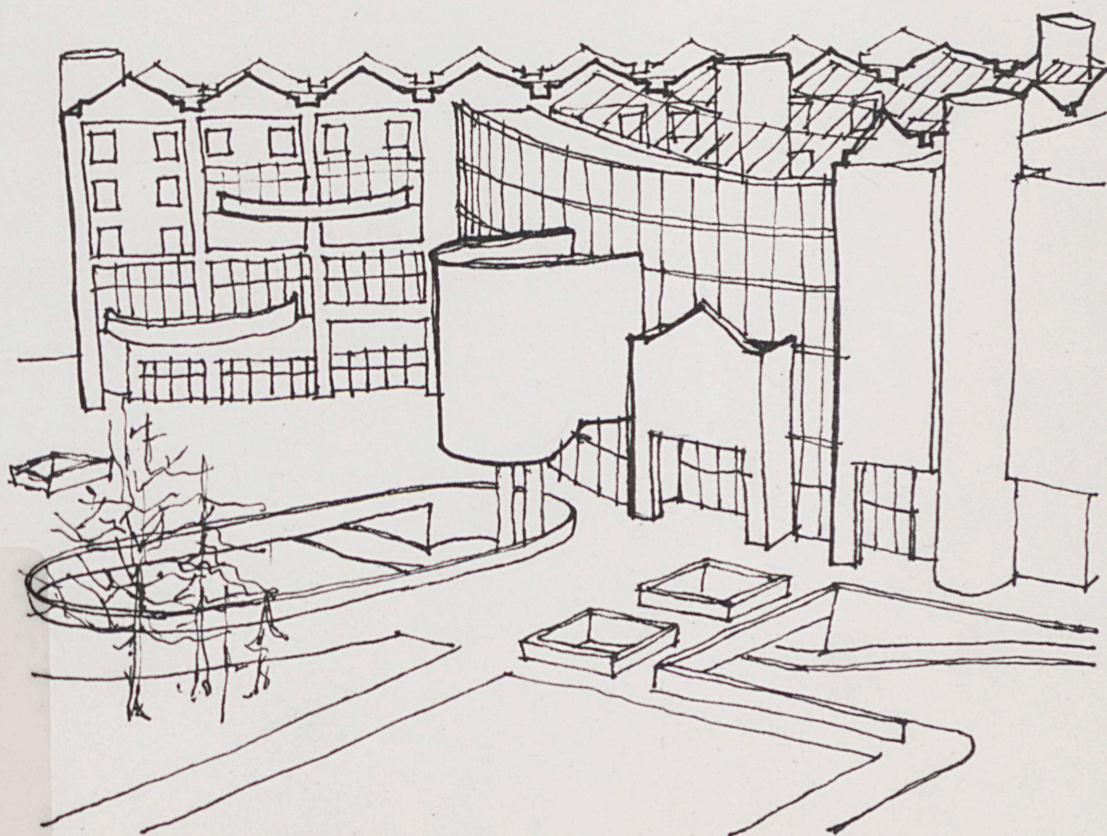


Old Town Convention Hotel

Fort Collins, Colorado



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OLD TOWN CONVENTION HOTEL
FORT COLLINS, COLORADO

by

Gregory D. Fisher

A thesis submitted in partial fulfillment
of the requirements for the degree

of

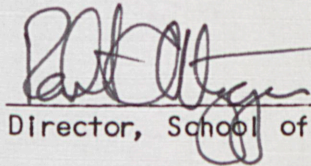
Bachelor of Architecture

Approved:

Advisor



Chairman, Thesis Committee



Director, School of Architecture

Montana State University
Bozeman, Montana
June 4, 1984

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to mom, dad and jeneen

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Towards An Architecture Of Integrity

In working on my thesis I have felt compelled to discover and express my true feelings about architecture. Yet, at the same time I have felt much resistance within myself to do this. This resistance has been brought on primarily by two issues.

First of all I feel that by exposing these feelings, I am in a sense doing them a grave injustice, for words are very limited in their capabilities. They allow one only to expose, to others, an idea which is inferior to the true ideal he has within his soul. These beliefs are also done an injustice because of their virtually unachievable idealistic nature, for man will always fall short of them. Nevertheless he must try.

Secondly, resistance is caused by the pain of confusion and turmoil. This resulting from an attempt to discover the truth through a constant state of questioning and searching. Although this state of mind permits open thinking, it also makes it very difficult for one to form a strong opinion about what is right and wrong, honest and dishonest.

Amidst all my confusion there seems to be a broad central theme upon which all my ideas revolve, that of integrity. Before I address this theme, I must explain. My feelings are based upon limited experience in the field of architecture, making them not as valid as those of the experienced architect. Therefore I must supplement my opinions with the opinions of those experienced architects, who share beliefs similar to my own. I must also explain that the ideas I will be expressing are, hopefully, just a beginning and will constantly be altered and developed throughout my life, as my awareness increases.

According to Webster, integrity is "an unimpaired condition", "firm adherence to a code especially moral or artistic values", "incorruptability", "the quality or state of being complete or undivided", "honesty", "unity".(1) To me, architecture that has these qualities fulfills any requirements asked of it, be they physical or spiritual. But as mentioned before, this is virtually an unachievable feat; however, it is one we must strive for nevertheless.

We, as architects, can come up short of the high standards associated with integrity in many ways. But it seems to me that most of these shortcomings seem to revolve around our selfishness. As Christopher Lasch points out in The Culture of Narcissism, "the obsession with self has become the dominant force in our times."(2)

We may design to improve our status, be accepted, or purely for monetary reasons. We may be so interested in recognition that we strive for innovation at all costs, choosing to do something new merely for the sake of doing something new, forgetting to question the quality of what it is we do.

We may act only to satisfy our intellect or our particular theory, losing contact with character, common sense, and to a high extent the world around us. I feel architects and students are often dishonest with themselves, choosing to defend a fault or weakness with purely intellectual justification. Not long ago I was reading the jury comments in an award issue of an Architectural publication.(3) The jury was evaluating a house which received an award. One juror, who was obviously not a supporter of the project, made some strong arguments against the building, pointing out several faults. To this another member of the jury, who supported the project, replied, "Yes, but it is very intellectual".(4) I feel this man is deceiving himself when he

considers that the intellect behind a building is more important than the actual building. Architects often forget that a concept is not an end in itself. How the building suits its purpose and affects human emotion is where the real truth lies. As Eric Newton claims, "In art it is not the initial idea that counts but the ability to bring to the final product the quality of the original thought." (5)

In other cases we may become so preoccupied with purely visual aspects of a building that we ignore considerations for the lifestyle the building should reflect. We may choose an image derived from arbitrary sources such as buildings of a different purpose, buildings in another context, buildings of a different culture or even from another field of endeavor unrelated to the project at hand. As Moshe Safdie explains, "This formalistic (and sometimes eclectic) visual game, in which there are no rules, is motivated sometime by whim, humor or desire to shock, and sometimes by boredom or nostalgia." (6)

None of these approaches are quite so void of true integrity as the one that occurs when we allow our ego to take control. When this happens the architect chooses to design exclusively for selfish reasons seeking to create buildings, which express solely himself. Placing his own importance above the regard of the culture, the community and the emotions and feelings of his fellow human beings. This often results in buildings which are cold and excluding rather than accommodating.

All of these motivations yield similar results and lead to an absence of unity within our cities. Instead of strengthening the whole of the city, they divide it into a series of showpieces all battling for attention. Each of these approaches, in their own individual ways, ignores issues necessary to achieve an architecture of integrity. They may ignore function, people, or

elements of the environment. They choose purely to create a symbolic gesture and solve only the problems they wish to rather than take the challenge of completeness and integrity. In doing this they do humanity an injustice. As Moshe Safdie says, "To sacrifice a place in which people are to spend the rest of their lives - an edifice that has a hundred year life span - is unacceptable and reckless irresponsibility toward those who live there." (7)

A commitment to integrity is a commitment to completeness. Architecture of integrity seeks to solve all problems, symbolic and functional, physical and spiritual. I feel this means pledging to serve the wishes, hopes and well-being of man, his community, and his culture rather than one's own ego. This is not to say that we should become the servants of other's opinions but that we should seek to understand the true needs of people. This will result in buildings which honestly give us pleasure.

For an architect to be complete in his approach he must challenge himself to maintain the ideals of both a functionalist and a romanticist, attempting to give each equal importance. There seems to be a growing belief that one cannot maintain both and many architects give in all too easily to one side of the other. People often assume that if a building is pragmatic it cannot be beautiful or if a building is beautiful it cannot be functional. Moshe Safdie, in his book Form and Purpose, states his belief that you cannot achieve one without the other. I also believe there is a strong connection, but this connection should not necessarily remain in the subject of art. Safdie says:

We never use the word beauty that way in reference to nature. We never say that something in nature is functional but not beautiful, or beautiful but not functional. In the same way, people will say, "Now that you've solved the functional problems, what about aesthetics?" You hear that every day.

One percent for art; five percent for aesthetics. The very word aesthetics is a curse. When an interviewer asked Charles Eames, "Do you design for pleasure or for function?" Eames retorted, "Whoever said that pleasure is not functional?"(8) By function, people mean the most basic, indeed, base-elements of utility (and often not even all of them); and every other one of our needs is dismissed as vague, undefinable, or inexplicable, and generally subsumed by the word aesthetics.

When people say "aesthetics", they refer to some kind of need, or else they wouldn't talk about it. It is a shorthand way of referring to a whole set of feelings they have difficulty expressing. For convenience, and perhaps out of confusion, they set it apart from function. They don't see the interdependence of the two, and need to expand the word function to include all human needs.(9)

In the past I have been accused of being too pragmatic and very often I agreed with those accusations feeling that this was the reason why my buildings were not achieving all the qualities I desired them to achieve. Since then I have realized that my fault did not lie in the fact that I was too pragmatic, but rather that I did not raise the functional aspects to a higher, more romantic level. A level which spoke to the emotions of man. If architecture is to appeal to the spirit of man it must go beyond simple practicality.

For the architect to fulfill the needs of people and place, he, like any other problem solver, must first determine the entirety of the problem before he can pose a solution. This means the architect must control the preconceptions he will naturally have, until he has a true understanding of the problem. That is to say, until he has an intuition which is based on knowledge. This knowledge comes from an analysis of the building type, the context of the building and the people involved within the building. Once he has gained this proper intuition he can then more accurately generate concepts

which are responsive to, in the words of Louis Kahn, "what the building wants to be." (10) Through this analysis the architect can also discover the potential of the given environment. Christian Norberg-Schultz speaks of this in this book Genius Loci. He says:

Architecture comes into being when a "total environment is made visible," to quote the definition of Suzanne Langer. "In general this means to concretize the genius loci" (spirit of place). We have seen that this is done by means of buildings which gather the properties of the place and bring them close to man. The basic art of architecture is therefore to understand the "vocation" of the place. In this way we protect the earth and become ourselves part of a comprehensive totality. What is here advocated is not some kind of "environmental determinism." We only recognize the fact that man is an integral part of the environment, and that it can only lead to human alienation and environmental disruption if he forgets that. (11)

Because of the ambiguity inherent in the high ideals of integrity and because of the ever changing world we live in, the architect must constantly question his work. He must ask himself if he is really on the path towards truth. Is he being a servant of humanity? or is he serving a purpose which lacks integrity?

He who seeks truth shall find beauty.

He who seeks beauty shall find vanity.

He who seeks order shall find gratification.

He who seeks gratification shall be disappointed.

He who considers himself the servant of his fellow beings shall find the joy of self expression.

He who seeks self expression shall fall into the

pit of arrogance.

Arrogance is incompatible with nature.

Through nature, the nature of the universe and the nature of man, we shall seek truth.

If we seek truth, we shall find beauty.(12)

- Moshe Safdie

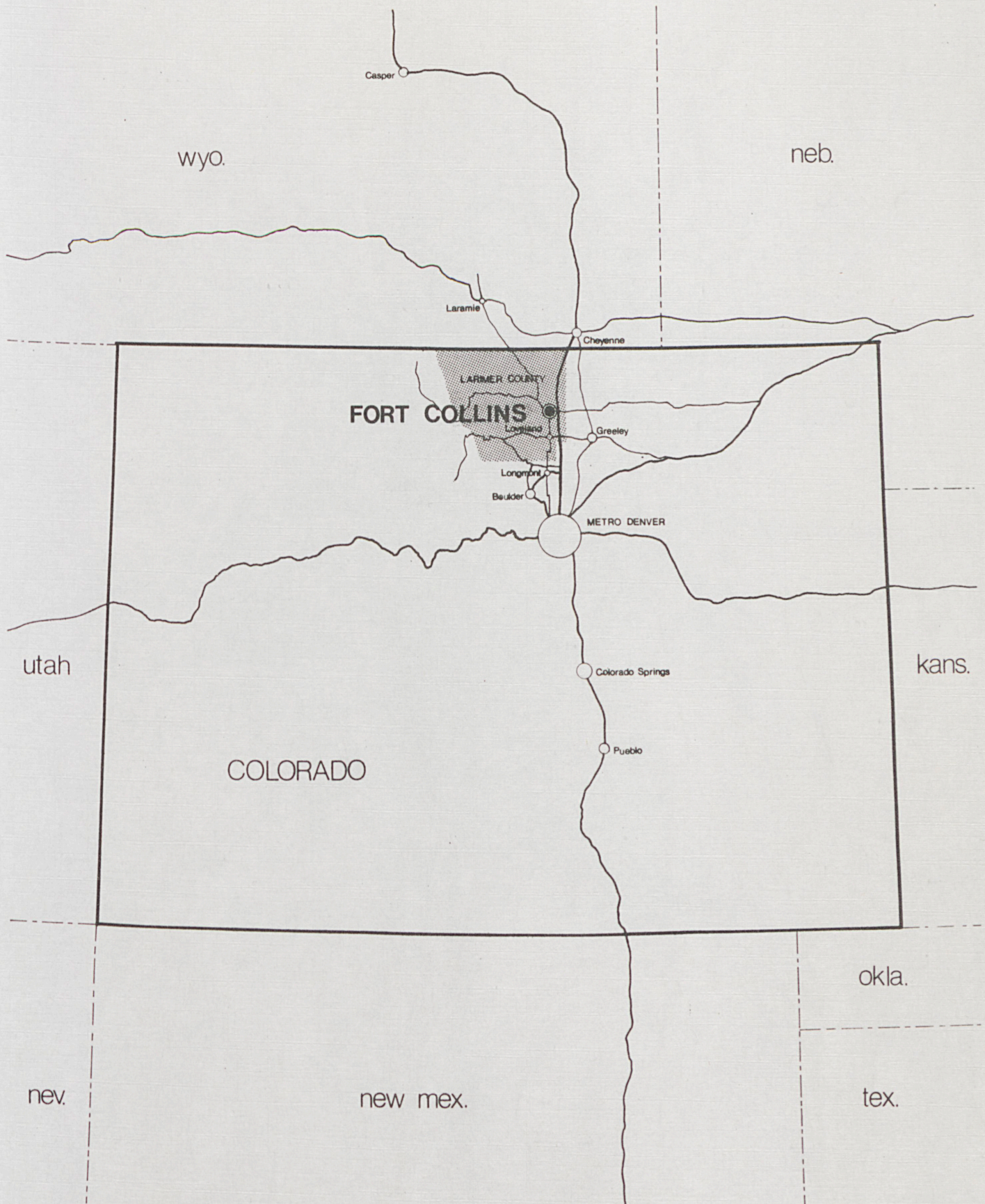
INTRODUCTION

The proposed Fort Collins Old Town Hotel and Convention Center will be a 200-room, first class facility located at the north end of the Fort Collins central business district, at the corner of College Avenue and Jefferson Street. Just north of Old Town Square.

