FORT WAYNE CITY CENTER

A MULTI-USE FACILITY FOR FORT WAYNE, INDIANA

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ABSTRACT

This book is the cumulative result of 9 months work on the design of a multi-function urban center for Fort Wayne, Indiana. It is a documentation of the progression of events, from conceptual design to final design, which ultimately yielded a final solution. I felt that it was necessary to trace my design process in order to understand my logical development of the design.

The organization of this book reflects the process that I utilized in the design of the project. The conclusions upon which my design goals and strategies were based upon are established here. The second part entails a detailed description of the evolution of the final solution of my project. The appendix consists of specific data which influenced the design of the project, at all stages.
ACKNOWLEDGMENTS

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INTRODUCTION
As a thesis project I propose to design a civic and convention facility for the city of Fort Wayne, Indiana. In 1977, over 200 conventions, with an attendance of almost 60,000 were hosted by Fort Wayne in basically inadequate facilities which are becoming less attractive to potential conventions each year. This is due in part to the newer and better facilities in Evansville, South Bend, and Indianapolis.

The architectural firm of Caudill, Rowlett and Scott is currently in the programming stages of a civic center for Fort Wayne, and I have been keeping in correspondence with the associate architects, Grinsfelder/McArdle Associates, Fort Wayne, for information. Also William Casteel, Executive Director of the Fort Wayne Convention and Visitors Bureau, will be another source of information.

My reason for choosing this project is because it offers an excellent opportunity for involvement in a variety of design factors to explore, essential in a thesis project. It is a real project in an urban metropolitan area and deals with many urban problems and constraints. It will be a challenging test of my skills in responding to a series of complex external factors, both formally and spatially.

One of the major issues of this project will be its responsiveness to its downtown environment. This facility will be in the heart of the Fort Wayne redevelopment area, which will include a variety of proposed amenities, including an adjacent hotel, botanical garden, mini-mall, and Summit Square.

Another major priority will be usage. This facility will be a paramount factor in the revitalization of downtown Fort Wayne. Its functions should stimulate activity for the citizens of Fort Wayne.

On the basis of all of the stated aspects of my proposal, I feel that this will be a most interesting project for the thesis year.
PEOPLE CONTEXT

The Allen County population was approximately 281,000 in 1970, and is projected to increase to 327,000 by 1980, indicating an overall growth trend in all facets of city and county business, manufacturing, and development.

The majority of the citizens are employed in manufacturing. Census data indicates a low unemployment rate, high per capita income, and low cost of living. In addition, Fort Wayne has a very high level of cultural facilities in relation to its population. All of these population characteristics reflect a population that is active and thriving. The character of downtown Fort Wayne reflects a dying environment. In essence, the people of Fort Wayne represent a hard-working industrious population, with the potential for growth and activity. All they need are the facilities to develop their potential.
REGIONAL CONTEXT

Allen County is in the northeastern part of Indiana and has a land area of 429,440 acres. Centered around Fort Wayne is much diversified industry, which provides stable employment for a large number of people. Its location within the United States manufacturing belt has been a great attribute to its economy. In addition to having good access to raw materials and transportation, Fort Wayne has had direct access to the largest consumer markets in the nation, making the delivery of finished and semi-finished goods fast and economical.

Other factors having an influence on the area are strong retail trade, transportation and utilities, finance, insurance, and real estate employment.
SCOPE OF PROJECT.
Fort Wayne's downtown area, like many of today's cities, is facing a widespread abandonment problem. Many businesses have left downtown to relocate in outlying shopping centers. As seen from the CBD map, many buildings are vacant or have been demolished to be replaced by parking lots, as a result of this reduced level of activity and greater dependence on automobile transport. In essence, downtown has become an 8:00 to 5:00 place. The Fort Wayne City Center must be a main force in revitalizing the downtown area through the stimulation and promotion of activities.

Modern urban theorists contend that in the future, the urban migration will reverse, with the people moving back into the central city. A facility such as this should be able to respond to this factor, as it will be able to change and grow as the city changes and grows.

New civic convention center facilities built today are
responding to the urban abandonment. Recent centers contain more than simply meeting spaces. They incorporate other sources of interest which draw the public into the building and stimulate activity. These activity sources include art galleries, commons spaces, recreation spaces, and shops.

