treatment (15% of water area) 150 sq.ft.
- Storage Area 100 sq.ft.
- Total 6740 sq.ft.
2 Pool Tables 600 sq.ft.
2 Ping Pong Tables 600 sq.ft.
Pinball and Video Games 300 sq.ft.
Total 1500 sq.ft.

BANQUET FACILITIES

OBJECTIVES

The banqueting and ballroom facilities are intended to act as an income supplement for the hotel. The area will be designed for use by groups staying at the hotel. This premise should be reflected in the relationship of the spaces to the hotel.

The facilities will be used for dinners, parties, meetings, and other such gatherings. The rooms should be flexible in organization of space, furniture, and lighting. Views outside are desirable from common spaces but not from the rooms themselves.

ACTIVITIES

- Dining
- Meetings
- Group Affairs (parties, etc.)
- Presentations
- Dances

NEEDS

Entry Lobby: an entry lobby for the banquet rooms. The space should be located close to or in association with the main hotel lobby; however, it should be a separate area from the main lobby. Perhaps a level change between the lobby and the banquet rooms is indicated. Small seating groups included. Area: 400 sq.ft.

Cont Room: a small coat check room should be provided close to the entry lobby. The check counter should be unobtrusive yet visible upon entry. Space for hanging wraps should be equal to maximum capacity of the banquet rooms. Area: 250 sq.ft.

Prefunction Space: the prefunction space is the area outside the larger group spaces. It is used for gatherings before, during, and after functions in the main spaces as well as circulation for the public on route to or from these spaces. The space needs small seating for groups or individuals as well as areas for standing around while socializing. It should be acoustically isolated from the group spaces. Area: 2000 sq.ft.

Main Ballroom: this will be the largest space available. It should be flexible for seating and dancing arrangements. The space should be divisible into two smaller rooms (approximately equal halves). A ceiling height of 16' will allow for a movie screen to be hung in the space. Area: 3000 sq.ft.
Junior Ballroom: a smaller scale version of the larger ballroom, this space will maintain the same functions. This space will divide into three equal parts each with access to the other. One third should divide again into two for even smaller group meetings.
Area: 3000 sq.ft.

Boardrooms: intended as small conference or meeting spaces, the boardroom should be a smaller, well appointed space. It should be divisible by two. Furniture in this space will not be as flexible as in the larger rooms though it should be able to be moved as needed. The rooms must have kitchen access.
Area: 700 sq.ft.

Storage: space needed for storage of furniture and equipment used in the meeting spaces should be located on the service side of the applicable rooms. It should be allocated at 10% of the floor area of the banquet and meeting spaces. A separate room is recommended for audio and visual equipment storage.
Area: 670 sq.ft.

Toilets: separate restroom facilities shall be provided. They should be located adjacent to the group spaces and off the prefunction space. They should be sized to adequately handle large numbers in a short period of time as when a meeting breaks. The women's room should also include a lounge space with couches, chairs, mirrors, and tables.
Area: 400 sq.ft. (men), 550 (women)

Service Corridor: the service corridor is used as a final staging area before food is brought into or removed from the larger spaces. It must be entirely separate from the public circulation and acoustically isolated from the main spaces. The space should have room enough for circulation as well as storage of warming carts along one side (minimum width 8').

Main Kitchen:
Objective: the main kitchen will be the central food production area for the complex and will send pre-prepared foods out to the smaller satellite kitchens for final preparations and serving. Satellite kitchens will include lounge/cafe, employee dining rooms, restaurants, and especially banquet facilities.

Needs: same floor as banquet facilities and connected to it by serving corridor; receiving, storing, handling, preparation of all foods done in this space; employee restrooms to be included; room service preparation area; garbage storage in connection with a loading area.
Activities: storage, distribution, preparation, serving, room service

Spaces:
- Chef's office: 100 sq.ft.
- Steward's office: 100 sq.ft.
- Beverage storage: 300 sq.ft.
- Steward's storeroom: 750 sq.ft.
- General kitchen: 2200 sq.ft.
- Room service area: 250 sq.ft.
- Total: 3700 sq.ft.