The building will include meeting rooms, a swimming pool and exercise room, an 8,000 sq. ft. exhibit hall, a 6,000 sq. ft. ballroom, and more. There will be a 400 space parking garage to work in conjunction with the hotel as well as exterior green areas.

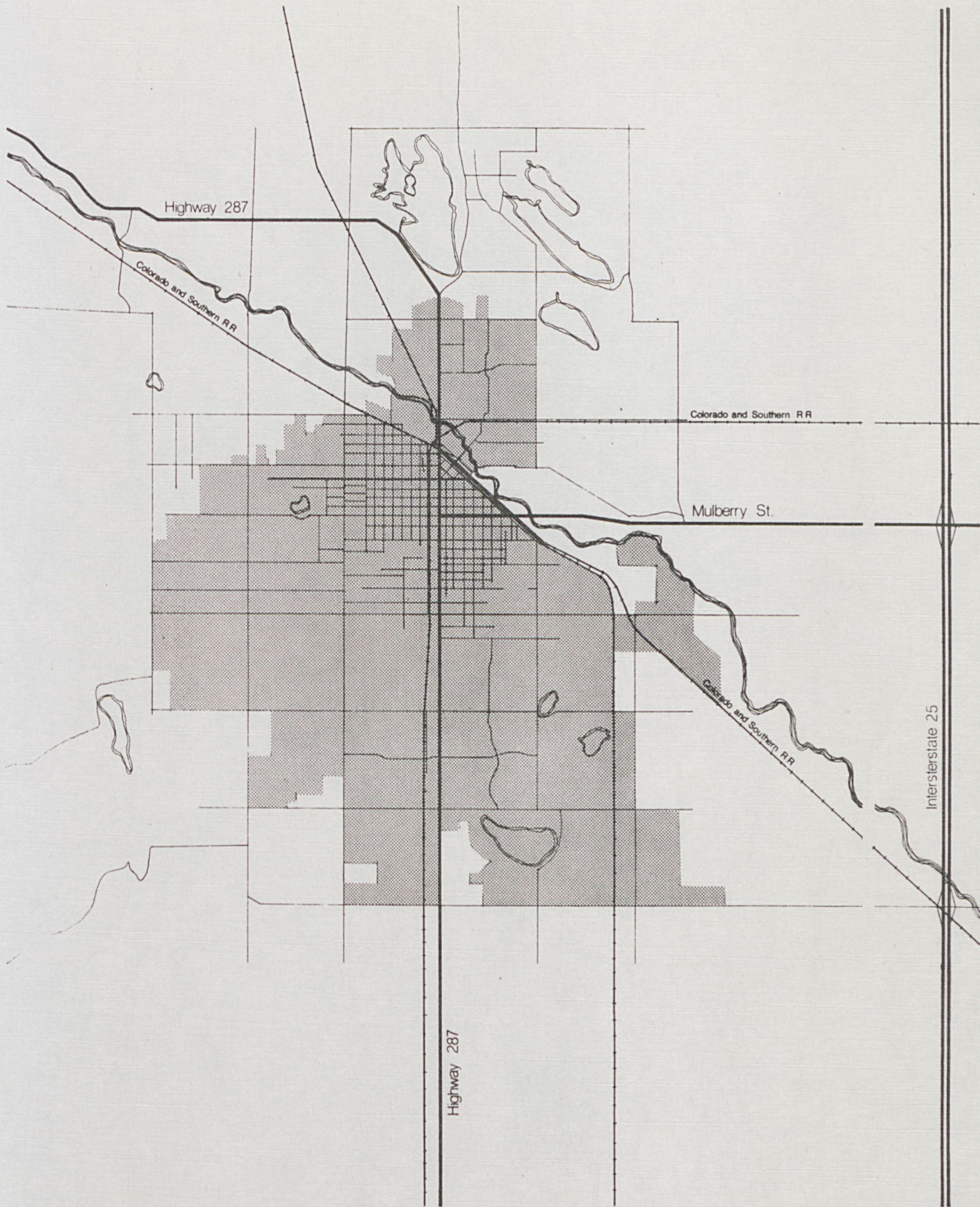
The building will convey a character that is sensitive to both the historical context and the future progression of the city.

THE COMMUNITY: FORT COLLINS



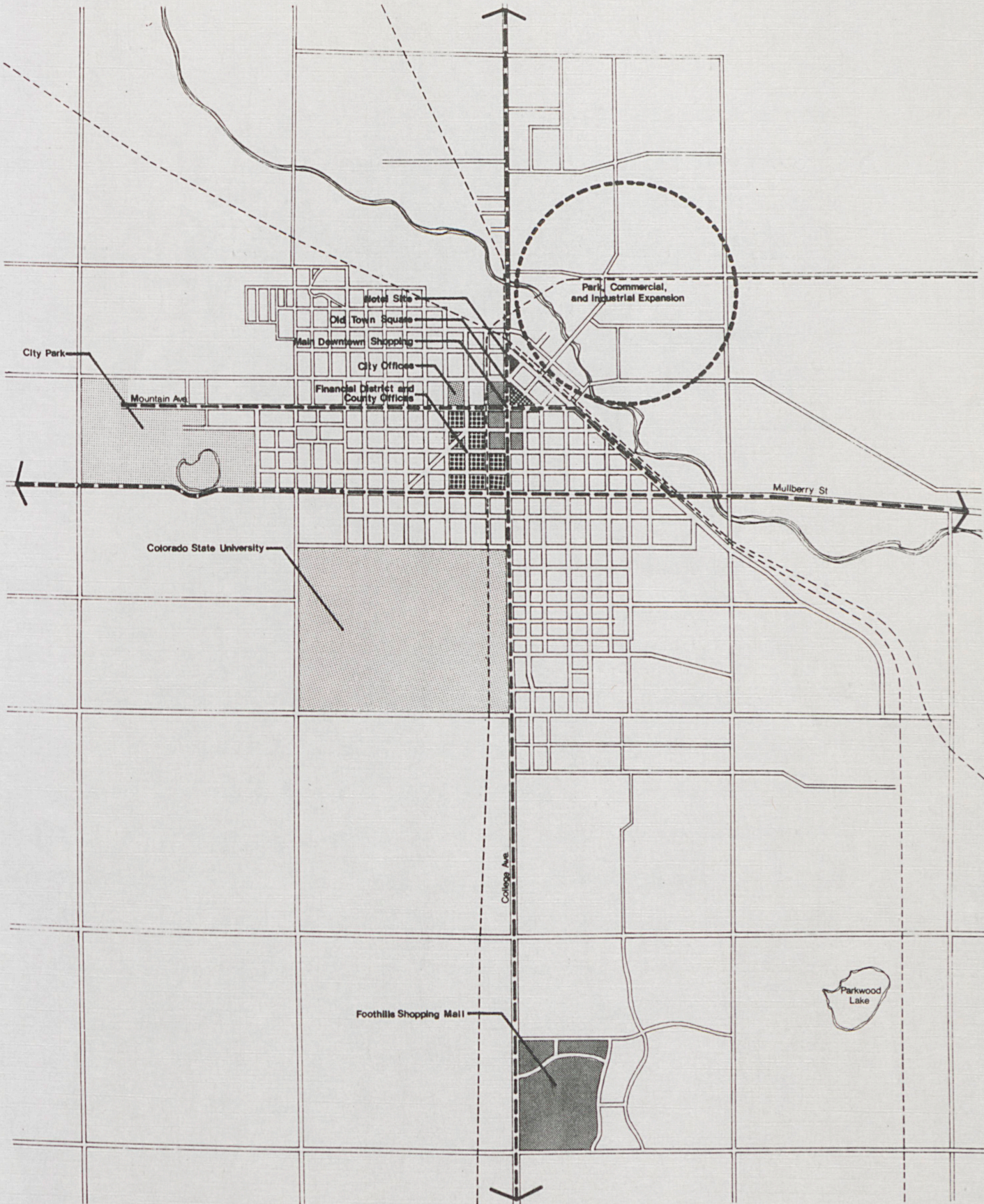
REGIONAL MAP





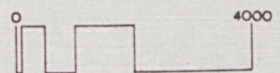
PLAN OF FORT COLLINS INDICATING
TRANSPORTATION





MAP OF FORT COLLINS INDICATING

CITY STRUCTURE



Fort Collins, properly began as a fort established on the Cache la Poudre River in 1864 . It was named after Lt. Col. William O. Collins of Fort Laramie, who had dispatched troupes there. In those years Fort Collins was an important station on the Overland Stage Route, and a strategic trading post.

(13)

Fort Collins is located in northern Colorado at the foothills of the eastern Front Range of the Rocky Mountains, 65 miles north of Denver. It is the seat of Larimer County and its largest city as well as being the largest base of employment and population in the county.

Most importantly Fort Collins offers many advantages that give the city a regional appeal to not only northeastern Colorado, but also southeastern Wyoming and Southwestern Nebraska as well. The city is within easy reach of several outdoor recreation areas the Rocky Mountains have to offer of which a few of the better known will be mentioned. Both Horsetooth Reservoir and the Red Feather Lakes are excellent areas for boating, waterskiing, fishing and swimming with Horsetooth being just a few miles southwest of the city and Red Feather being within easy reach northwest of the city. The Cache la Poudre River and Poudre Canyon offer fishing, camping and hiking extending from the northwestern edge of town into the Rocky's. There are also many snow skiing resorts in the nearby area with Hidden Valley being the closest. The city has a fine university, that of Colorado State University, which has an excellent variety of curriculums, as well as sports and performance related activities. The city also has a strong school system with three fine highschools and several junior high and elementary schools. Fort Collins offers many outstanding shopping facilities both downtown and throughout the locality with

Foothills Mall, on the south end of the city, being especially well known throughout the region.

It seems that the citizens of Fort Collins are in a unique situation, which offers many advantages. The city is of a size substantial enough to meet the consumer, social and employment demands of most of the people. Yet, this considerable size does not seem to hinder the community minded attitude of these people and when in this city one is often unaware of its substantial size due to their friendliness. On the occasion the consumer and social demands are not met, the city of Denver is within easy reach (65 miles) and should be able to accommodate most any need.

The city is marked by a young population, with a median age of around twenty five years while the state of Colorado has a median age of 28.6 years.(14) The people, needless to say, are actively involved with the previously mentioned recreational opportunities the 'Rocky Mountains' have to offer. They seem to be very interested in backing the various functions of their community such as the sporting, academic, theatrical, and musical events of the grade schools, junior high schools and high schools as well as Colorado State University. They are also very much involved with the political issues affecting the development of their city and seem to be strongly motivated to keep their city clean as it is very well groomed.

Fort Collins was once a center for agriculture and government but it is now shifting towards being a center for manufacturing and trade. While many people are still employed by the government (28.9% of the workforce), manufacturing and retail trade are becoming the major employers in the area.(15) The people of Fort Collins are also employed in a wide variety of other areas such as mining, construction, transportation, finance, real

estate, insurance, education and more. Unemployment is consistently less than half the national average and lower than the State of Colorado average at about 4%.(16)

The climate of the Fort Collins area is strongly influenced by its relationship to the Rocky Mountains. Being located just east of the Front Range foothills the city receives downslope winds which modify the air making it warmer and drier than other places at similar latitude but farther east of the mountains.

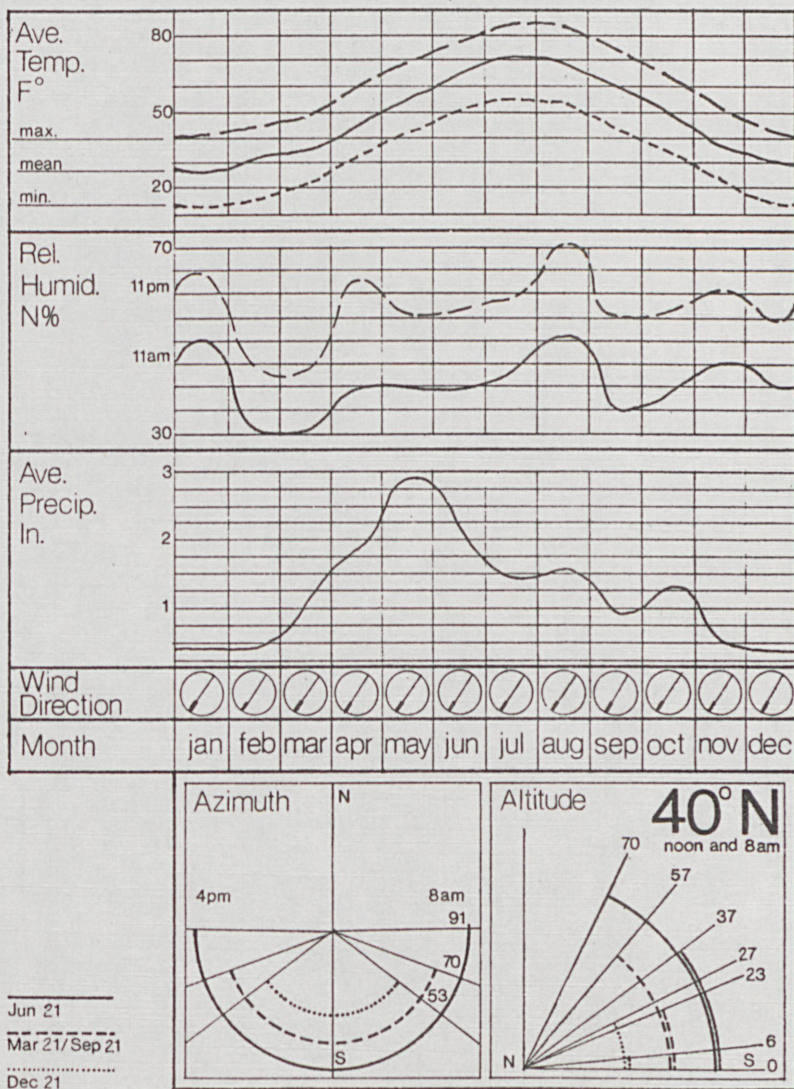
Fort Collins' elevation is slightly more than 5,000 feet mean sea level (m.s.l.), but there are points just west of the city which rise to heights of 7500 to 8500 feet m.s.l. Further west, the Continental Divide reaches elevations of 12,000 to 14,000 feet m.s.l.(17)

Fort Collins is characterized by a broad range of daily temperatures. During the colder times of the year the daily average range is about 28° while in the warmer periods the daily average range is about 29°.(18)

The growing season of the area is usually considered to be from the first week in May through the first week in October. However, the last freeze usually occurs several days later and the first usually several days earlier in the rural areas.(19)

Because of its terrain, Fort Collins experiences slightly less precipitation than other areas on the Front Range of Colorado. The average annual moisture total is just below 15 inches, which causes some difficulty in irrigating agricultural activities which do not have supplemental water sources. Measurable precipitation of .01 inches or more occurs only about 78 times a year. During the growing season precipitation comes primarily in the form of thunderstorms, with an average of about 55 to 65 thunderstorm days

occurring each year. Wintertime precipitation is usually very light, with almost all precipitation from mid-November through mid-March being in the form of snow. Light rain occurs occasionally during this period, but will usually change to snow before ending. The seasonal snowfall total averages just under 45 inches, 7 less than totals at Cheyenne and 15 inches less than Denver, due again to the terrain. True blizzard conditions occur rarely at about once a year and severe blizzards rarer yet at about once in every five years. (20)



There has been an occasional flood on the Cache La Poudre River, twelve in the past 120 years, with the prime cause being mountain snow melt-off early in the season.(21)

Short periods of air pollution are increasing as an important weather occurrence in Fort Collins. This is caused by the large number of automobiles in the area versus the relatively low wind movement of the area.(22)

In general, the Fort Collins area has a large number of fair-weather days in which outdoor activities can occur without interruption. There are occasionally quite severe weather conditions, but overall extremes are tempered by the local topographical features.