A convention facility itself will not be successful in stimulating the passive environment which presently exists downtown. The citizens of Fort Wayne must be attracted downtown to use this facility. This can be achieved through the provision of public spaces, shops, and activity areas. It must be remembered that this building is built by the citizens of Fort Wayne, through their taxes, and public participation should be encouraged.
CRITICAL ISSUES

The design of this facility should reflect that of an urban center and not a suburban mall transplanted into the city. The urban character of the site offers advantages, as well as some problems, that no other suburban site can offer. The structure shall have its own identity which clearly states that the center is urban. It shall be identifiable as a true "people place" at the heart of the city.

Since the City Center will be at the city's center, it should therefore serve as the city square where people congregate, visit, and exchange ideas. The adjacent urban spaces and amenities will serve to strengthen this activity node of the center of the city. The placement of public activities in the facility will be such as to create continuity of space and activity from the Plant Conservatory and other pedestrian amenities into the site. A main concern is that the City Center relates both physically and visually to the many activities surrounding the site that can enrich the center.

The major problem of the project is that it must serve as a catalyst in the revitalization of downtown Fort Wayne, but at the same time it cannot drain all of the remaining vitality out of the downtown area by becoming a self-supportive entity in itself.

The central location proximity to related developments, and the urban context of the site are the major influences of this project. At all times, the design should consider these criteria. Then and only then will the City Center offer a unique atmosphere that will make visitors, shoppers,
conventioners, and downtown workers want to come back again and again, both during the day and at night.

**GOALS & OBJECTIVES**

**CLIENT GOALS**

The goals of the client were presented by William Casteel, director of the Fort Wayne Visitors' and Convention Bureau. His goals are representative of various market studies, developer goals, and various city planning officials:

- Transform downtown into an active commercial office, cultural and government center.
- To create a "true people place," functioning as an activity area and exhibit space.
- A facility that will attract more and larger meetings, convocations, conferences, and other people events.
- Appropriate exhibit/banquet space for 2,000 people. It should also include office, kitchen and storage space.
- Additional smaller meeting rooms for community meetings and conferences.
- To improve Fort Wayne's competitive position in the convention facilities market.
- To attract and stimulate private investment in the downtown area.

Overall, the clients' goals were to increase the downtown civic activity. The result of this increased activity will be increased use of city revenues for further growth of the city. This increase of activity will help establish Fort Wayne for more conventions and visitors.
DESIGN GOALS AND OBJECTIVES

• To increase activity in the downtown area: particularly in the evenings and on weekends.

• To enhance the downtown area through the development of a multi-use urban complex of civic and related activities in accord with the Downtown Revitalization Plan.

• To have a significant impact on the downtown area:
  As a reference point in the city master plan.
  As a focal point of a continuous 24-hour activity center.

• To respond to the surrounding proposed projects:
  Embassy Theatre
  Hotel
  Plant Conservatory
  Parking Garage

• To enhance, not compete with, the worthwhile existing elements serving the needs of the community.

• To respond to the safety needs of nighttime users.

• To provide direct, uncomplicated access to all parts of the center for all forms of transportation.

• To maintain separation between public and service vehicles.

• To achieve an economical level of quality in the exhibition facilities.
PERSONAL GOALS AND OBJECTIVES

- To be able to define the problems which relate to a multi-function urban center and to provide logical answers.

- To show my architectural ability to cope with a number of variables and provide a workable solution.

- To design a facility that will satisfy the functional requirements and satisfy the aesthetic requirements at the same time.

- To meet the client's needs and desires after careful evaluation of each.

- To respond to the needs of the residents and visitors to Fort Wayne so that they are able to experience a "true people place."

USER GOALS

The users of the City Center will be the convention goers, residents, downtown workers, and visitors to Fort Wayne. They will want a facility that will meet all of their civic needs and also be a place just to visit and enjoy. This facility has to have some features which make the public want to come downtown and experience the activities within. Areas of concern will be:

- To provide improved pedestrian and vehicular circulation, adequate off-street parking and loading facilities, and better relationship to mass transit.