FRONT OFFICE

Reservations: two employees in front office space not associated with direct public contact (phone work)
Equipment: files, desks, typewriters, computer terminals, chairs
Considerations: must be located near the front desk as interaction between these two areas is often necessary
Area: 125 sq.ft.

Executive Managers Office: one manager with a well appointed office of executive scale. Should include an exterior window. Needs to be close to the public areas.
Equipment: executive desk and chair, seating for two guests, book shelves, credenza, files.
Considerations: located for public access and privacy, secretary should control access.
Area: 120 sq.ft.

Secretary/Receptionist: one secretary-for Executive Manager located in the waiting area for the office.
Equipment: 3 chairs in waiting area, coffee table, desk, typing desk, files, desk chair
Considerations: a well appointed space close to public areas for easy access
Area: 160 sq.ft.

Telephone Switchboard: this space is for the hotel operator who takes questions from the guests, makes wake up calls, and routes phone calls to guest rooms.
Equipment: chair, phone switching terminal, room message board, small desk
Considerations: should be located near front desk for simple interaction
Area: 50 sq.ft.

Safe Deposit Room: a small room for safe deposit boxes. Must be a private area.
Equipment: two chairs, table, varied sizes of deposit boxes, security system
Considerations: this space should be close to the registration desk, but access should be strictly controlled. The room should be closeable, so that no one can see into it. The deposit walls should be on an obscured wall.
Area: 60 sq.ft.

Total area: 395 sq.ft.
SALES & ADMINISTRATION

Secretary/Receptionist: this area is for a secretary and waiting area for the sales and administration offices. It may be combined with the waiting area for the executive manager's office. One secretary needed.

Equipment: four chairs, coffee table, desk, file cabinets, typing desk, computer terminal, chair, bookshelves

Considerations: the area should be easily accessible by the public as this is where hotel and banquet booking is done. The area could easily be combined with the executive manager's office.

Area: 180 sq.ft.

Sales and Catering Managers Office: in charge of hotel advance sales and banquet/catering advance sales.

Equipment: file cabinet, ledger cabinet, desk, chair, two large visitors chairs, book cases, computer terminal and typewriter

Considerations: the office should be a mid-class office in size and appointment. It should have a window wall and be situated for easy access. Area: 90 sq.ft.

Food and Beverage Manager: in charge of purchasing supplies for catering/banquet functions and restaurants.

Equipment: file cabinets, desk, chair, two large visitors chairs, book cases, computer terminal

Considerations: same as sales and catering office above. Area: 90 sq.ft.

Sales Associate: an assistant to the sales and catering manager who schedules banquets and works directly with the public.

Equipment: two large client's chairs, desk, chair, files, end/coffee table, computer terminal, typewriter

Considerations: should be a comfortable place to do business. Should have easy access to public and a pleasant view.

Area: 80 sq.ft.

Business Machines and Storage: this area will be used for storage of small business machines, business forms, etc. It is also an area for a central computer terminal and data storage area. A copier and workspace should also be included.

Equipment: copier, computer, computer terminal, shelving, counter, cabinets, disc storage and printout storage, small business machines storage

Considerations: noise, fire, and climate control are the most important factors. The space should be centrally located, and controlled by secretaries. Area: 100 sq.ft.

Total area: 540 sq.ft.
ACCOUNTING

Comptroller Office: mid-class office for private use only. Room for one office guest only is required.
Equipment: desk, chair, guest chair, worktable, computer terminal, file cabinet, bookcase
Considerations: public interaction is at a minimum; therefore, easy access is unnecessary
Area: 80 sq.ft.

Bookkeeper's Office: an office area for two bookkeepers to work in.
Equipment: worktable, file cabinets, 2 desks, 2 chairs, 2 computer terminals, 2 typewriters, printers, bookshelves
Considerations: this is a joint office and can be used as a buffer for the comptrollers office and cashiers office.
Area: 180 sq.ft.