Fort Collins is a part of Colorado's rapidly growing Front Range and its metropolitan area is the nation's fifth fastest growing with annual increases of approximately 3200 persons.(22)

During the 1970's Fort Collins experienced a phenomenal growth increase, when corporate giants like Eastman Kodak Co. and Hewlett Packard Co. moved to the city, creating an additional 6,000 jobs. In the period from 1970 to 1980, the city's population went from 43,337 to 64,337, almost a 50% increase.

After the mid 70's growth began to decrease, and the first three years of the 80's, expansion has been almost nil. According to Thomas Clark, Economic Development Director for the Fort Collins Chamber of Commerce, since 1980 Fort Collins' population has been increasing at about 6% per year and is expected to continue growing at about 3.5% annually until the year 2000.(25)

Because of the lack of control over the growth of the 1970's, Fort Collins, like so many cities throughout the United States has been suffering from the decay of CBD. This is due to suburban sprawl, which has been permitted to erode the commercial tax base of the city's urban core. Although

there are many visible signs of this kind of decay in Fort Collins, it for the most part has maintained a healthy urban core. One, unlike many others, which can be rivitalized.

The revitalization of the urban core would bring the focal point of the city back downtown and create a balance between it and the recent developments on the south and southeast side of the city.

The initial phase of this revitalization, Old Town Square, is currently under construction. This project will convert Linden Street between East Mountain Avenue and Walnut Street into an exterior mall and will consist of the renovation of seven existing buildings and the replacement of five others surrounding the future plaza. When completed this area will offer entertainment, retail and professional office space built around a historic theme in a contemporary urban setting and should be a major regional draw. According to Gene Mitchell, chairman of the developers E. E. Mitchell and Co., "The development will replace taverns and other businesses that have been the "haunts" of students from Colorado State University in Fort Collins and from the "less savory elements of society." He also said, "I think this is going to be a significant turning point for the vitality and resurgence of business located in Fort Collins." Said Mitchell, "We're going to make this a nice wholesome family-type place." (26)

Old Town Square will be the initiator for the renovation of the Historic Old Town District, which was once the commercial center of the city, the entire downtown area, and for the future development of the land to the northeast side of town.

Anheuser-Busch has recently purchased land just northeast of the downtown area, where they hope to establish a brewery. This brewery will be very

Important to the city's tax base and is expected to create about 500 new jobs.

Long range development plans are being made for the Cache La Poudre River, northeast of the downtown area. This development has been envisioned to include recreational, historical and beautification projects as well as housing, retail stores, office buildings and possibly an amphitheater. This development will be based on a nature park theme, incorporating existing bicycle and jogging paths and complimenting the natural environment of the land.

Bill Kingsbury, Executive Director of the Fort Collins Downtown Development Authority has declared that two more projects are expected to be announced soon. They are a \$6 million condominium project for middle and upper income people and a \$20 million major bank facility, both to be located in or near the downtown area.(27)

All of this downtown development will counteract the neglect of the downtown area and all the recent development of the other end of the city decreasing suburban sprawl. Hence a balance of the city will be achieved between Hewlett Packard and all the shopping centers on the south and southeast, and Anheuser Busch and all of the proposed development on the northside.

The redevelopment also would have such positive affects as helping develop a street beautification program for curbs, bus stops, landscaping and seating areas and would also aid in the revision of traffic flow in the area.

As one can see, the old town project is viewed as an important factor in the future of Fort Collins. In order for this project to reach its full potential, which is still some years away, the urban core must remain active from early morning to midnight. According to the feasibility report prepared

by Laventhol and Horwath of Denver, Colorado, "This can only be accomplished with a hotel/convention center located in the CBD area. The proposed hotel/convention center would be the anchor needed for this development and would be a source of tourist-related activity for entertainment and retail establishments in Old Town."(28)

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The hotel/convention center would be oriented in a first-class fashion, and would provide Fort Collins with a facility capable of competing with the convention centers of other cities. It is projected that this facility will attract 75,000 visitors, spending approximately \$100 each per day. Annually, this will mean over \$7,500,000 in revenue staying in the Fort Collins community and benefitting the city's businesses. The facility will also provide over 200 employment opportunities, many of which will be for non-skilled and semi-skilled workers. The center will serve a wide variety of patrons such as CSU visitors, businessmen, tourists, etc. as well as the local people of Fort Collins. It would be able to accommodate several groups at the same time as well as providing space for larger groups, which previously could not be accommodated in Fort Collins. (29)

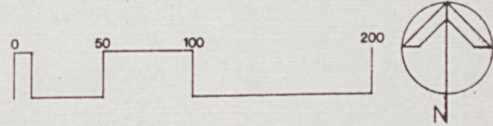
The proposed site for the hotel/convention center is located at the intersection of Highway 287 and Highway 14, which become, respectively, College Avenue, once inside the city, and Jefferson Street, once inside the urban core. This intersection occurs approximately 3.5 miles off Interstate 25. The site is a triangular shaped city block of approximately 1.6 acres and is bordered by Jefferson Street on the northeast; College Avenue on the west, and Pine Street on the southeast. The block is on the northeastern edge of the CBD as it exists now and is approximately one and a half blocks from the heart of the CBD. It is currently occupied by a few small businesses, which will be relocated. There is an auto parts store, a kwik kopy service, a glass company, a dairy, and a few small offices. To the northeast of the site, across Jefferson Street, one finds mostly undeveloped land other than the renovation of the Old Depot, which is now a restaurant, and the Colorado and Southern Railroad tracks. Behind this area lies the Cache La Poudre River and

then more largely undeveloped land. To the west across College Avenue, are a number of retail buildings, of which some are undergoing renovation and some will be in the future. Beyond this lies the magnificent view of the Rocky Mountains. Immediately to the south is the beginnings of the Old Town project, with its diverse specialty shops all to be related to the proposed hotel.

Because of the site's key location, it will serve as the terminus of the CBD as one leaves the city heading north on College Avenue, and as the gateway for those entering the city heading south on College Avenue. It will also serve as a strong anchoring point for the future development of Fort Collins, which is predicted to occur northeast of the site and branching across the Cache La Poudre River. The site has excellent accessibility and visibility from both College Avenue and the downtown area in general. Its proximity to existing and proposed commercial and tourist related activity will provide the hotel/convention center guests with many conveniences just a short walk away. Because of these factors, it is the opinion of the developers, Landmark/Mitchell that, "This is perhaps one of the outstanding sites in the region for an excellent quality and service oriented hotel/convention center project."