- To create a controlled interior environment for comfortable all-season enjoyment.

- To create flexible, multi-use spaces, capable of being used at all times of the week, and to be able to change as the needs of the city change.

- To encourage and graciously accommodate handicapped use of the facility.

- To provide safe and convenient access
- To respond to city and county community needs for meeting and exhibition facilities.

- Security for the user and his/her vehicle from vandalism or attack.
USER DESCRIPTIONS

Proper consideration must be given to all of the potential users of this facility. In order to give such consideration, the user must be first identified and it must be determined how he reaches the site, what would attract him to the facility, and the optimum times he would visit the center.

CONVENTIONEERS

The convention facilities of the City Center will draw the large groups of businessmen, professional and various other types of conventions. Many times a convention will last all day or be visited by out-of-town groups that need food and night-time entertainment. The urban mall in the center will be able to offer the conventioneer a place to get away for lunch or a place to kill a few hours.

LOCAL USER

The local user is one of the prime users of the concourse area since he or she make up the greatest proportion of the shoppers. The age varies from toddler to senior citizen with women being the majority. They arrive at the center by bus, car, and by walking. Their duration of visit will vary from all-day to a direct purchase and departure. A distinction of buyer and shopper should be considered. A shopper is not really out to buy, but rather to leisurely spend an afternoon looking. This person tends to be an impulse buyer who, if he enjoys the environment, will tend to spend more. The buyer, on the other hand, has a predetermined goal to purchase a specific item and then leave the center. Again, if the buyer enjoys the environment of the spaces, he or she may be induced to impulse buy.
LUNCH-TIME USER
This category of users usually come to the center during lunch time hours of 11 a.m. - 2 p.m. They are predominately businessmen or secretaries and arrive on foot. They tend to be a set group who will come almost every day. The businessmen will tend to eat in full menu restaurants and use the hour as an informal business conference. The female downtown worker, on the other hand, will want to eat smaller meals and spend some time "window shopping" in the mall. The lunch-time group will also consist of "brown-baggers" who will sit in the concourse area and eat a sack lunch. There is also a group of people who will just come into the mall to "waste" their hour of lunch-time, neither eating nor shopping. As a whole, this entire group will make the center very active at noon on Monday through Friday while typical suburban malls are idle. Variety in food, activity and shopping will keep these people returning every day.

SCHOOL AGE CHILDREN
The children and young adults, ages 12-20, will use the City Center public spaces for meeting places, and enjoyment. They tend to gather to these areas to shop, visit friends, or just "mess around." The younger "kids" tend to use the public transportation system while older ones come by car in pairs or groups. They usually visit the mall late afternoons, Saturdays, and during school break. Provisions should be made where these groups congregate, yet not become trouble spots. Spaces should be developed that cater to both the young and old, and allow interaction and satisfy both groups. Within the center there will be some retail
stores that cater to the youth such as clothing stores, craft stores, hobby stores, and game arcades.

Youth programs and exhibitions that can be sponsored by the Park Department, Boy and Girl Scouts, Junior Achievement, and other similar groups. By sponsoring such programs, the parents of the children will also visit the City Center adding to user activity.

**ENTERTAINMENT USERS**

This group is composed of the convention/banquet users, restaurant goers, and movie patrons. All three of these functions should be capable of operating independently of the retail stores. These areas have the possibility of being in close proximity, so after store hours the center will still seem full of activities. All of the entertainment users will generate activity during the under-used periods after office hours, and will provide for social needs of both visitors and downtown pedestrians. They will also support the center as a 24-hour environment.
**CENTRAL BUSINESS DISTRICT**

A prosperous and vital Central Business District is essential in the success of any public facility located downtown. The amenities located within and easy accessibility serve to strengthen this urban core.

Unfortunately, the character and function of Downtown have changed drastically in the last two decades. Downtown Fort Wayne has lost 900 hotel rooms since 1970. Residential population and retail establishments have all declined during this period, while at the same time, increasing in the outskirts of the city. This problem of urban sprawl is indicative of the problems many other cities fact today.