General Cashier and Countroom: a room with well controlled access. It is used to count and control cash on hand in the hotel.
Equipment: a large safe, a counter top, chair, cashiers window, calculating machine
Consideration: the access to this room should be well controlled, access to the cashiers window is necessary for employees picking up or delivering cash drawers. The safe should be in the most protected area.
Area: 60 sq.ft.

Files Storage: area for storing records and other valuable stuff
Equipment: metal shelving, file cabinets, storage cabinets
Considerations: must be well protected with fireproofing and limited access
Area: 70 sq.ft.

Purchasing Agent: central buying area
Equipment: desk, chair, visitors chairs, computer terminal, bookshelves, typewriter
Considerations: a small office with windows and good access to other offices
Area: 80 sq.ft.

Closet: for employees in this area
Equipment: hanging rod, shelf
Considerations: centrally located for all office employees
Area: 15 sq.ft.
Total Area: 470 sq.ft.

HOUSEKEEPING/MAINTENANCE/ENGINEERING

HME Manager's Office
Equipment: 2 visitors chairs, desk, chair, file cabinet, computer terminal
Considerations: public access is not important to this office. It must be located near maintenance and housekeeping.
Area: 90 sq.ft.

HME Manager's Secretary
Equipment: 2 chairs, desk, chair, typewriter, cabinet, coat closet, table, files
Considerations: controls access to manager's
office, access from corridor needed
Area: 100 sq.ft.

Uniform Issue
Equipment: 2 bins for dirty clothes, hanging racks for clean uniforms, distribution window and desk
Considerations: must be located for good access for employees entering or leaving the building, preferably near lockerrooms and laundry
Area: 125 sq.ft.

Lost and Found
Equipment: shelves
Considerations: in conjunction with housekeeping
Area: 20 sq.ft.

Secure Storage
Equipment: shelving
Considerations: must be near offices for security
Area: 400 sq.ft.

Night Cleaners Storage
Equipment: shelving, cleaning cart
Considerations: should be off service corridor near main storage area for replacement materials
Area: 30 sq.ft.

General Maintenance Storeroom
Equipment: shelving
Considerations: close to shop, limited access
Area: 250 sq.ft.

Workshop
Equipment: workbenches, shelving, storage bins, ample floor space
Considerations: should be multi-use space for general building maintenance. Limited access and proximity to storage. Must be acoustically isolated.
Area: 150 sq.ft.

TV Storage
Equipment: shelving
Considerations: should be off of the main storeroom for maintenance dept.
Area: 60 sq.ft.

Tool Crib
Equipment: wall boards for hanging tools, shelving for storage
Considerations: located near shop area with limited access
Area: 50 sq.ft.

Furniture Storage
Equipment: shelving
Considerations: controlled area near housekeeping
Area: 300 sq.ft.

Linen Storage
Equipment: shelving
Considerations: controlled area near housekeeping
Area: 140 sq.ft.

Trash Room
Equipment: trash chute, trash bins
Considerations: near laundry chute, refrigerated, close to compactor
Area: 60 sq.ft.

Housekeepers Room
Equipment: shelving, slop sink, storage
Considerations: one room for every 32 guest rooms, storage for 2 maid carts, located near trash and linen chutes
Area: 50 sq.ft./32 rooms

Total HME Area: 1840 sq.ft.
BACK OF HOUSE FUNCTIONS

PERSONNEL OFFICE

Waiting Room
Equipment: 3 chairs, writing desks or tables, window and counter
Considerations: must be located close to the employee entrance for public access
Area: 80 sq.ft.

Personnel Director
Equipment: visitors chair, desk, chair, file cabinets, work table
Considerations: access controlled by the secretary, should have windows
Area: 100 sq.ft.