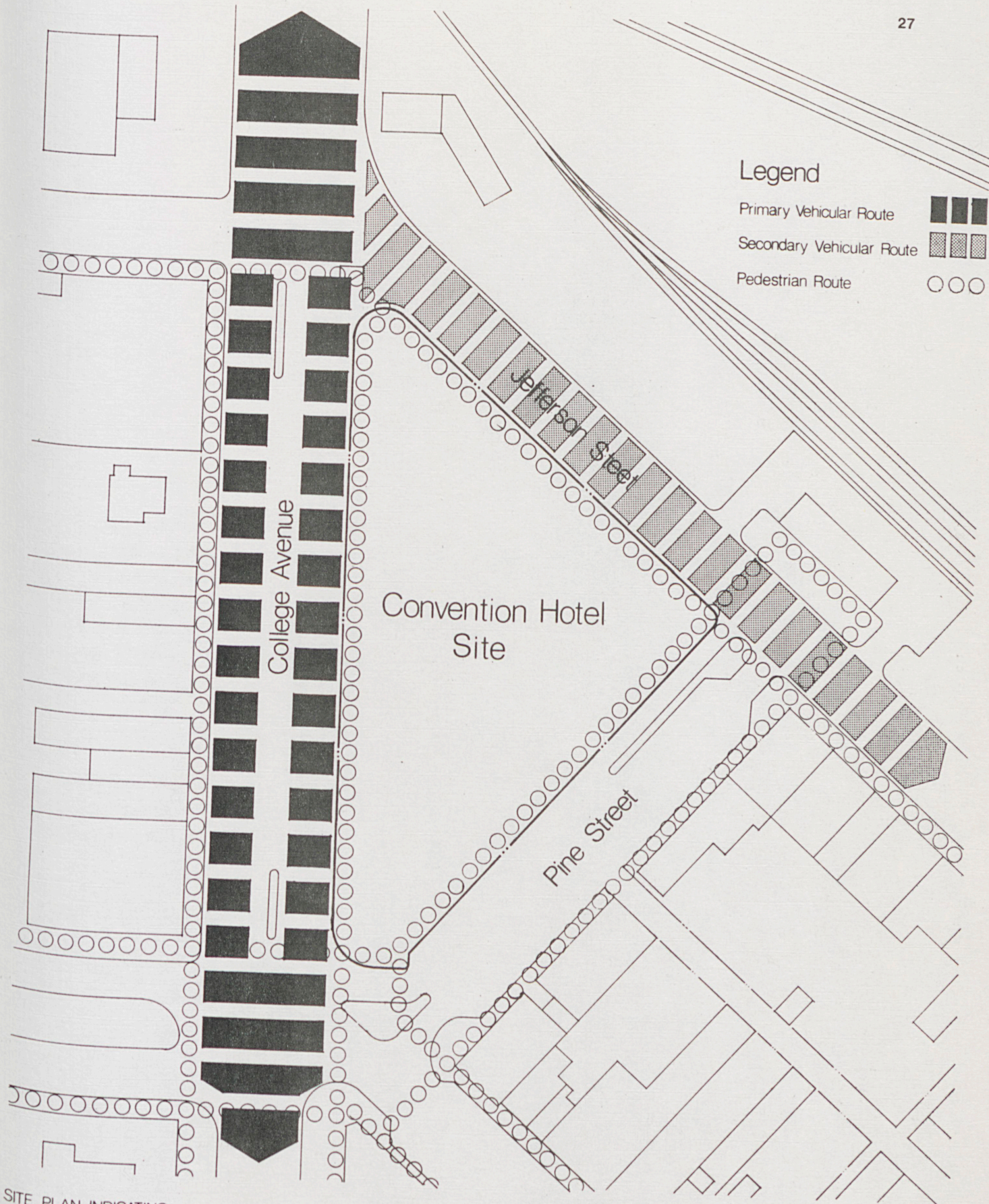


SITE PLAN INDICATING
ENVIRONMENTAL CONDITIONS

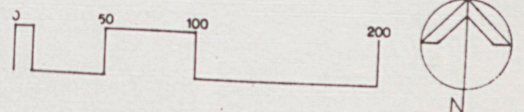


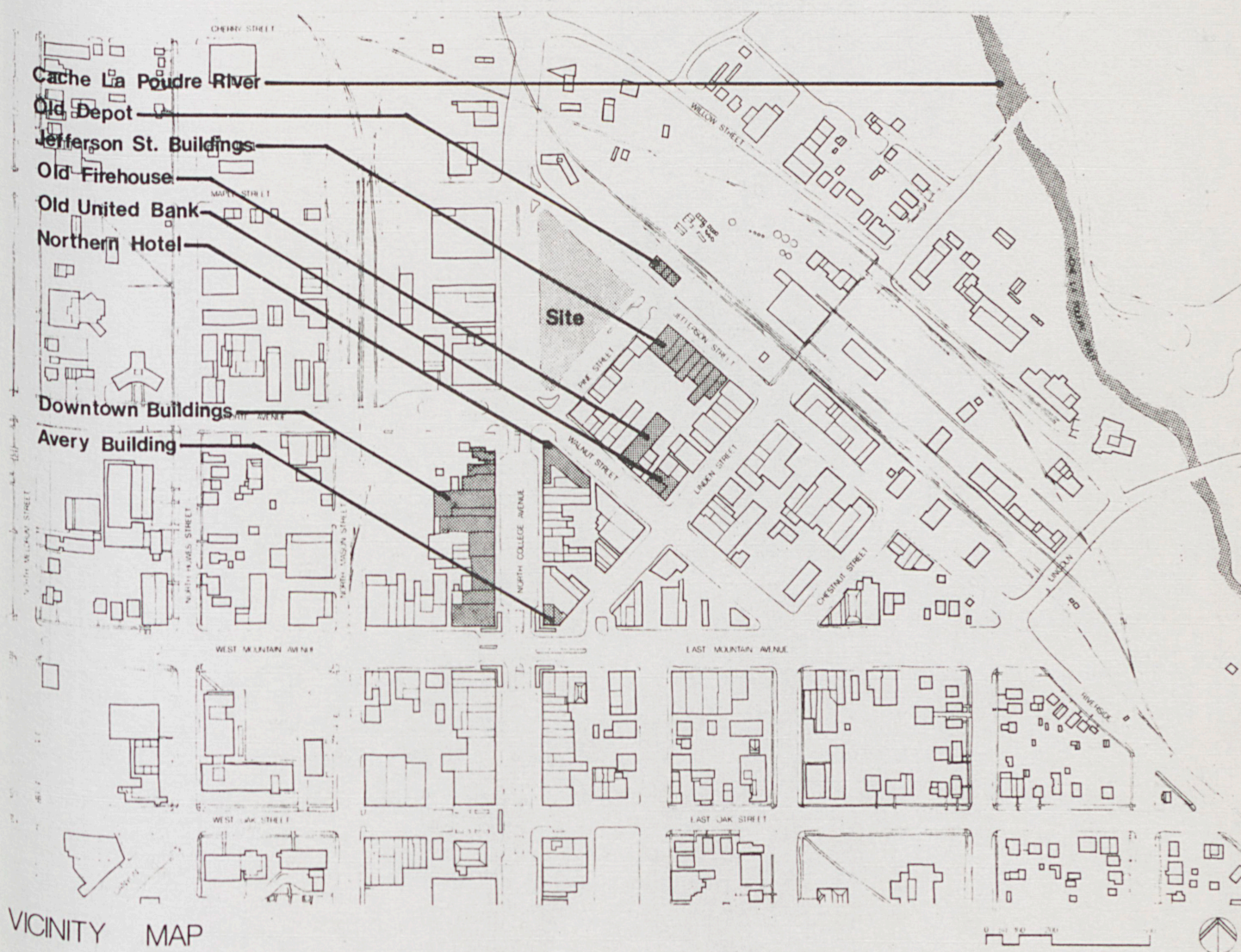
Legend

- Primary Vehicular Route 
- Secondary Vehicular Route 
- Pedestrian Route 



SITE PLAN INDICATING
CIRCULATION







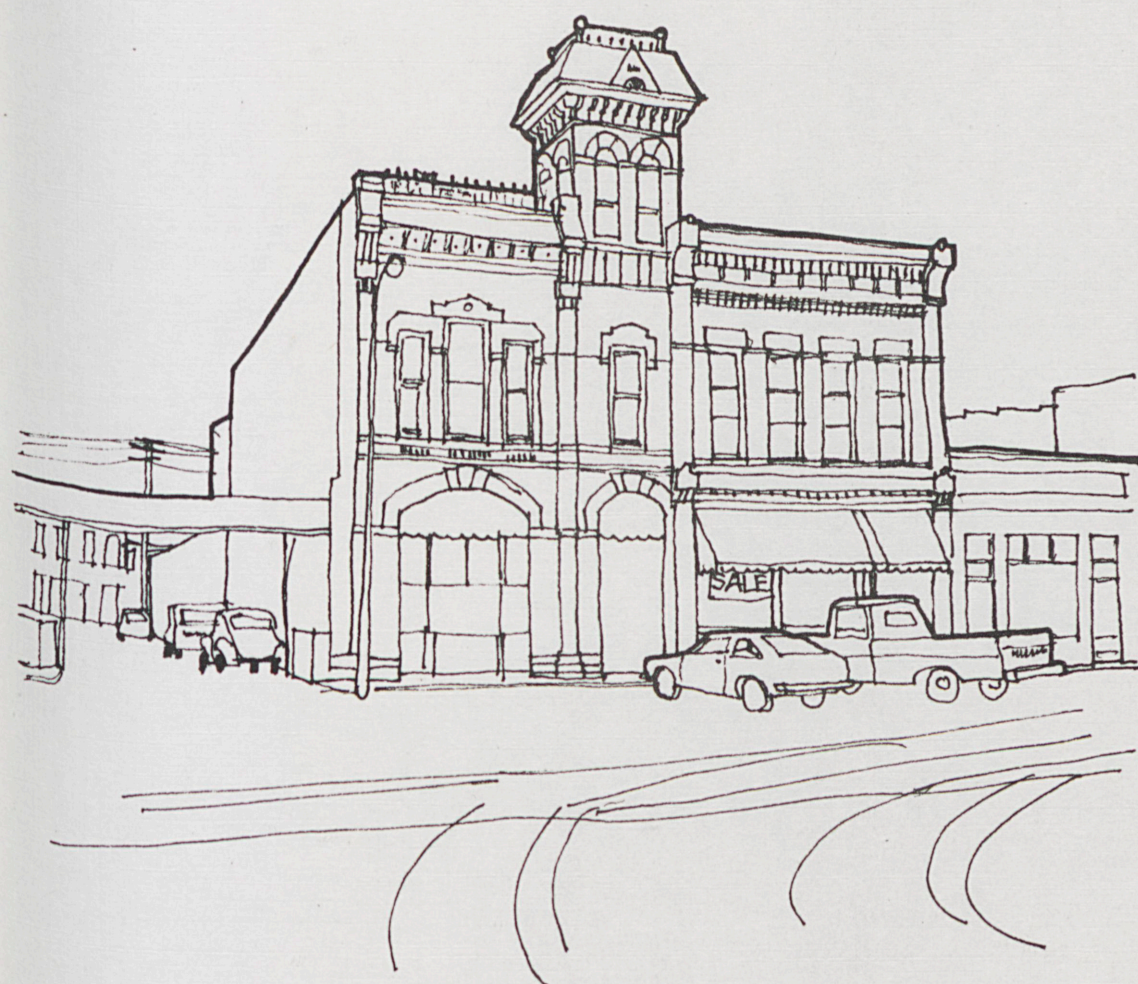
Cache La Poudre River



Old Depot



Jefferson Street Buildings



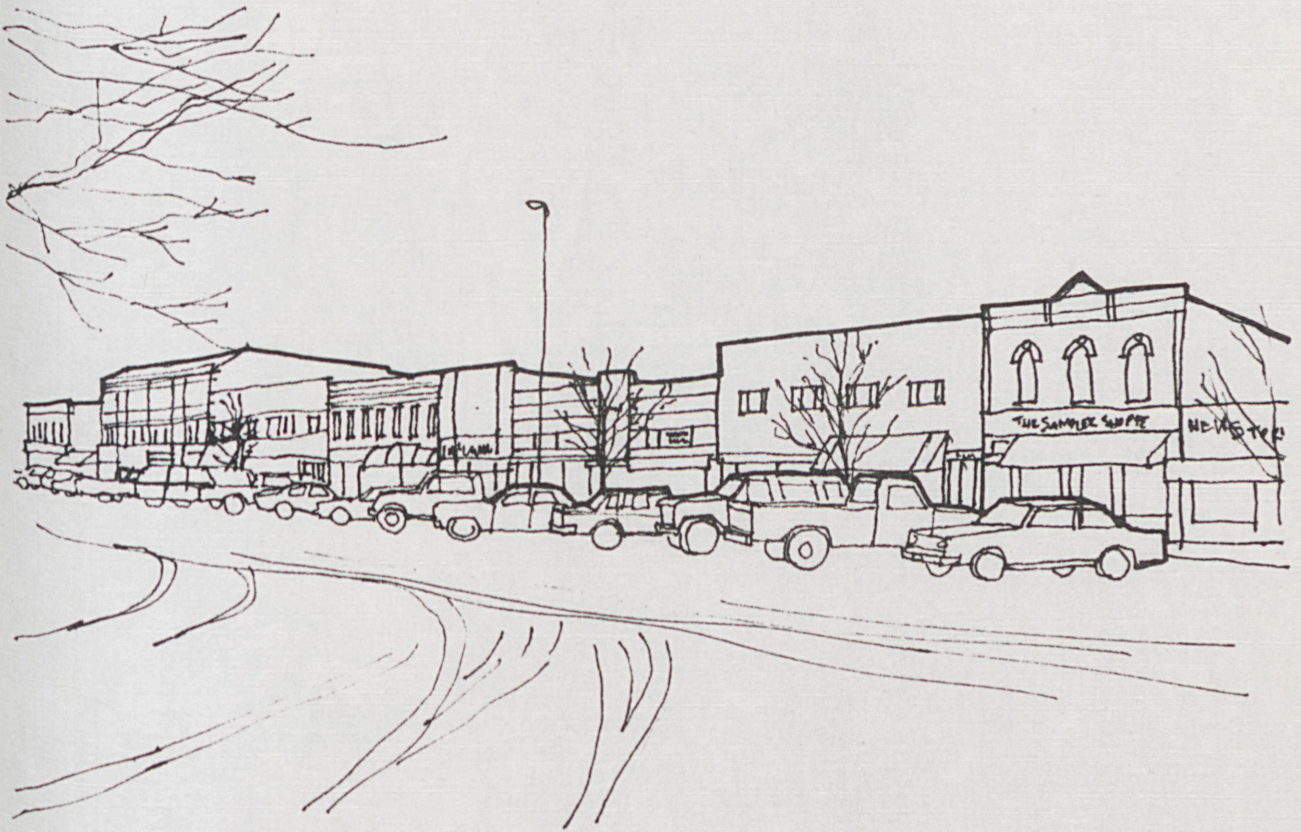
Old Firehouse



Old United Bank



Northern Hotel

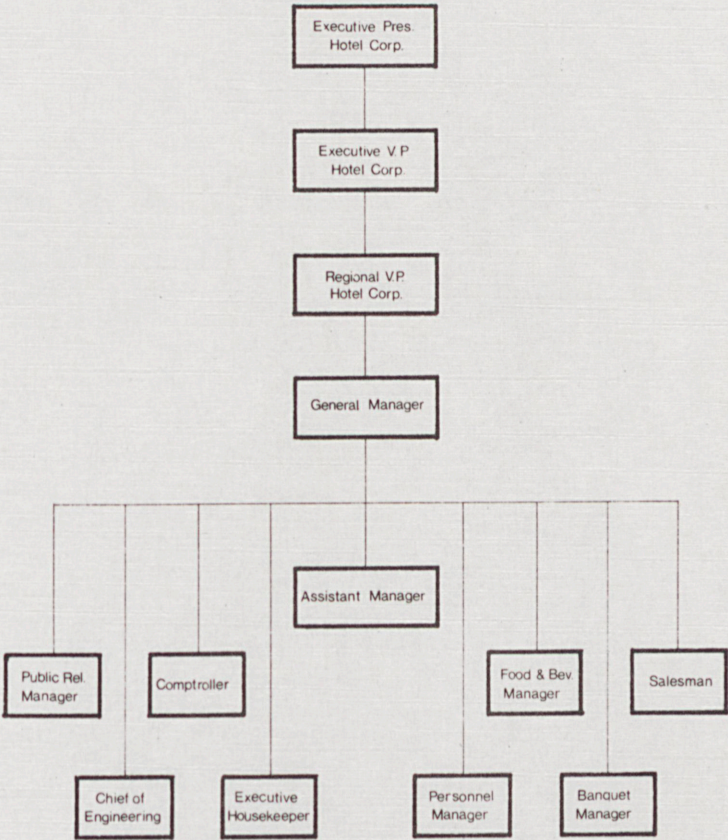


Downtown Buildings



Avery Building

Many small motels and hotels employ less than one employee for every two rooms. Larger hotels will have an average of about two employees per room and there are some luxury hotels where employees will outnumber guests by a large margin. However, the Old Town Hotel, which would be a newly-opened property with automatic elevators and a wide utilization of electronics and automation, could be managed with approximately one employee for every two rooms.



Staff Position

Assistant Manager

- mail clerks
- night clerks
- floor clerks
- superintendent of service
 - bellmen/housemen
 - porter
 - doormen

Public Relations Manager

- publicity director
- assistants
- secretaries

Comptroller

- auditor
- credit manager
- bookkeepers
- computer operators
- cashiers

Food and Beverage Manager

- chief steward
 - assistant stewards
 - storeroom aides
 - receiving clerks
 - wine supervisor

executive chef

- chefs
- cooks
- butchers
- salad makers
- kitchen aides
- dietician
- dishwashers

head bartender

- bartenders
- bar aides

host/hostess

- head waiter
 - waiters/waitresses

- captains

- cashiers

- busboys

- coat checkers

food and beverage controller

- room service operator

- room service waiter

Sales Manager

- promotion manager
- sales and promotion representatives
- secretaries

Chief of Engineering

- assistants
- electricians
- plumbers
- carpenters
- painters
- aides and technicians

Executive Housekeeper

- assistant housekeepers
 - maids
 - housemen
 - porters
- painters and decorators
- upholsterers
- seamstress
- linen room aides
- laundry manager
 - uniform issuing
 - valet service

Personnel Manager

- timekeeper
- chief of security
 - officers
 - patrolmen
 - watchmen

Banquet Manager

- catering manager
- head waiter
 - waiters/waitresses
 - dishwashing
- chefs
- cooks
- bakers

At the community level the Hotel/Convention Center must keep in mind many broad range goals. The building should reflect the community minded Fort Collins lifestyle, servicing the interpreted wishes, hopes, and well being of the Fort Collins people giving them a nice, wholesome family-type place. The facility must enhance the regional appeal of Fort Collins to the city's guests. Providing a source for tourist as well as citizen related activity, entertainment and shopping. It must help maintain an activity level needed to revitalize the urban core thus decreasing suburban sprawl. The building must also provide a means by which to compete with other convention facilities located in surrounding cities. This means giving the guest something extra. The building must provide space by which to handle several groups at once and even large groups which could not previously be accommodated in Fort Collins.

Because of the facilities location, within the Historic Old Town District, it must be sensitive to this historic context in order to provide unity within this area. But because of its close relationship to the city's future growth area northeast of the site and because of the young population of Fort Collins the building must also be sensitive to the future needs of the city and the future character of the city. This leads one to think that the building should somehow possess a dual image, one of both old and new.

At the same time the facility must also be conscious of the sometimes temperamental Fort Collins climate. A climate which seems to indicate that the building should maintain a large degree of enclosure yet still provide some areas open to the environment. This could be accomplished through the use of atriums and greenhouses which provide a sort of internal external environment and through the use of decks protruding on the southern side of the building. Green areas must also be provided throughout the perimeter of the site, where

pedestrian traffic flows. As always, in this sort of climate, one would want to utilize common energy saving ideas such as increasing southern exposure and decreasing northern exposure, etc.

In order for the building to maintain the activity level needed to revitalize the CBD it must provide easy access to pedestrians moving around the building and back and forth from other shopping facilities in the area particularly Old Town Square. This concern leads to the idea of creating an axis to Old Town Square and providing openings in all facades to allow pedestrians to flow through the building. It also leads to another concern, that of pedestrian/vehicular interaction. There must be a means by which vehicles can enter the site, drop off guests and enter the parking garage without causing great hazards to pedestrians. This leads one to the idea of separating these two functions by vertical stratification, or underpasses and overpasses.

Above all the facility must accomplish one thing. It must honestly give its users pleasure, both functional pleasure and visual pleasure.

The Components	44
The Drawings / Model	70

THE RESULTS

Outline of Areas

The following outline is based on an outline submitted by the co-development team of Landmark, a division of Appletree Enterprise, Inc. of Bloomington, Minnesota and Mitchell & Company of Fort Collins, Colorado.