Despite some of the negative forces of increasing automobile dominance and building vacancy, Fort Wayne continues to exert positive input to downtown. The office-government sector is healthy and expanding. Most of the city's major civic, cultural and religious functions are located Downtown. Despite the lack of any limited access thoroughfares, traffic access is relatively smooth and efficient. Various activities, such as summer concerts, outdoor markets, and festivals, encourage public involvement and continue to mark the Central Business District as a vital element of the city.

The City of Fort Wayne is undergoing many new redevelopment and revitalization programs, to reverse these negative trends. The City Center itself, will be a symbol of this revitalization program and will help to bring the people back to the city.
Location

The City Center is located at the southern end of the central Business District. The site is bounded by:

- Washington Boulevard on the north
- Jefferson Street on the south
- Harrison Street on the west
- Clinton Street on the east

This site was chosen because:

- It offers excellent access for all forms of city transportation, being located on a main artery in the center of town.

- Its proximity to a high concentration of pedestrian activity, which will encourage its use, and be a main force in the success of the downtown revitalization program.

- It is centrally located within the core of the CBD and close to all the supporting facilities of the city and county.

- The good visibility of the site will enable the City Center to be a focal point and symbol of the city.

- It is centrally located within the redevelopment area, and shall have direct access to the future amenities.

The location of the City Center shall create a strong southern end of the CBD. A corridor of dense retail and office development generates high pedestrian activity along Calhoun Street. As this corridor moves south toward Washington Blvd., the City Center site, activity fades and the area loses its integration with the downtown area. Abandoned and lifeless buildings line the street.

The development of a City Center can revitalize the southern end of the CBD by becoming an end node on a better defined path of pedestrian activity in the north-south direction.
FACILITY PROGRAM
Fort Wayne/Allen County City Center will be a multipurpose complex of facilities serving the citizens of Fort Wayne and Allen County, Indiana. This center will complement the existing facilities and reinforce the various activities, festivities and environment of Fort Wayne. The City Center will provide a convention center with exhibition space, banquet facilities and meeting rooms. It will also provide recreation and entertainment facilities, shops, and a variety of public spaces. The City Center will be located on a site at the southern end of the Central Business District of Fort Wayne. The site is bounded by Washington and Jefferson, Harrison and Calhoun streets. The site offers excellent access, pedestrian, vehicular, and service; good visibility; a central location; and excellent proximity to many existing and proposed civic amenities.
SPATIAL FUNCTIONS

CONVENTION/BANQUET HALL
This large space shall be the main source of activity which attracts the huge volume of convention-goers (visitors) to the City Center. The convention-related public exhibitions will attract the public and the convention hall will compliment the other amenities of the facility to create a truly viable complex.

Ancillary meeting rooms in varying sizes will be provided for civic meetings, club meetings, business conferences, and additional convention activities.

Cinema
The Jefferson Theatre, the only remaining movie house downtown, presently occupies the site of the City Center and will be demolished. This will leave downtown without a cinema. The introduction of movie facilities in the City Center will serve as another major node of activity, attracting the public both day and night. By locating the cinemas in the same area as the former Jefferson Theatre, the citizens would be more readily able to identify with it.
Public Exhibition Space

The public exhibition space will serve as a participatory showcase for the community. These areas will act as display spaces for civic groups, business groups, the Art Museum, Historical Museum, and Natural History Museum. The exhibit spaces will be totally flexible, allowing for display of more than one organization at a time, if needed. The exhibition space will be used on a rotating basis, allowing for different traveling displays and other commercial collections. Changing the emphasis and displays periodically may also be desirable in accordance with conventions or other public events in the City Center. These exhibitions may provide a forum for exposure to the existing museums for visitors, who may in turn be attracted to their permanent locations. Without such exposure, this interaction would be greatly diminished.

Concourse Area

The City Center concourse area is the main pathway or circulation through the complex. The visitor or shopper spends a great deal of time in this area walking, resting, talking, and just window shopping. This lively, green space will reflect the entire atmosphere of the City Center. This space can serve as the public events space or the "town square." Various children's shows, public speeches, fashion shows, or an endless amount of public activities can occur within. It can also serve as a seating area for shoppers to relax and for downtown workers to snack during their lunch hours.

This concourse area should be a pleasing environment that stimulates all the senses,
through plantings, natural lighting, and water. It should be a sincere statement of well-being, allowing the user a choice of activities rather than just one.