Secretary
Equipment: desk, chair, typewriter, computer terminal, file cabinet, bookcase, storage cabinet
Considerations: isolated from the waiting area, possible access to other offices
Area: 100 sq.ft.

Total Pers. Area: 280 sq.ft.

EMPLOYEE SPACES

Employee Cafeteria: a small short order cafeteria space. It should be large enough for half of the day shift to eat at any one time. Vending machines may be included.
Equipment: tables, chairs, short order kitchen or catered serving line, 5 vending machines
Considerations: should be located near employee lockers, should be quickly accessible for people, delivery, and catering carts. A pleasant view would be beneficial.
Area: 40 people @ 14 sq.ft./ 560 sq.ft.

Employee Lockerooms
Equipment: lockers (40/sex), benches, showers, waterclosets, urinals
Considerations: proximity to employee entrance and uniform pick-up
Area: 300 sq.ft./sex (600, total)

Total Employee Area: 1160 sq.ft.

LAUNDRY

The hotel will use outside laundries for most of the work though a special in-house laundry will be provided for terricloth items.

Chute/Storage Room
Equipment: Laundry chute, cart storage, carts, separating area
Considerations: must be located for access with a laundry chute, must have easy access to a loading dock. Space must be allotted near housekeeping and terri-laundry. Area: 150 sq.ft.

Terri-Laundry
Equipment: 3 industrial washers, 4 industrial dryers, extractors, 2 sorting tables, cart storage, folding tables
Considerations: should have good ventilation, storage for chemicals, ample storage for clean and soiled linen. Must be located near housekeeping and linen storage. Area: 400 sq.ft.

Total Laundry Area: 550 sq.ft.
RECEIVING AREA

Loading Dock
Equipment: trash compactor, overhead doors
Considerations: space is needed to park a small bus and to unload one semi at a time. Also room for the trash compactor will be needed. The dock area should be at tail height of the trucks. Area: 2150 sq.ft.

Receiving/Guard Office
Equipment: file cabinet, typewriter, desk, chair, window into loading area
Considerations: a control point for the receiving area should have view of the entire area. Area: 80 sq.ft.

Staging Area
Equipment: shelving, open floor area
Considerations: the space must be securable; it acts as an intermediate storage area for incoming goods.
Area: 200 sq.ft.
Total Receiving Area: 2430 sq.ft.

MISCELLANEOUS

Auxillary Spaces, Corridors, Walls, Elevators
(front of house)
Considerations: 40% of guest room sq.ft
Area: 32,072 sq.ft.

Circulation, Aux. Spaces, Corridors, Walls, Etc.
(back of house)
Considerations: 20% of back of house square footage
Area: 2194 sq.ft.

Mechanical Space
Considerations: 12% of total sq.ft.
Area: 18,261 sq.ft.

HOTEL GRAND TOTAL: 170,437 sq.ft.
MARINA

PUBLIC SPACES

Entrance Lobby 350 sq.ft.
Lounge (seating 50 @ 16"/)
Bar
Snackbar, Kitchen, Storage 800 sq.ft.
Coatroom
Clubroom
Chart Room
Observation Deck (enclosed) 250 sq.ft.
Observation Deck (open) 800 sq.ft.
Men's Lockerroom
Women's Lockerroom 50 sq.ft.
Men's Restroom
Women's Restroom with Lounge 400 sq.ft.
Sundries Store
Marine Store (Chandlery)
Laundry
Total 120 sq.ft.

MANAGEMENT

Director of Marina 6090 sq.ft.
Harbor Master
Activities Office
General Office (Sales, Rental)
Food Storage (@ 5% of serving)
Total

MISCELLANEOUS

Bait Sales 150 sq.ft.
Fuel Shed 200 sq.ft.
Delivery Dock 100 sq.ft.
Garbage
Total 50 sq.ft.
Circulation @ 15% 1059 sq.ft.
Mechanical @ 12% 847 sq.ft.
Storage @ 5%
Grand Marina Total 353 sq.ft.