Summary

	Gross Sq.Ft. Area
Guest Rooms (200)	103,688
Public Space	24,800
Convention Facilities	24,310
Administration	1,540
Recreation	6,690
Back-of-the-House	15,252
Engineering	<u>6,060</u>
Total Gross Square Foot Area	182,340

Breakdown of Areas by Function

Guest Rooms

	Net Sq.Ft. Gross
Double/Doubles - 192 rooms	76,800
Suites - 5 rooms	3,750
Specialty suites - 3 rooms	<u>2,400</u>
	82,950
25% Circulation	<u>20,738</u>
	103,688

Public Space

Lobby	3,300
15% Circulation	<u>500</u>
	3,800
Retail Space	12,000
Coffee/Specialty Dining - 150 seats	4,000
Cocktail Lounge - 75 seats	2,800
Coat Room	100
Toilets	500
Storage	<u>100</u>
	7,500
20% Circulation	<u>1,500</u>
	24,800

Convention Facilities

	Net Sq.Ft. Gross
Ballroom - 400 seats	6,000
Exhibit Hall	8,000
Prefunction Space	2,000

10 Meeting Rooms - 25 seats	3,000	
Storage	660	
Toilets	<u>600</u>	
	20,260	
20% Circulation	<u>4,050</u>	
		24,310

Administration

	Net Sq.Ft. Gross	
Reception	100	
Manager's Office	400	
Assistant Manager's Office	180	
Sales Manager's Office	120	
Food and Beverage Manager's Office	120	
Comptrollers Office	120	
Public Relations Office	120	
Store Rooms	50	
Toilets	<u>70</u>	
	1,280	
20% Circulation	<u>260</u>	
		1,540

Recreation

	Net Sq.Ft. Gross	
Swimming Pool	1,050	
Whirlpool	65	
Deck	3,700	
Toilets/Dressing	300	
Exercise Room	500	
Game Room	<u>200</u>	
	5,815	
15% Circulation	<u>875</u>	
		6,690

Back-Of-The-House

	Net Sq.Ft. Gross	
Main Kitchen	4,200	
-Convention Catering	800	
-Room Service	250	
Ballroom/Meeting Pantry	800	
Employee Dining	500	
Laundry	2,000	
Housekeeper's Office	120	
Linen Storage	200	
Employee Lockers/Toilets	1,100	
Telephone Equipment	100	
Personnel Office	120	
Loading Dock	800	
Receiving Area	400	
Receiving Office	120	
General Storage	1,000	
Car Wash Room	100	

Trash Room

100

12,710

20% Circulation

2,542

15,252

Engineering

Net Sq.Ft. Gross

Boiler Room

1,500

Air Handling

1,500

Electric Switch Gear

1,500

Pool Equipment

100

Engineer's Office

120

Engineer's Storage

250

Maintenance

300

5,270

15% Circulation

790

6,060

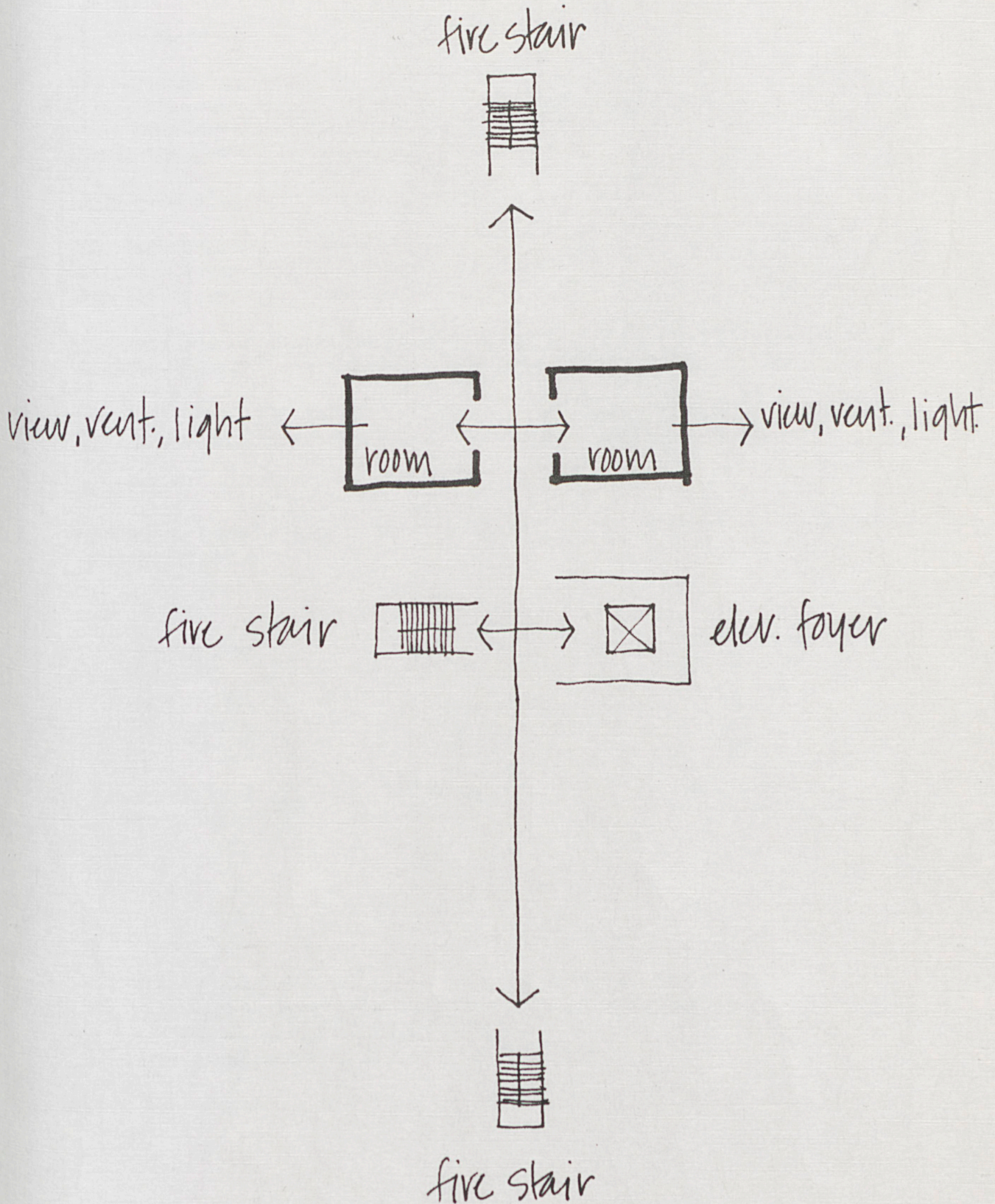
Grand Totals

147,785

170,340

NET

GROSS



Guest Bedrooms and Bathrooms

The most crucial component to the success of any hotel, and the one most likely to influence a guest's decision to return, is bedroom accommodation. The prime considerations here are comfort, quietness, efficient room service and making the guest feel at home.

Room Allocation:

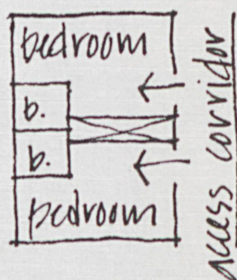
Double/Doubles - 192 rooms (58%)	400 sq.ft. each
Suites - 5 rooms (2%)	750 sq.ft. each
Speciality suites - 3 rooms	800 sq.ft. each

At least 50% of guests' bedrooms should be accessible to chairbound disabled people. This includes bathroom access also.

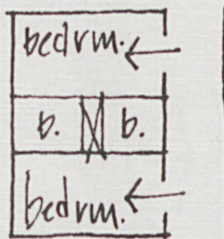
Flexibility of use can be enhanced by adjoining rooms with soundproof tandem doors. The room can then form a suite if required.

Basic Units:

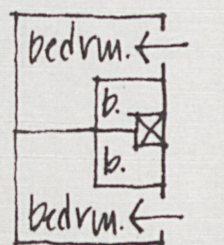
There are broadly three relationships which offer an infinite amount of possibilities.



1.



2.



3.

1. Plan arrangement with bathrooms on external walls.
2. Plan arrangement with bathrooms between bedrooms resulting in one external and one internal bathroom.
3. Plan arrangement with internal bathrooms.

from The Architectural Press, Principles of Hotel Design, p. 65.

Guest Floor Foyers and Corridors:

Foyers:

As the guest exits the elevator, he should find himself in a fairly large open space known as an elevator foyer. This space should be distinguished from the corridor by its size, special decor and lighting. It serves as an area where guests can wait for the elevator or for other members of their party to arrive off the elevator and as a general gathering area for conventioners preparing for the day's events.

Corridors:

The guest floor corridors are transitional spaces between the public foyer/elevator space and the rooms themselves. The corridor should be short enough or given enough variety to not make the guest feel as if he were on an endless path. The long look of a corridor may be relieved by a change in width, or direction, or by means of appropriate lighting and decor. Another device is that of recessing the guest room doorways, which creates a break in the wall plane relieving the tunnel affect and it gives each room its individual sense of privacy and individuality. Lighting these created foyers is also a pleasant device, which gives the guests a sense of security.

Lobby:

This area should set the stage for what the guest will experience in the building. It should convey a feeling of arrival, security and a complete lack of confusion. It must be obvious to the guest where he is to proceed next, which means the registration desk and the elevators should be immediately visible upon arrival.

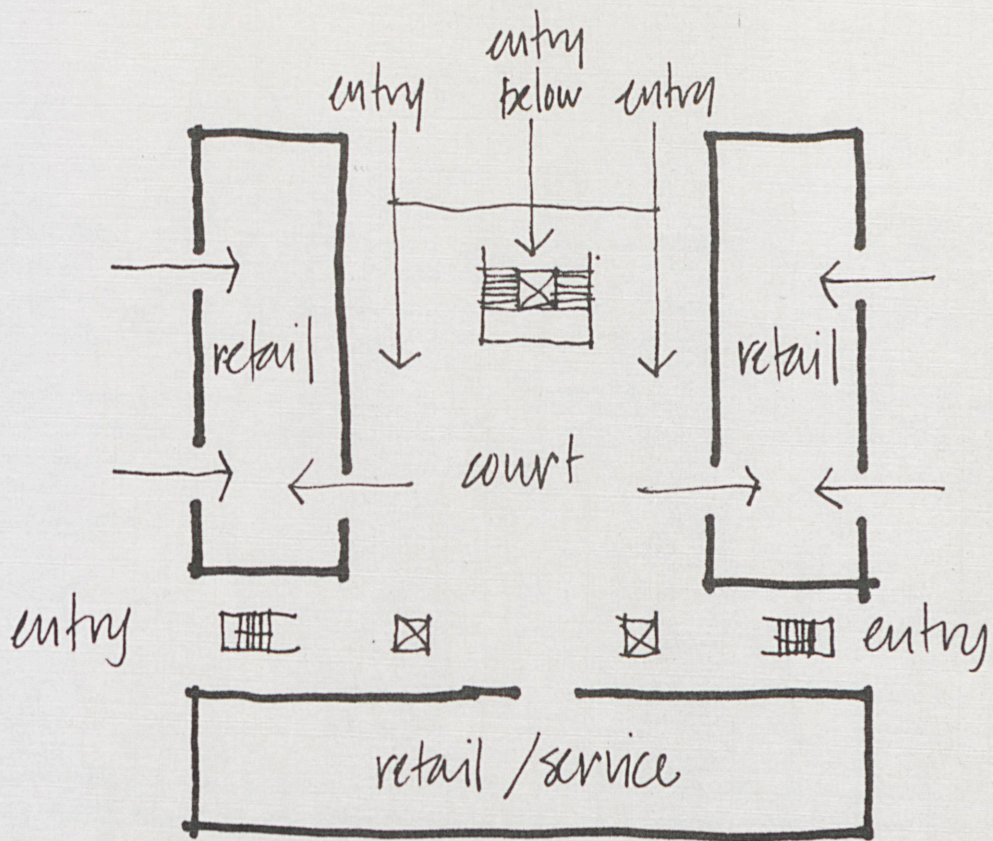
This space more than any other will create the first and probably the longest lasting impression of the hotel, therefore, it is essential that the proper decor must be chosen to make a good impression.

This space must have a strong relationship to all of the public functions of the building and it might possibly take on the space left between the grouping of these functions.

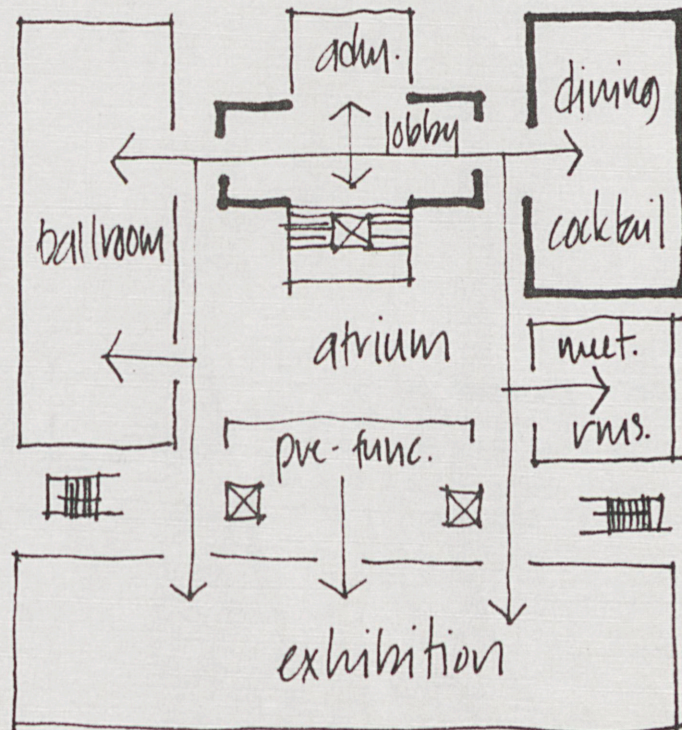
A constant gathering of conventioners will take place here before and after their lectures, dinners, seminars and meetings. It may also serve as a catering space on the occasion that the other spaces are full:

Space Allocation:

Lobby	3,300 sq.ft.
15% Circulation	<u>500</u>
	3,800 sq.ft.



Level One



Level Two

Coffee and Specialty Dining

This space would be such that a guest could be offered quick coffee shop service at a counter or table as well as a more leisurely dining area all within the same space. These functions can be separated by a difference in atmosphere and decoration rather than any physical barrier. If an actual barrier is needed as in the case of a luncheon, then a movable partition could be used to usually separate the two.

The atmosphere and decor of this space must offer to the hotel guests as well as the community something special, which is not offered in the other specialty restaurants in the area.

Space Allocation:

200 seats	4,000 sq.ft.
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Cocktail Lounge:

This space should provide an atmosphere which is informal and relaxing. It should give the guests/conventioneers a feeling of community; a place where they can pause for a pre-dinner or pre-lunch cocktail, or a place where they can meet friends before and after meetings. Because of these notions it is essential that the cocktail lounge have close relationship to the dining and convention areas. It is possible that it may even be an irregular shaped area which joins these two functions and has access off of the lobby.