Retail Space

Fort Wayne's downtown retail district, which has been victimized by the extensive competition from suburban shopping centers, find new strength by capitalizing upon the diversified urban marketplaces which will attract not only residents but also downtown employment, tourists, and business visitors.

There has been a recent increased emphasis on the specialty retail center, and downtowns re-emerging as a functional retail environment. The integration of newly created retail facilities, within the context of the City Center, will provide the nucleus for for increased developer and community prosperity in the years ahead.

Walks that may have no other activity may be defined by these shops, bringing human scale and economic viability to the spaces. This will provide the opportunity for pedestrians and downtown workers to experience the City Center directly off the sidewalk.

The specialty shopping area is distinguished from traditional shopping by the following characteristics:

A unified architectural and merchandising "theme" is presented in merchandise, restaurant, and public event space.

Unique merchandise is found in the specialty shops.

These areas cater to the resident and the tourist or visitor markets to the area.

At least 40,000 square feet of leasable space is typically required to create
a viable commercial and entertainment attraction.

Typically, at least 30 to 40 percent of the leasable area in these complexes is devoted to food and restaurant space as compared to the 10 to 15 percent standard found in many conventional shopping centers.

The introduction of retail spaces will have the following advantages:

The addition of more new shops would contribute to the revitalization of downtown.

The leasing of shop space will contribute to increased revenues.

The integration of shops with the City Center would increase activity in the facility by attracting the public.

Restaurants

The restaurants in the City Center will serve as "anchors" for the facility. There shall be a number of different types of restaurants ranging from the lunch-time snack bar to the formal restaurant. These restaurants will cater to the lunch-time downtown worker, shoppers, visitors, and convention goers, thereby generating more activities. They will also act as secondary meeting places, quiet activity retreats, and as public orientation spaces for City Center users.
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<th>Description</th>
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<td>CONVENTION/BANQUET HALL</td>
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Net Floor area: 207,053

+ HVAC: 23,400
+ Walls (3% NFA): 6,211
+ Circulation (8% NFA): 16,564
+ Underground Parking: 21,600

Gross sq. ft.: 274,828
CONCEPTUAL DESIGN
In developing concepts for the City Center, I explored different techniques of integrating convention and public activities and their relationships to the urban context of the site. The complexity of the site and its surroundings offered many possibilities for a viable solution. The major design consideration I immediately identified as how to deal with the huge scale of the convention space. The 25-foot ceiling height and 25,000 sq. ft. requirements of this space meant that its placement on the site and its relation to the surrounding buildings would have to be carefully considered.
CONCEPT 1

Concept 1 utilized the edge of the site on all four sides as a shopping arcade. Seating areas and plazas would be provided, creating a more personal scale. The large exhibition/banquet space would be raised above the street level, opening up the main floor for circulation and public related spaces.
Concept 2 utilized the convention space as the major entity of the facility. The convention hall spanned the street and tied into the adjoining site, which would theoretically consist of a parking structure with a hotel above. A restaurant and movie theatre were introduced at the corners to generate pedestrian activity. Circulation through the center would be on a rectilinear path with offices and meeting rooms located along the path.
CONCEPT 3

Concept 3 focused on a strong development between the City Center and the Embassy Theatre/Plant Conservatory site, which was across the street on the south side. The organizational generator is the diagonal path of circulation which links the two activity nodes. Public activity areas were located along the diagonal axis, with an atrium space as the central gathering space.
CONCEPT 4

Concept 4 was an inward looking, self-contained concept. This concept utilized the element of surprise. Shops, restaurants, and cinemas are located along the edge of the site to relate to the surrounding shops and offices. Inside the center would be a landscaped interior courtyard. This courtyard would be a major element of the center, attracting the public as well as convention-goers.
Composite Concept
From the four concepts I was able to identify some major design issues about the site which would have to be studied in order to evolve a workable solution. One issue was what kind of "neighbor" would the City Center to to the surrounding buildings and activities -- would it be inward-looking and self-supporting, as many of the recent convention hotels are today, or would it reach out to the public and blend in with the surrounding urban fabric. Another issue was how to address each of the corners of this site. The intersections in an urban context such as this all have high concentrations of pedestrian and vehicular activity at varying levels. The design should reflect a concept of how each corner of the site was addressed by the building.