COMMERCIAL/RESTAURANT SPACE

MANAGEMENT

Lobby and Secretary
Equipment: desk, chair, 4 chairs, typewriter, file cabinet, coffee table
Considerations: limited access space
Area: 130 sq.ft.

Space Manager's Offices (2 managers)
Equipment: desk, chair, 2 guest chairs, typewriter, bookcase, credenza
Considerations: should have a window
Area: 90 sq.ft. each

Public Restrooms
Considerations: both restrooms near the space management area. May also require a janitor's closet nearby.
Area: 75 sq.ft. each restroom
20 sq.ft. janitors closet
Total 480 sq.ft.
RETAIL SPACE

Small Retail Stores: 10 stores provided for (can be further subdivided if necessary)
Area: 1250 sq.ft. each (12,500 total)

Large Retail Stores: 15 stores which may be subdivided
Area: 3750 sq.ft. each (56,250 total)
Total Retail Area: 68,750 sq.ft.

RESTAURANTS

Fast Food Restaurants (2)
Considerations: seating for 50 in each at 14 sq.ft./seat. Outdoor sales area, indoor dining area
Area: seating/restaurant 700 sq.ft.
kitchen/restaurant 350 sq.ft.
storage @ 15% of dining area 100 sq.ft.
Total: 1150 sq.ft./restaurant

Mid-Class Restaurant: a 200 seat restaurant to serve both hotel and shopping mall patrons.
The kitchen will receive prepared food from the main kitchen and will finalize everything in their own kitchen area. Seating space will be provided at 18 sq.ft. per seat.
An outdoor dining terrace may be included for 40 at the same dimensions.
Area: seating 3600 sq.ft.
kitchen & storage 720 sq.ft.
toilets 90 sq.ft.each

Total area: 4500 sq.ft.

Deluxe Restaurant: a high class dining room located to provide an exceptional view and atmosphere. A rooftop restaurant would be most suitable. Seating for 100 at 20 sq.ft. per seat. The kitchen will operate on the same system as the mid-class restaurant. A bar to seat 16 will be included.
Area: seating 2000 sq.ft.
bar 180 sq.ft.
kitchen 650 sq.ft.
toilets 80 sq.ft. each
Total area: 2990 sq.ft.

Nightclub: the nightclub should be easily related to both the hotel/retail complex and the other clubs on Lake Ave. Space will be provided for a live band, dance floor, food service, and seating for 250.
Area: seating
@ 18 sq.ft./seat 3600 sq.ft.
bar and seating
@12 sq.ft./seat 600 sq.ft.
stage 150 sq.ft.
dancefloor 225 sq.ft.
kitchen 420 sq.ft.
toilets 100 sq.ft.each
Total area: 5200 sq.ft.

Central Receiving: a central loading dock will be provided for the retail, restaurant, and nightclub. This area must be accessible, yet secure. Temporary storage cribs should be provided. Also a security/receiving office is required.
Area: office 100 sq.ft.
loading dock
(space for 2 trucks) 450 sq.ft.
storage 550 sq.ft.
Total area: 1100 sq.ft.

PROJECT TOTALS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel</td>
<td>177,050 sq.ft.</td>
</tr>
<tr>
<td>Retail/Restaurant</td>
<td>150,110 sq.ft.</td>
</tr>
<tr>
<td>Marina</td>
<td>9,320 sq.ft.</td>
</tr>
<tr>
<td></td>
<td>336,479 sq.ft.</td>
</tr>
</tbody>
</table>
When I begin a design project, I need to gain as thorough understanding of the project as possible. Therefore, in the summer of 1983, I began gathering base information dealing with the history of my proposed site, the future of the site, and the future of Rochester pertaining to hotel development. Upon arriving at school in the fall, I began to break the project into three components. I gleaned all information available to me on hotels, retail space, marinas, waterfront development, and several smaller related topics. I also began making telephone contact with offices such as Hyatt Corporation, the American Hotel and Motel Association, and the Rochester Chamber of Commerce. All of these contacts proved invaluable.