Space Allocation:

110 seats	2,800 sq.ft.
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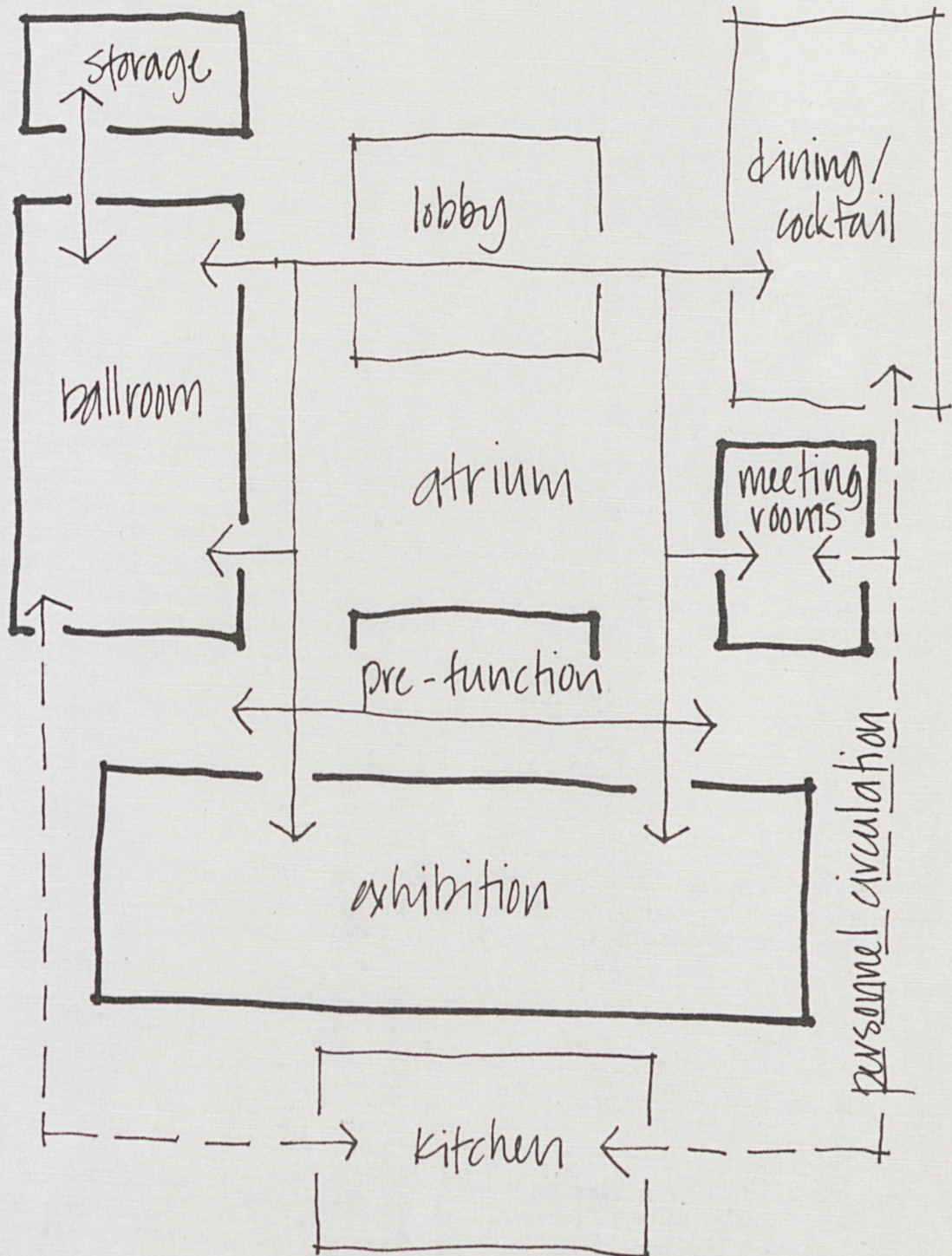
Coat Room Lavatories and Storage:

Coat Room and Lavatories:

These spaces should be obvious but discreet at the same time. They must be conspicuous enough that guests can easily and conveniently find them yet their entry must be separated and discreet. It must not be possible to see the inside of the lavatory from the public area even if the doors are open, nor can they be in contact with a room used for food.

Space Allocation:

Coat Room	100 sq.ft.
Lavatories	500 sq.ft.
Storage	100 sq.ft.



Ballroom:

This should be a large open space which has a decor and spatial quality which lives up to the excitement of the large functions which happen within it. It must also have the ability to be subdivided into smaller areas all of which have kitchen access, when a larger room is not required. This space would generally be used more for banquets than for dances, however, dancing floor must be included. Food, for the most part would be brought directly from the kitchen or banquet pantry to the ballroom. In a large area such as this acoustics must be given careful consideration and there must be at least two independent exits for emergency escapes.

Space Allocation

6,000 sq.ft.

Exhibit Hall:

This space should be very flexible in its ability to house a variety of functions. On the average it should work in conjunction with the ballroom and should be an area where conventioners could set up displays associated with their particular convention. For example, tractor equipment, antique cars, etc. The space should be divided from the ballroom by a movable partition, which will give the conventioners separate rooms for separate function, yet will allow them to flow between and combine spaces when the need occurs.

Space Allocation:

8,000 sq.ft.

Prefunction Space:

This space should be a sort of large foyer area where conventioners gather before they enter the ballroom, or before going to their various meeting. It must provide a comfortable mingling area probably with a portable bar.

Space Allocation:

2,000 sq.ft.

Meeting Rooms:

These spaces should provide a more intimate atmosphere than the larger meeting areas where small luncheons or dinners can take place. They should, where possible, be placed in rows so that the walls which separate the rooms can be movable to create bigger spaces if required.

Space Allocation:

10 meeting rooms - 25 seats

3,000 sq.ft.

Ballroom Storage:

This space should serve to store any items associated with the ballroom such as furniture, carpets, movable walls, tables, stacking chairs, and other equipment.

Space Allocation:

660 sq.ft.

Lavatories:

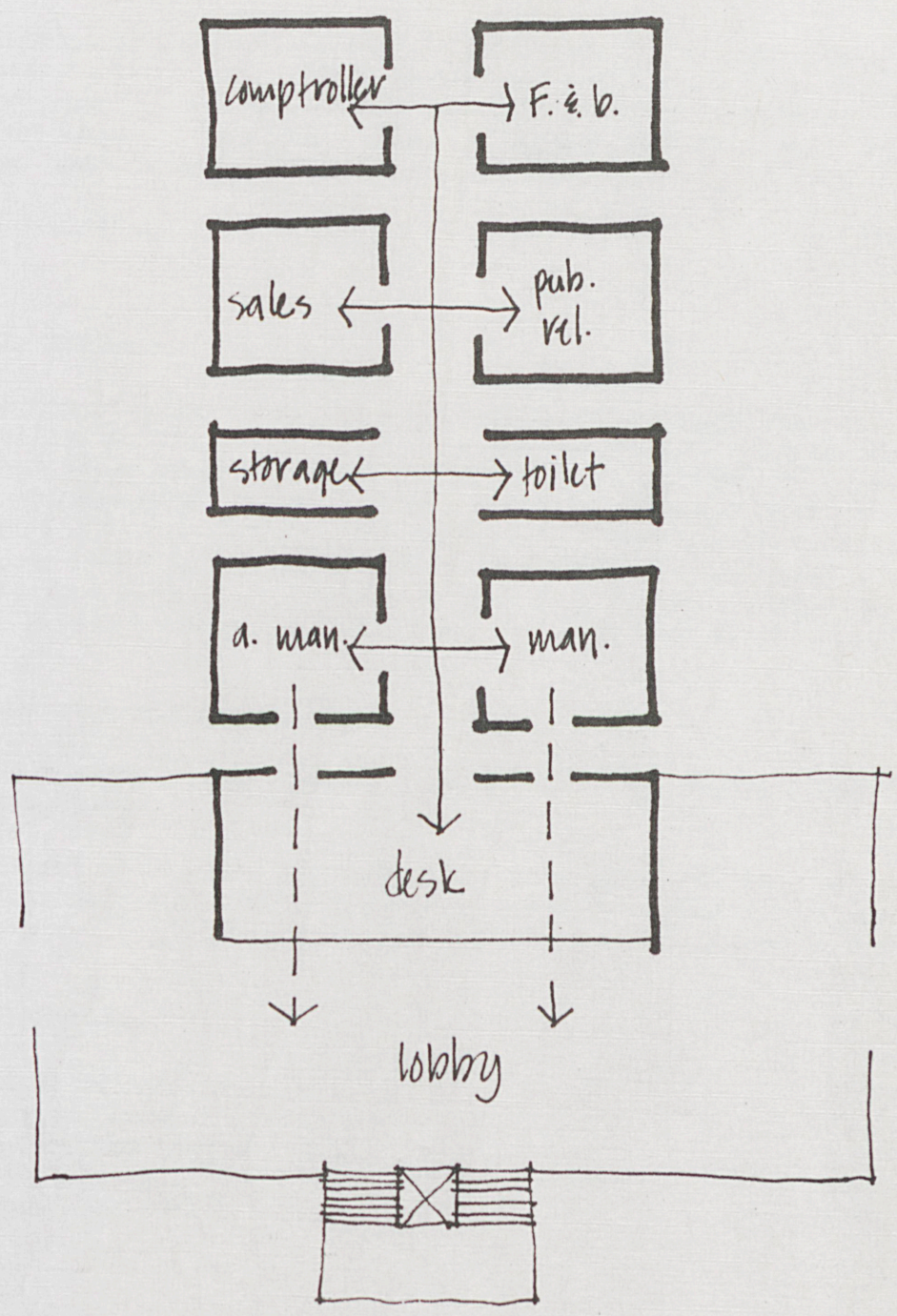
These spaces should be located within easy reach of the convention facilities, but not easily available to the man off the street.

Space Allocation:

600 sq.ft.

Men's: 3 w.c., 5 urinals, 8 laboratories

Women's: 5 w.c., 8 lavatories



Reception:

The reception area should be easily identified by the guest immediately upon entering the hotel. There should be counter facilities provided here for inquiries and checking in and out. This area is also the nerve center or control for such functions as baggage handling, mail and key services, and room occupancy indications.

Space Allocation:

100 sq.ft.

General Manager Office

It is of utmost importance that the general manager's office have good accessibility to the public so that he can be right on hand to answer questions, solve problems and assist the staff. However, the public should not have direct access to him, but should rather be directed to him through his secretary/receptionist who may work in the same room or an adjacent space to the general manager's office. This space should also provide a comfortable, quiet working area for the manager and probably a window which overlooks the lobby/reception area.

Other Administrative Offices:

Assistant Manager, Sales Manager, Food and Beverage Manager, Comptroller, Public Relations

These offices should provide their respective users the same sort of comfortable and quiet working atmosphere that the manager's office provides him. They should also have a similar relationship to the public and staff.

Space Allocation:

Assistant Manager Office	180 sq.ft.
Sales Manager Office	120 sq.ft.
Food and Beverage Manager Office	120 sq.ft.
Comptroller Office	120 sq.ft.
Public Relations Office	120 sq.ft.

Store Room:

This space would be for housing the various office supplies such as typing paper, pens, pencils, staples, typewriters, etc.

Space Allocation:

50 sq.ft.

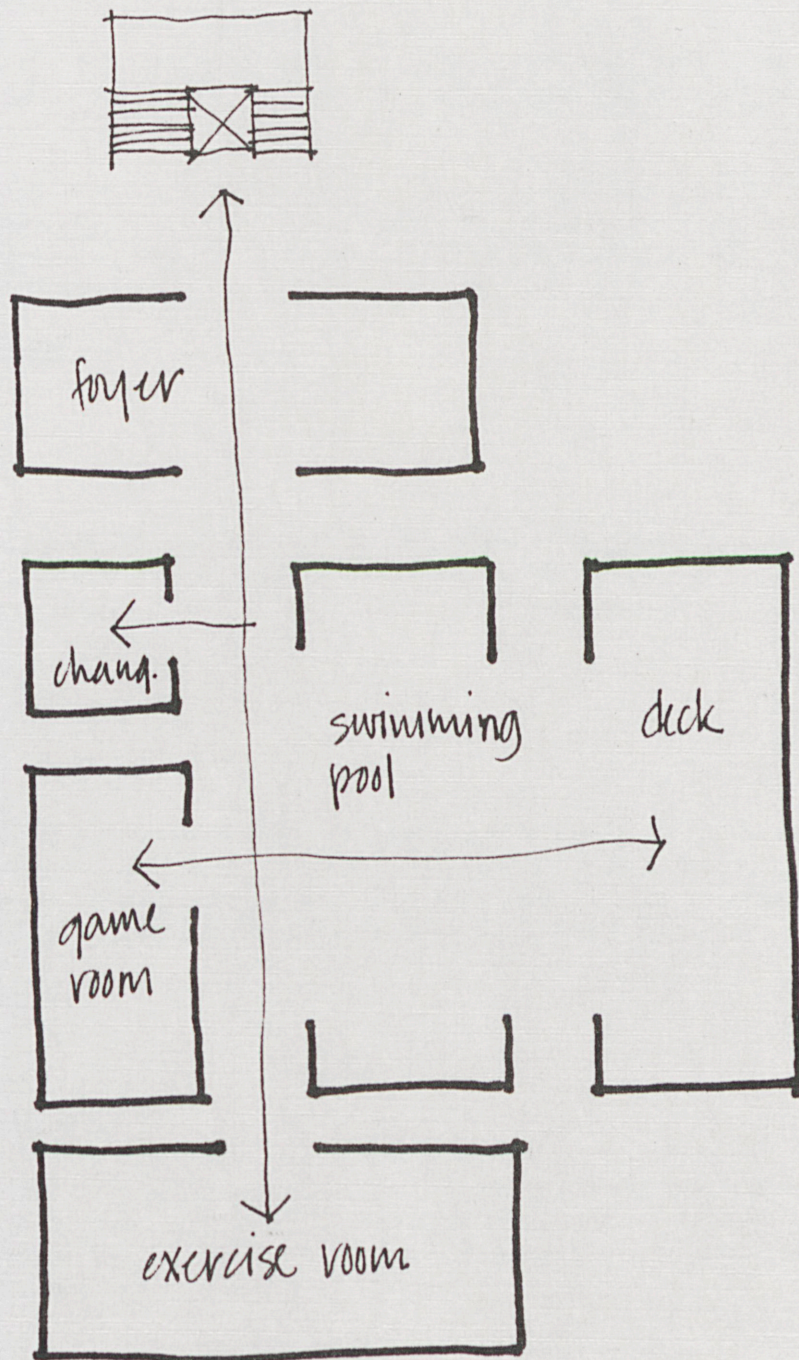
Administration Toilets:

These should have easy access to the various administrative offices, yet should maintain privacy from the public areas.

Space Allocation:

1 water closet, 1 urinal, 1 lavatory

70 sq.ft.



Swimming Pool:

This should be a space where guests can go to relax, exercise or just mingle. It must be constructed of materials which are resistant to water and materials which are conducive to controlling noise. This area may also serve as a very informal meeting area. The pool would be open to hotel guests only and would not be for public use because of the limits of insurance coverage.

There should be a minimum width of 8 ft. of unobstructed clear distance including a curb at the edge of the pool, if such a curb is used. There should also be a minimum of 3 ft. of walking area on the sides and rear of any dining equipment.

Space Allocation: 1,000 sq.ft.

Whirlpool

This area will probably be a part of the same room housing the pool, but with its own definition of space, which could be achieved by a change of level, change in decor, or by the use of planters and plants.

Space Allocation: 65 sq.ft.

Deck

This area should be an extension of the pool area to be made use of in periods of pleasant weather. It should provide guests an outdoor relaxing area where a portable bar could be set up for informal functions. It of course should be oriented to take advantage of the sun.

Space Allocation: 3,700 sq.ft.

Toilets and Dressing Room

These spaces would be used for changing into swimming gear and could contain coin operated lockers for storage of clothes. However, they would not provide shower facilities as the guests would have to use the facilities in their own individual rooms.

Space Allocation:

Men's: 1 lavatory, 1 w.c., 1 urinal, dressing area	150 sq.ft.
Women's: 1 lavatory, 1 w.c., dressing area	150 sq.ft.