In conclusion of the conceptual state of my design, utilizing the strong points of all the previous concepts, I arrived at a "composite" conceptual design. This "composite" concept utilized the diagonal circulation axis as the main organizational generator, and it was also a major form generator. The convention hall would span Calhoun Street and physically link the center with the proposed hotel/parking garage. Allowing the convention hall to span the street created many interesting possibilities that I could develop. Formally, a large scale element such as the convention hall spanning Calhoun Street would establish the City Center as a focal point in the downtown skyline. Spatially, this element would serve as a transitional element on both the east-west axis and the north-south axis. On the east-west axis, the convention
hall would be a transitional space between the public shops and restaurants on the City Center site to the semi-public hotel lobby and parking structure. A pedestrian bridge would run along the convention hall, providing easy pedestrian access between the two sites. A cafe along this pedestrian bridge would also be provided, allowing a sweeping view of the major Central Business District activities. On the north-south axis, the underpass would serve as a transitional space, from highly urban spaces to a "park-like" atmosphere. The character of spaces to the north of the site is dense and urban, with office buildings and stores from three to 25 stories high. The character of the spaces immediately south of the site will be more park-like. The Cathedral, the site southeast of the center, is a fine example of French-Gothic architecture. It is a well-landscaped area and a major tourist attraction. Directly south of the site is the Embassy Theatre and proposed Plant Conservatory. This area will serve as a major recreational node in the city, with outdoor walkways, seating areas, and landscaping. The activities located along the underpass of the City Center will provide a smooth transition between the two areas.

With the convention hall on the third level, I was also able to zone the building more clearly, with convention-related activities and ancillary meeting rooms on the third level and more public activities and shops located on the lower two levels.

With circulation on a diagonal axis, I was able to create a continuation of urban space from the Central Business District, through the City Center, to the Embassy Theatre/
Plant Conservatory. This element provided a corridor of continuous public activity in the City Center. This corridor would be a major entity in the building and will have to be finely developed to provide maximum utilization.

The four corners of the site were formally addressed in this concept. Each corner had its own unique characteristics and was treated accordingly. The corner of Calhoun and Washington was closest to the highest concentrations of activity, and was therefore used as the main entry. The form of the building would reflect this entry, drawing the public in on the diagonal path.

The corner of Harrison and Washington presently consisted of a parking garage. A parking structure would stay in the area for users of the City Center.

The corner of Harrison and Jefferson offered an opportunity to create a relationship between the fast food restaurants (McDonalds and Andy's Hamburgers) and the Plant Conservatory. The seating and walking areas will be frequently utilized by those restaurant patrons in the summer. By opening up that corner, a person would have visual access to that area and be even more interested in experiencing the spaces.

The corner of Jefferson and Calhoun would be in the path of high concentrations of pedestrian movement from the Cathedral and Lincoln Life Insurance Building. Amenities that will attract the pedestrian will be introduced here. Shops would be a good element, especially since a majority of the employees will pass the site on their way to the retail stores downtown.
The corners of the building will be reinforced along the edge of the site with windows, which will provide excellent views of the major parts of interest and also allow pedestrians outside the center to view the activities within.
SCHEMATIC DESIGN
It was during the schematic phase of design that I realized that the area of facility would have to be much larger than what I had indicated in the programming stages of design. The building had to utilize the entire site and needed much more space for public amenities. I felt that retail shops, restaurants, and other public-related activities had an excellent opportunity to really liven the City Center up and attract the downtown worker, visitors, and residents of Fort Wayne. In view of this, I removed the above ground parking on the retail shops into the area.

The floating of the convention hall over Calhoun Street created some problems. One was how to make the spaces underneath the convention hall active, and not a dark, dreary space that no one would want to circulate under. Another problem was servicing (location of service entry, loading dock, freight elevators). The convention hall has to be directly accessible to medium-sized trucks for unloading exhibits. The kitchen facilities also had to be in close proximity.