At this point I began to develop a program. I decided on a 200 room hotel with a 200 boat marina, and a retail development to help join the hotel with the present surroundings as well as to draw a local crowd to the area. When the design of facts and figures was finished, I had to begin planning the site.
Several decisions were required all at once, but these were the easiest to sketch out. I closed the dead end Beach Avenue to extend the park towards the hotel, and I expanded the river onto the site for the marina. I located complex entries on Lake Avenue and chalked off approximately 300,000 sq.ft. for the entire complex.
I needed to begin establishing relationships between spaces. Roughly, I knew the retail should go nearest to the existing retail on Lake Ave. The hotel should be allotted the space with the best views, and the marina had to be on the river. Next, I determined a circulation system and interrelation of interior spaces. After I had these basic ideas of paper, I began to work with grid patterns and found that a 20' square bay size would conveniently handle my varied needs.

Also, this structural system would be equally useful for steel or concrete. I spent several weeks refining floor plans and especially designs of individual rooms. By the end of two quarters, I had a complete program for the hotel and accurate schematics for the retail and marina. I decided to focus my attention on the hotel; therefore, the retail and marina remain functionally adequate, yet nondescript.
From the interior of the building, I carved the atrium and lobby spaces. I brought the combination of structural systems into the space as well. In the hotel tower itself, I chose concrete column and slab construction while in the banquet and retail spaces, I employed steel trusses. The atrium shows the translation from one to the other. Most of the systems have been, in one manner or another, touched upon in the program. The atrium may cause problems with heating and ventilation, but I feel exposed ductwork and supplemental radiant perimeter heating would aid in heating without destroying the drama of the space.
Of course, in hindsight I see several changes I might attempt. However, I feel that not only will this building work, but it will work well. I would expect it to draw people from all over the area and to leave with them an enjoyable and unique impression.
FINAL DESIGN
GROUND FLOOR
1. Temporary Storage
2. Steward's Storage
3. Steward's Office
4. Beverage Storage
5. Restaurant & Ballroom Prep.
6. Chef's Office
7. Main Kitchen
8. Walk-ins
10. Employee Dining
11. Housekeepers Storage
12. Linen Storage
13. Night Cleaners Storage
14. TV Storage
15. Storage
16. Workshop
17. Tools
18. HME Secretary
19. HME Manager
20. Storage
21. Male Employees Lockers
22. Female Employees Lockers
23. Trash Collection
24. Linen Collection
25. Uniform
26. Personnel Secretary
27. Personnel Manager
28. Terri-Laundry
29. Pool Mechanical
30. Male Guest Lockers
31. Female Guest Lockers
32. Office
33. Gymnasium
34. Sauna

FIRST FLOOR
1. Retail
2. Retail
3. Storage
4. Prep. Kitchen
5. Coat Room
6. Men's Restroom
7. Women's Restroom
8. Secretary
9. Office
10. Office
11. Ballroom Lobby
12. Newsstand
13. Flowers
14. Seating
15. Seating
16. Reception
17. Information
18. Mail/Keys
19. Reservations
20. Operator
21. Secretary
22. Sales & Catering
23. Food & Bev. Manager
24. Sales Assistants
25. Purchasing
26. Secretary
27. Executive Manager
28. Comptroller
29. Computer/Storage
30. Records
31. Bookkeepers
32. Counting Room
33. Safe Deposit
34. Ladie's Lounge
35. Women's Restroom
36. Men's Restroom
37. Video Games & Ping Pong
38. Billiards
39. Storage
40. Phones

SECOND FLOOR

1. Junior Ballrooms
2. Ballrooms
3. Pre-Function
4. Service Corridor
5. Storage
6. Women's Restroom
7. Men's Restroom
8. Boardroom
9. Open to Below
This is perhaps one of the most difficult sections of the book to complete. I have thought a great deal about what I should say in this area, but all to no avail. I don't think that I can say I have developed any personal architectural philosophy at this point.