Exercise Room:

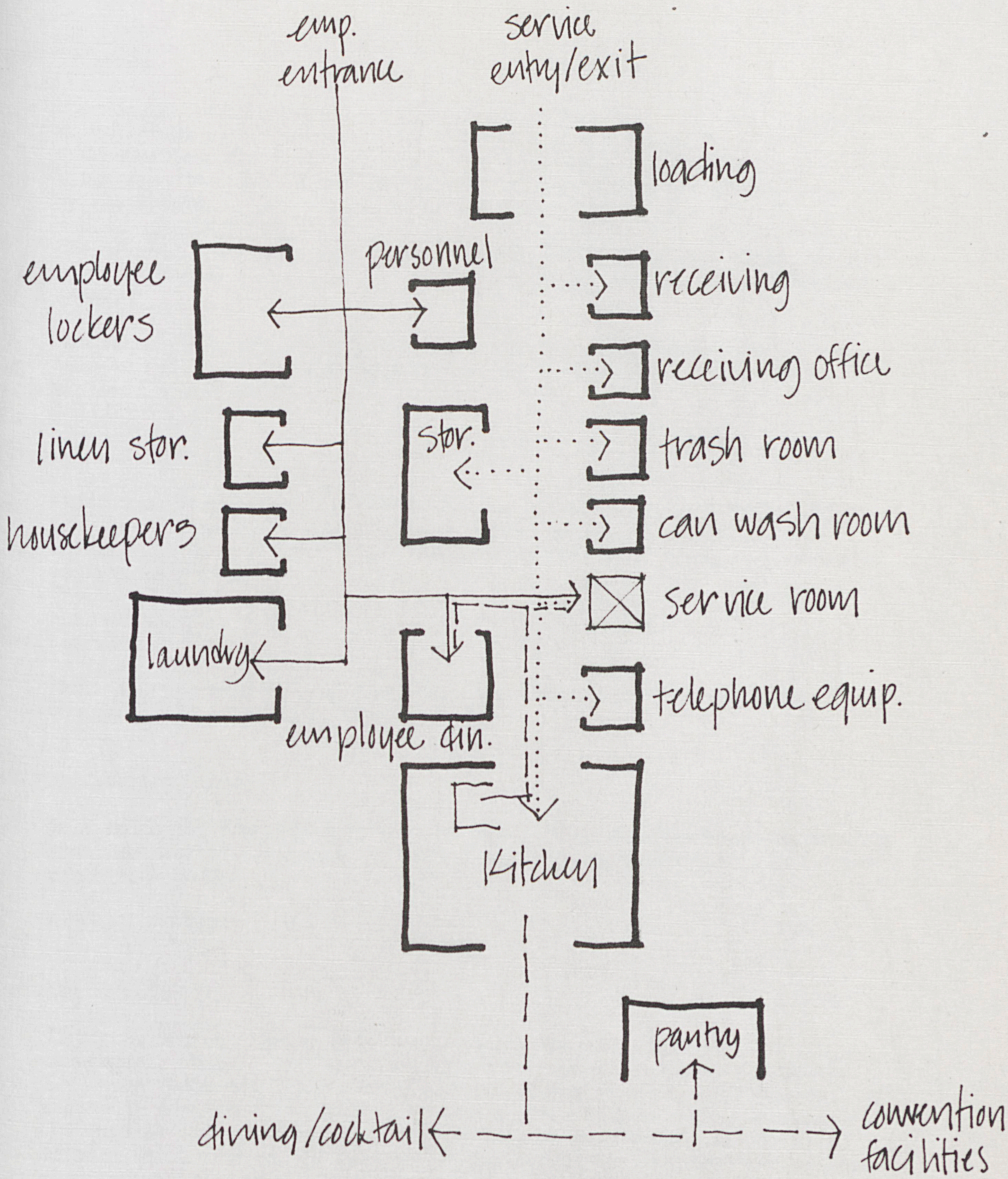
This space should be a large open area so that it is flexible enough to accommodate a variety of uses. It should be provided with floor mats and soft wall coverings for safety purposes.

Space Allocation: 500 sq.ft.

Game Room:

This space should be within close proximity of supervision and should be acoustically treated to control the noise level. It should also provide storage area for various pieces of game equipment.

Space Allocation 200 sq.ft.



Main Kitchen:

This space should provide a good working atmosphere. It should make use of materials which can easily be cleaned, yet of a quality that is conducive to controlling the noise level generally associated with kitchens. The kitchen and what goes on there should not be heard or seen by the diners.

The kitchen along with servicing the main dining area will also service employee meals, room service, the banquet hall, and the private meeting rooms.

The space will also include toilets and washrooms allowing the kitchen help to remain in their work area without having to return to the employee locker rooms.

Convention Catering:

This is an area either in the kitchen or attached to the kitchen which services the ballroom and private meeting rooms. No cooking will actually be done in this area, however, food will be heated and prepared for delivery here.

Room Service:

This is an intermediate area between the kitchen and the guest rooms located in or adjacent to the kitchen.

Ballroom/Meeting Pantry

This is an intermediate area between the kitchen and the Ballroom/Meeting area, where food may be warmed up and dished in preparation to enter the convention areas.

Space Allocation:

800 sq.ft.

Employee Dining:

This area should provide a relaxing atmosphere where the bellmen (houseman), maids, elevator operators, etc. can go and take a break or eat their lunch away from the operations of the rest of the building. It should be a place where they can build a sense of community and teamwork. The rest of the employees (administration, accounting and so on) will usually eat in the coffee shop or in some other area besides the employee dining room. The menu is generally a simpler one than what the guests receive and is usually served cafeteria style.

Space Allocation:

500 sq.ft.

Laundry:

This service provides for the cleaning of employee uniforms and guests laundry as well as for sheets, pillowcases, linens, etc. Because of this, it needs to work in strong conjunction with the service elevator and the valet service providing pressing, sponging and dry cleaning.

Space Allocation:

2,000 sq.ft.

Housekeeper's Office:

This space will act as the headquarters for housekeeping functions. The porters and maids will come here to receive instructions from the housekeeper and to pick up such items as linen, soap, facial tissue, toilet paper, matches, room service menus, ashtrays, etc. to deliver to the various guest floors. This area will also serve as a storage area for all supplies that are a part of housekeeping not mentioned above such as small furnishings, lightbulbs and generally anything which is easily destroyed or removed from the rooms.

This space must have a strong connection with the service elevator in order to maintain close contact with the maids. There must also be a connection with the reception clerk to provide for various guest arrangements.

Space Allocation:

120 sq.ft.

Linen Storage:

This area is needed to provide a space, connected with the housekeeper's office, for the storage of linen and items which have been left behind in the rooms. It must have a counter where these items can be picked up and there should also be a sewing area for the mending of sheets, pillowcases, and drapes needing repair as well as any occasional mending the guests may need.

Space Allocation:

200 sq.ft.

Employee Lockers and Toilets:

This space, like the employee dining room, should give the employees a sense of community and the teamwork involved in maintaining efficient service to the guests. It should be two separate but adjoining rooms with about 35 percent of the area being used for toilet facilities and 65 percent for the locker room. Provisions should be made for a notice

board where employees can receive daily information as well as a space where they can put up notices for community building activities like staff picnics, etc.

Space Allocation: 1,000 sq.ft.

Telephone Equipment Room:

This room would house any equipment associated with communication operations in the hotel/convention center.

Space Allocation: 100 sq.ft.

Personnel Office:

The personnel office's primary function is the security and control of the employees. There should be only one staff and goods entrance and exit in which the employees must pass by the personnel office to reach. There will be a timekeeper housed by this space who will check employees in and out and keep a tight watch on theft.

Space Allocation: 120 sq.ft.

Loading Dock:

This area should be located in such a manner that it is sheltered from public vision as much as possible. This might be accomplished through the use of earth berms and sunken driveways, which hide what is behind them. The loading dock should be covered so that deliveries can be made regardless of the weather. This area will also be the place where the employees will enter the building and pass by the personnel manager. This space should be very security and noise conscious and should provide enough area clear of main traffic that trucks can unload and be served without impeding traffic.

Space Allocation: 800 sq.ft.

Receiving Area and Office:

These areas should provide a means of control over the loading dock and the receiving of shipments, storing them, sorting them and sending them to their proper destination. The food, beverages, linen and other supplies are weighed, counted and inspected where they then will remain until time and manpower are available to distribute them to their proper

destination.

Space Allocation:

Receiving Area	400 sq.ft.
Receiving Office	100 sq.ft.

General Storage:

This area should provide space to store dry food stuffs, canned goods, meat, dairy products and vegetables. It should house shelves, refrigerators and freezers needed to properly maintain food. It should also provide a space within the larger storage area where wine and liquor could be stored under lock and key. It must have direct access to both the receiving area and the kitchen.

Space Allocation:	100 sq.ft.
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Can Wash Room:

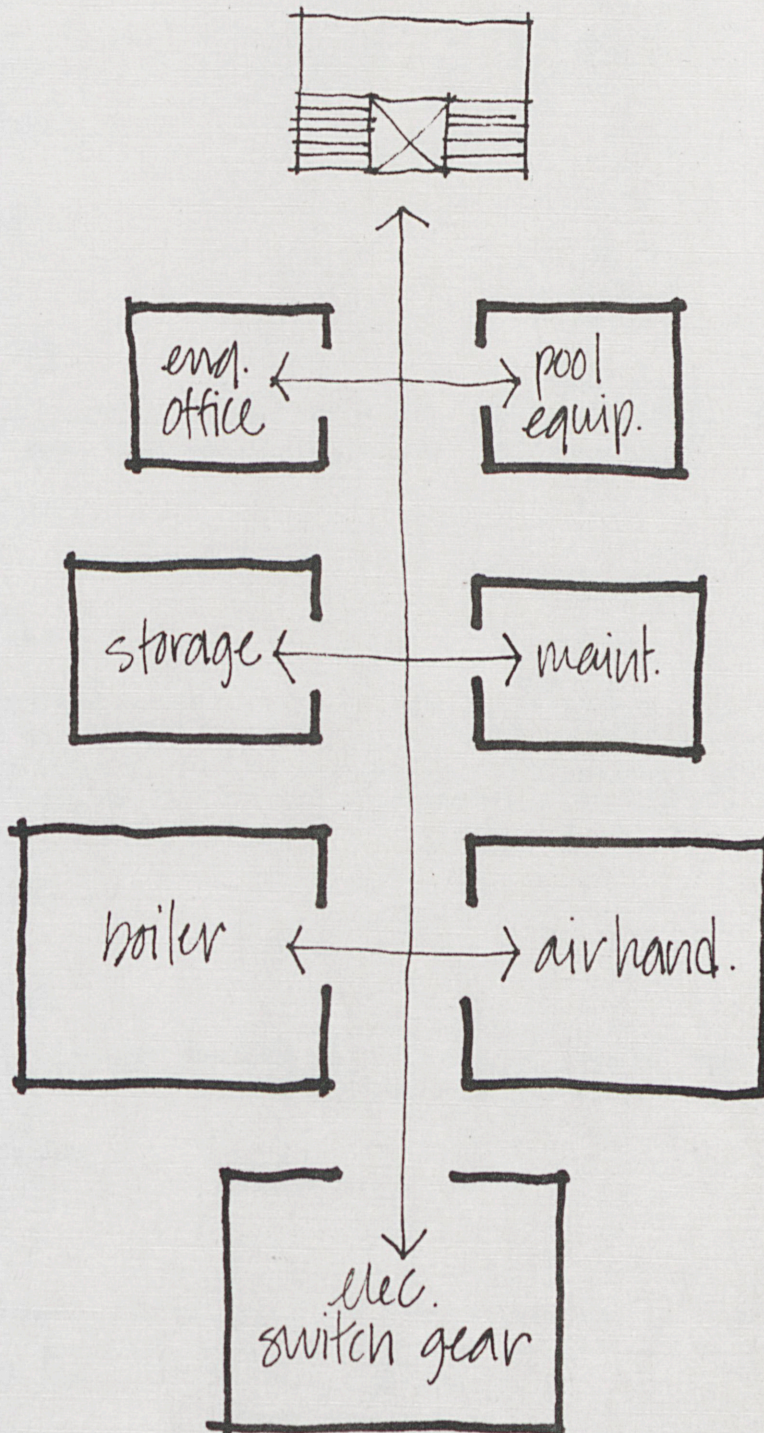
This area would have a sort of hand-held shower facility where the trash cans could be scrubbed and washed after they have been emptied and before being returned.

Space Allocation:	100 sq.ft.
-------------------	------------

Trash Room:

This area is required for storage of garbage, bottles, cans and cartons which pile up between removals. It should act in accordance with the receiving room keeping it clear from clutter. It should also be overseen by either the personnel or receiving office to provide security and should be within close proximity of the loading area as well as the service elevators.

Space Allocation:	100 sq.ft.
-------------------	------------



Boiler and Air Handling Rooms:

These areas should provide housing for the various pieces of equipment required for heating and cooling the building, along with the tanks and pumps to keep all the mechanical systems operating.

Space Allocation:

Boiler	1,500 sq.ft.
Air Handling	1,500 sq.ft.

Electric Switch Gear:

In this area should be found the switch gear that controls the electric current for every purpose in the hotel.

Space Allocation:	1,500 sq.ft.
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Engineering Office:

This space should provide the chief of engineering a comfortable quiet space where he can write out work orders, prepare work schedules, etc. It should be adjacent to the engineering storage space and the maintenance room so that he has easy access to tools, his personnel and a work area.

Space Allocation:	120 sq.ft.
-------------------	------------

Engineering Storage:

This area is required for storing cleaning equipment, spare parts, replacements, furniture and other items waiting for repair.

Space Allocation:	250 sq.ft.
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Maintenance:

This area should provide tools and facilities used in plumbing, electrical, carpentry, and upholstery work as well as an area for painting and varnishing and a locksmith.

Space Allocation:	300 sq.ft.
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Pool Equipment:

This area should be located within close proximity of the pool and would be used to store various filters, tools and chemicals used to properly maintain a pool.