As a solution to the underpass problem, I felt it was essential to let as much natural lighting flood the space as possible. To do this, I began to cut light wells into the convention area. Retail shops would be located along this space to add more life into the space and attract shoppers.

The service core of the Convention Hall was established at the south-east corner of the site. The service entry ramp was established off of Calhoun Street. This entry would cause a discontinuity of spaces on the street level, creating a natural zone in that area.
The configuration of the building came about as a result of an attempt to utilize all of the amenities around the site in a way that would create a strong relationship between all of the activities.

The building approaches the edge of the site on all four sides to respond to the site's urban context. Seating areas and outdoor eating spaces were carved out of the building to provide a personal scale to the building. Again, I used the difference in character of urban space to the north and south of the site to develop the facades. The north facade was rectilinear to relate to the rectilinear line of buildings across the street. The south facade consisted of curvilinear forms to reflect the more park-like character of the elements of the south of the site.

As I moved into the design development phase,
I recognized some problems to the present scheme that had to be resolved. There was too much complexity in the spaces. The diagonal circulation axis came to an abrupt end at the elevator core. It also needed to be more clearly defined. The general circulation throughout the complex needed to be more clearly defined, especially a system of vertical circulation. The south-west corner of the site also presented some problems. By leaving the corner open, I was failing to approach the edge of the site, thereby failing to blend in with the urban fabric.
DESIGN DEVELOPMENT
PHASE 1
In starting the design development phase of the project, my major areas of concern were: a major clean-up in circulation, a major clean-up in the organization of the spaces, to clearly define all of the zones (convention, retail, entertainment), to develop a stronger concept of movement through the spaces, to resolve the southwest corner, and a review of the program in order to develop the facility more appropriately to the program requirements.

The main concept from the original schematic design would remain as a base for the design development in zoning of the complex and its relationship with the surroundings.

The major formal change in the building entailed a flip-flop of the curvilinear element at the south-west corner of the site. This was a major turning point in the project because it began to open up the interior spaces and give me more freedom in dealing with some of the problems that had been hindering me. By introducing the curvilinear form into the interior space, I was able to utilize this element to more clearly define and accentuate a diagonal circulation axis through the center. Also the curvilinear forms of the cafe area pitted against the rectilinear forms of the retail spaces created a dynamic tension and sense of excitement in the space. This change allowed me to establish more clear systems of circulation. The elevator core was shifted over and the escalators were rotated 90° to run parallel with pedestrian movement through the building.

With the diagonal axis now clearly defined, I was able to organize my retail spaces and public spaces in a more orderly fashion. I
located a secondary entry at the northeast corner of the site and drew pedestrians in on a diagonal path along the line of the elevator core. These two lines of circulation formed a natural intersection which would develop high concentrations of pedestrian activity. The atrium space was located within the vertex of the two circulation paths. Its principal function would be to serve as a public exhibition space.

With circulation now more clearly defined, it became evident that movement through the building should occur in a series of nodes of major gathering spaces. I was also able to establish a better system of zoning in the building. Conceptually, the building could be divided into three zones: morning-evening use, nighttime use, and convention use. The morning-evening zone consisted of the retail shops and general public areas. The nighttime zone included the entertainment and recreational areas (restaurants, cinemas). The convention zone consisted of all convention-related activities (convention hall, ballroom, meeting rooms).

The morning-evening zone, which consisted of all the retail shops, is located along the north edge of the site and occupies the northern half of the building. These spaces relate to the main core of the Central Business District, which is basically open from 9 to 5. Therefore, the retail spaces located in this manner can simply be an extension of the existing retail spaces of the CBD and will act as the "good neighbor" element of the City Center.

The nighttime zone was located on the south side of the site, to create a strong rela-
tionship with the Embassy Theatre. The night-time events held at the Embassy Theatre and the introduction of night-time activities at the cinemas and the restaurant at the City Cinema will create a truly active core of late night activities downtown. By locating this zone in the same area on all three floors, the remaining zones which would normally be closed may be closed off after hours, easing the amount of security needed.

In summary, the major improvement in this phase of design was the flip-flop of the curvilinear element into the interior of the space, which provided a more clear organizational concept and cleaned up the circulation. However, there were still some problems to be resolved and more development needed to be made.
It was at this point in the design of the facility that I became bogged down and confused as to which direction I wanted to take with the project. The building was not reading as clearly as I wanted it to, and I believed that there were some formal issues yet to be resolved.