I greatly enjoyed working on this project and feel it has helped me refine much of the knowledge and skill I have gained in school. I realize that my education has merely begun.

I have tried to create an architecture of experience, something which mystifies, elates, pleases, and provides many other emotional opportunities. I enjoy working with grand spaces, trying to mold them to allow for the interaction of man with space. This need to interact with the space has permeated my design in all stages.

In short, it would be best said that I enjoy using geometry and nature in an interactive sense to create structures and spaces in which man may explore himself as well as his environment.
This is the "if I had it to do over again ... " section. What can be said about how a whole year of one's life could have been better spent?

I feel I have given my all to this project and have received as much if not more in return. The final design is something I feel works very well and is dramatic on both interior and exterior. I find it rare that I truly feel a project of mine has fulfilled my expectations, but this project has come the closest of all to that point.

One of the amajor stumbling-blocks I needed to overcome at the outset of my work was the fact that I had a very personal attachment to the site having spent a large portion of my teenage years in the immediate vicinity. The preconceptions which this brought about were difficult to clear. I felt I needed a much more objective viewpoint of the entire project. This is perhaps the most beneficial lesson I have gleaned from my thesis year.

I am going back to Rochester to begin working in the area. I feel that the ability to remain an objective designer will greatly help me do the work I wish to do.
BIBLIOGRAPHY

BOOKS
Gordon, William R., Ninety Four Years of Rochester Railways, vol. 1 & 2
Eddy Printing Corp., Albion, NY 1975

ENERGY
Morgan, James, "Energy Saving Atrium"
Interiors March, 1981

GENERAL
Rochester Convention Center and Visitors Bureau, Inc. (general info)
Rochester, NY 1983

HOTEL
Gandee, Charles K., "Four Hotels: Taken in Context" Architectural Record
July, 1980
Gaskie, Margaret, "Hotels: Rooms with a Viewpoint" Architectural Record
December, 1981
NAL, "A Friendly Neighborhood Skyscraper" Architectural Record October, 1976
-----, "Identification for a Grand Hotel" Arch. Record August, 1980

-----, "Leaving the Natural Behind"
Progressive Arch., vol. 59 #2
February, 1978
-----, "New Harmony Inn: A Triumph of Modesty" Arch. Record April, 1976
-----, "Small is Beautiful" Interiors July, 1980
Planck, Richard, "Modules from Mobile"
Interiors October, 1979
-----, "Remake on the Nile" Interiors October, 1979
Schmertz, Mildred F., "Crown Center"
Architectural Record Oct., 1973
Schwartz, Barth David, "Ideas for the 80's" Interiors October, 1979
Taylor, Richard, "Grand Hotel Lessons"
Interiors October, 1979

MARINA
Chaney, Charles A., "Outdoor Recreational Facilities" Department of Army,
Washington, D.C. 1975
Mellor, Tom, "Boating at Bowness"
NAL, "False Creek Marina, Vancouver"
Canadian Architecture, vol. 22 #7
July, 1977
-----, "Segelclub" Deutsche Bauzeitung, vol. 116 #8 August, 1982

* NAL: no author listed
WATERFRONT DEVELOPMENT


Black, Sinclair, "San Antonio's Linear Paradise" AIA Journal July, 1979

Canty, Donald, "Baltimore's Lively Downtown Lagoon" AIA Journal June, 1981

NAL, "A New Market Complex with the Vitality of an Old Landmark: Harbor Place in Baltimore" Arch. Record Oct., 1980


-----, "Dusek, Diminic & Harrell, Boston Redevelopment Authority" Progressive Arch. January, 1980

-----, "In Progress: Waterfronts" Progressive Arch. June, 1975

-----, "Waterfront Park" Landscape Arch. September, 1981

Seelig, Michael & Julie, "Recycling Vancouver's Granville Island" Arch. Record September, 1980