During this phase of design I made mainly formal changes in the building. I also put a lot of conceptual thought as to how the hotel/parking structure, which the convention hall was linked into, worked.

The formal changes on the north facade were based on considerations for human scale. The large span of display windows along Washington created serious scale problems. I began to work with mullion lines to relate to the human height. The third level would act as a cap to the lower two levels, which were all glass. This level would consist of meeting rooms, and therefore a system of modulated windows were utilized to create more enclosed interior spaces and identify convention-related spaces formally. I then introduced an arcade along the north facade. The larger meeting rooms on the third level created an overhang, and the structural supports on the 30-foot bays were utilized to create a sense of enclosure.

As for the convention hall, I was still concerned with the amount of natural light that was getting under the space. As a result, I made the configuration of the space narrower, decreasing the area of structure that spanned the street. This change opened up the third level for freer circulation, and also enabled me to locate the structural columns on the existing grid.
At the end of this phase I was not satisfied at all with the final product. I still saw problems in the building that were unresolved.
Upon completion of design development, phase 2, I decided that I would continue to develop the project into a more unified whole. At this point I looked back in retrospect at how the design had evolved up to this point and what needed to be improved. Basically, the major problems lay in the interior organization: A diagrammatic concept of the organization of the building's spaces was still not clear; the function of some of the public spaces was still not clear; the configuration of the cinemas and media rooms, spaced needed to be revised; a more organized system of retail shops needed to be developed.

I first established my diagrammatic concept for the project. The building simply consisted of two formal elements which created two negative spaces. The negative space on the north was contained by a line of retail shops, which related to the CBD. The negative space created on the south was opened up by a wall of glass which formed a sweeping view of the Plant Conservatory, the Embassy Theatre, and the Cathederal. So what is basically formed is an inward-looking space focusing on the atrium space, and an outward-looking space providing good views of the urban amenities.

After I had established the diagrammatic concept, I began to shift the rooms to conform to the scheme on all three floors. By doing this, the organization of spaces became much more logical. The two retail levels clearly read the same. On the "third" level, I was able to create a control area for the convention hall. This also enabled me to establish a more regular plan of meeting rooms. The lobbies for both the Ballroom and meeting rooms both occurred in the triangular
configuration on both floors. The emphasis of the diagrammatic concept in plan provided a basis for the location of the restaurant. The restaurant was expanded to the second level.

By emphasizing the diagrammatic concept, I was able to effect a major change in the public space. I was able to carry the exterior material of the building inside. This motif created an interior arcade which related formally to the exterior facade. From the interior arcade, the retail shops became organized into a workable order.

The atrium space was now coming into form. The atrium space offered a visual contrast to the heavy facade of the interior arcade. The space would consist of two tiers of greenery arranged in a terraced effect. The atrium space will serve as the main public event space.
Another major change was the cinema space. The configuration of the cinemas and their locations just did not reflect the curvilinear forms that contained them. I redesigned the arrangement of the cinemas. The new concept utilized a "grand entry" hallway to the lobby. This walkway would be superbly decorated with neon lights and murals to really excite the senses.

Formally, I had to simplify some of the forms to reflect a more buildable structure. On the south elevation, I eliminated some of the curvilinear forms on the third level and created a colonade along the south facade. The overhang also acts as a shading device. The forms along the west elevation did reflect the movement inside the project. The fire stairs were rotated 45°, and the roof planes made a diagonal movement. This enabled me to create a secondary arcade along this elevation. The east elevation was changed to work with the large roof supports of the convention hall.

In conclusion, I believe the final design stage of the project really allowed me to get a realistic grip on a practical solution to the project. The goals that were established at the beginning of the project were carried through to the final solution. I am disappointed that I did not get to develop my structural and mechanical systems past the conceptual stage. The convention hall roof treatment could have been more developed.

A conclusion in my design process is that the design of a complex structure must reflect a simple design concept that can be read both formally and spatially. My project could have been even more simple in some respects; however, I believe my final product reflected a rational design process that yielded a relatively workable solution.