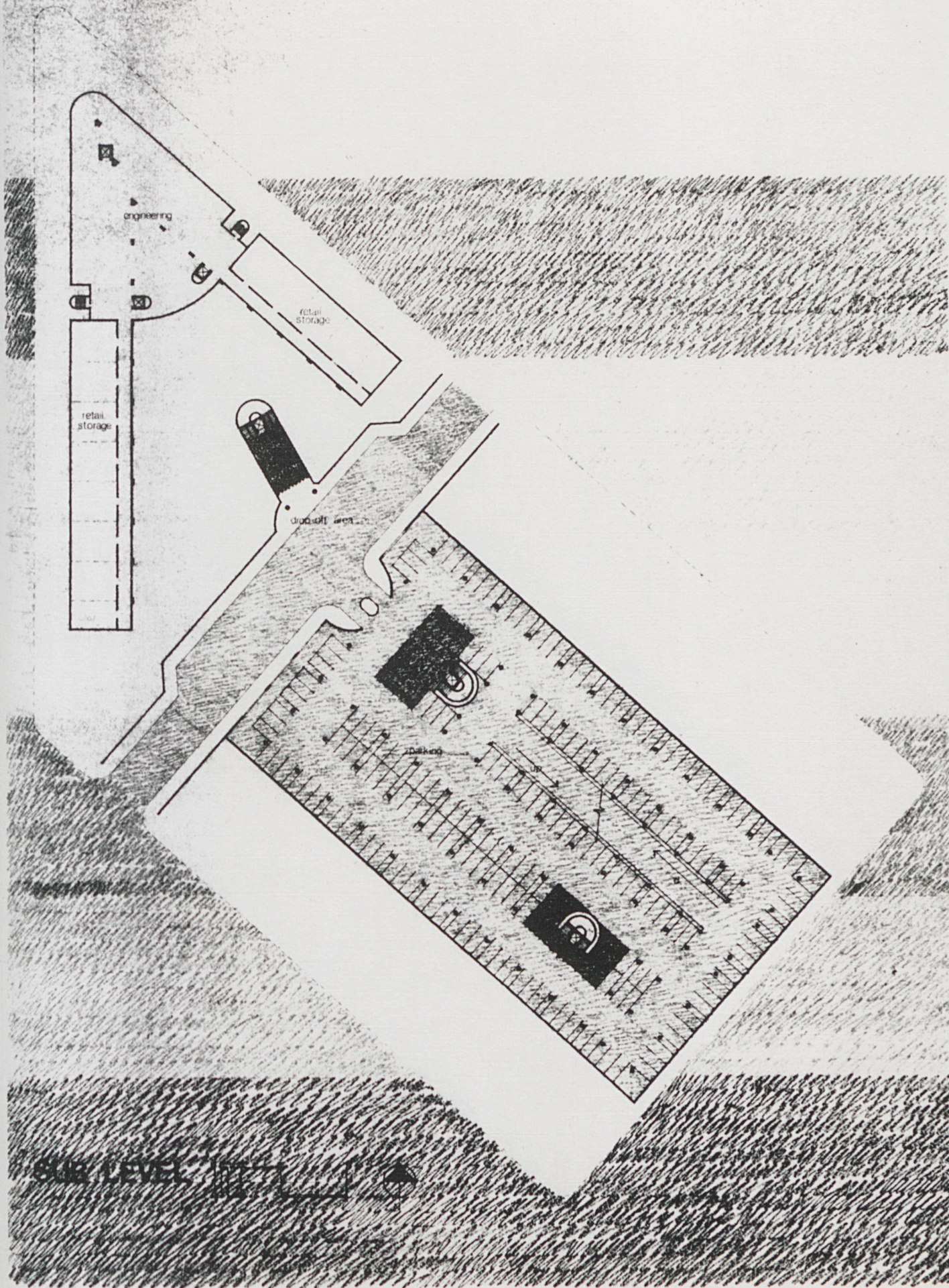
Space Allocation:

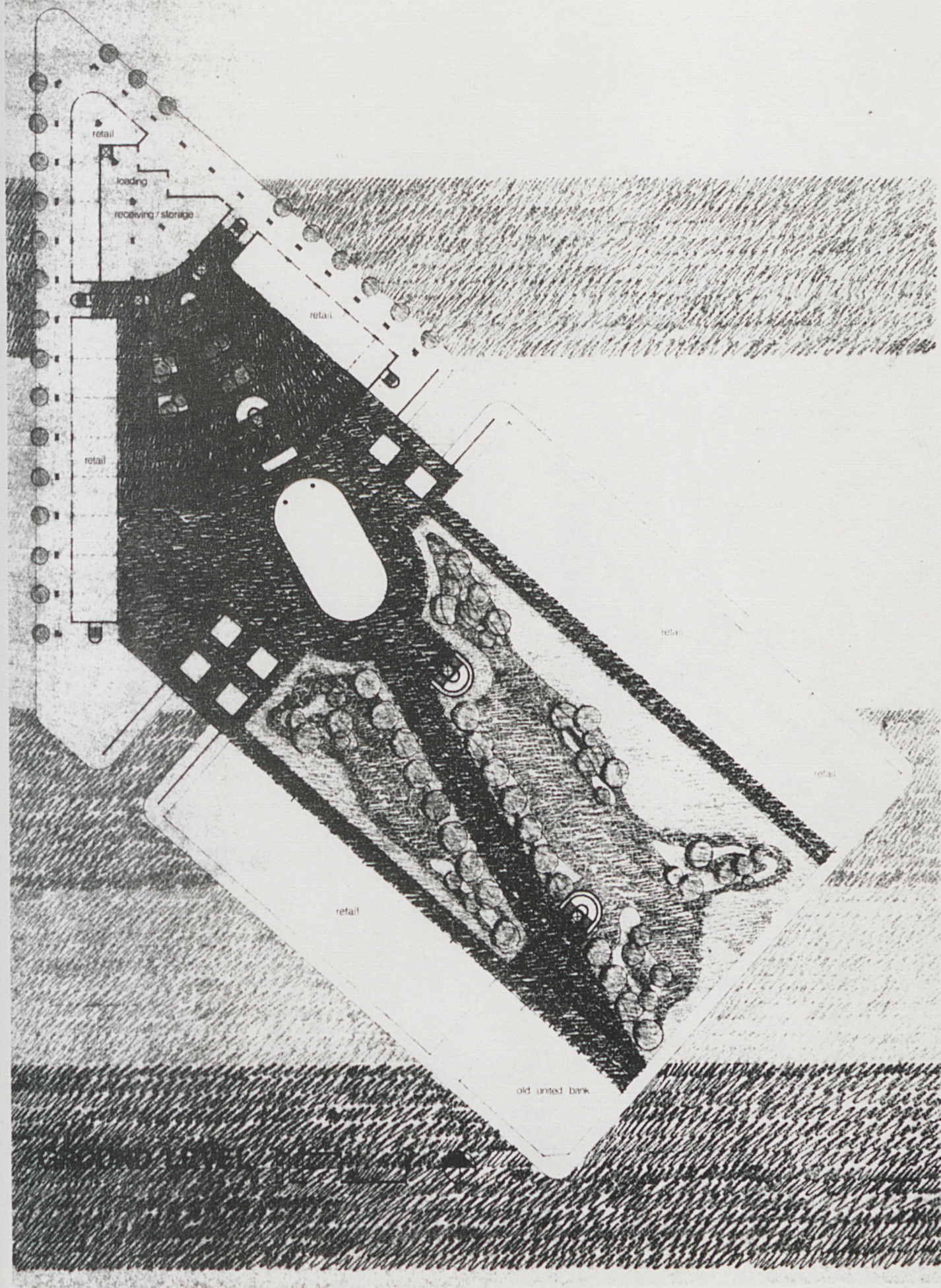
100 sq.ft.

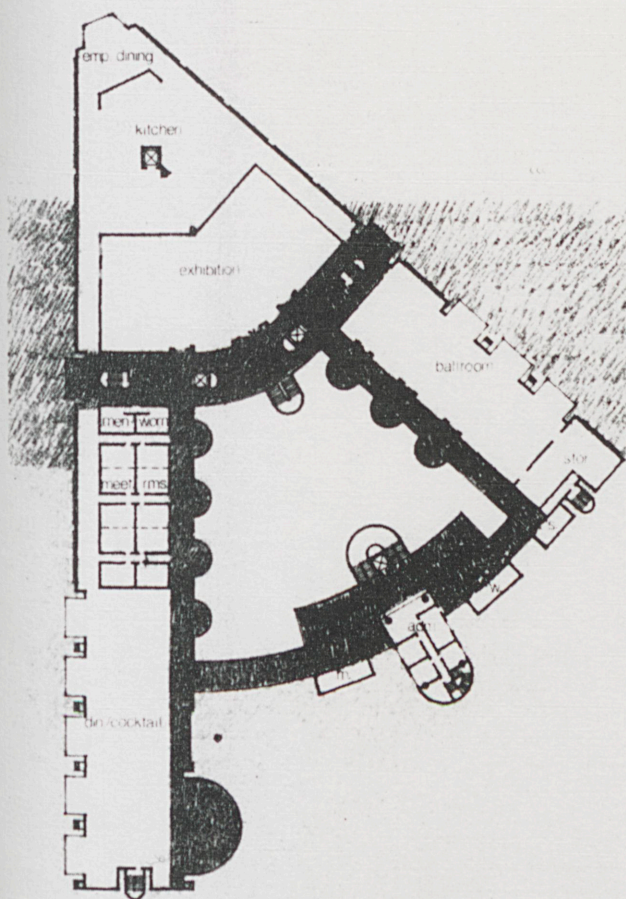
Parking Garage:

This parking facility should provide parking spaces for both hotel guests and for the old town area. It should be given as open a feeling as it possibly can have through the use of wall openings, skylights and manmade lighting. Ramps should be made in a manner that feels nonhazardous and nonconfining. This can be achieved through the use of lighting, camouflage painting devices used to make the slope appear less steep and wall stripes parallel to, or at a steeper angle than the roadway which obscure horizontal reference. The ramp system should be located as far from the street as possible to give a larger reservoir space, and better cushion against traffic backup during busy periods.

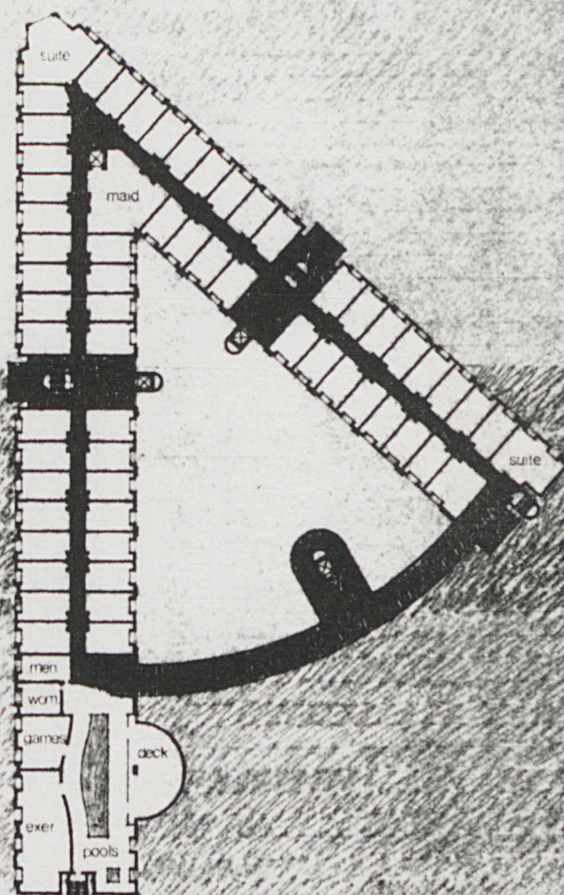
Space Allocation: 400 parking spaces

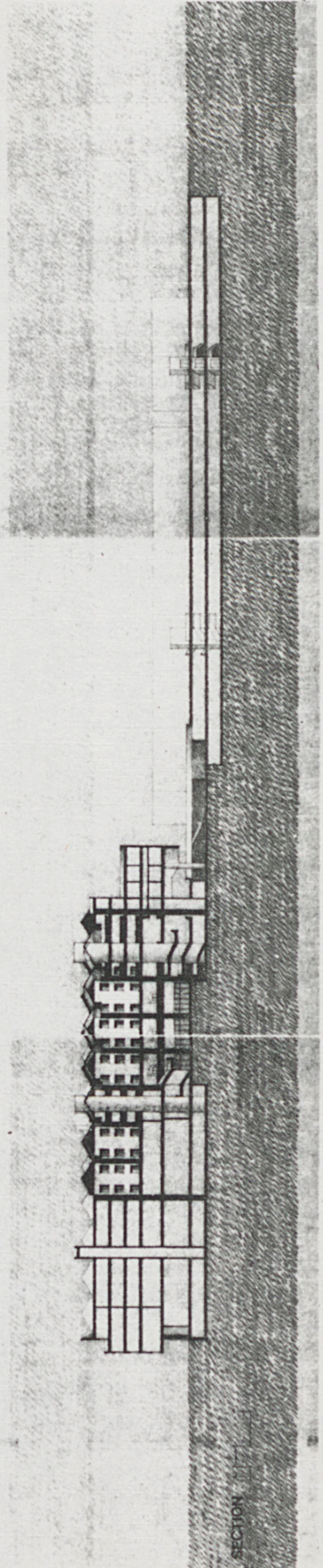






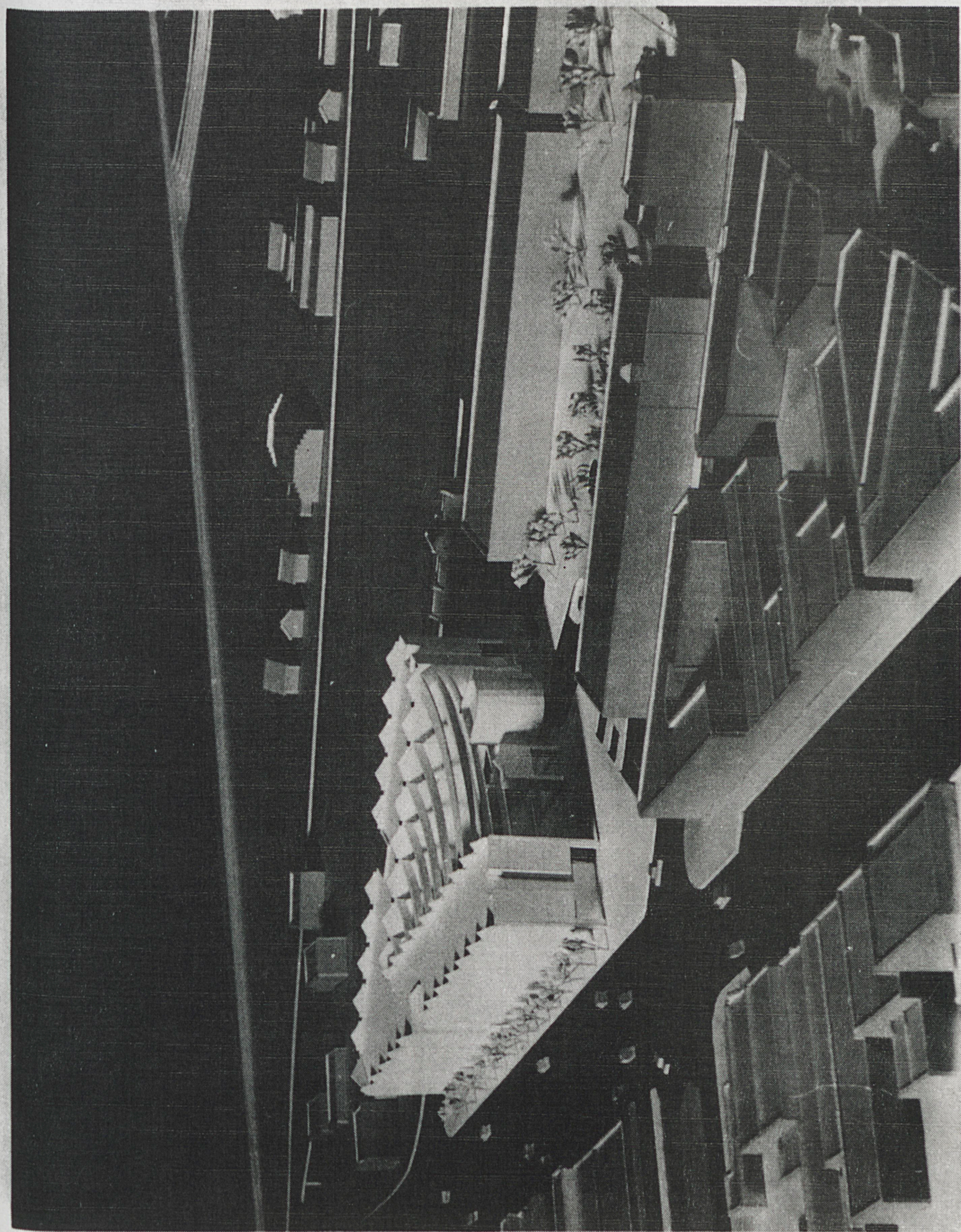
SECOND LEVEL

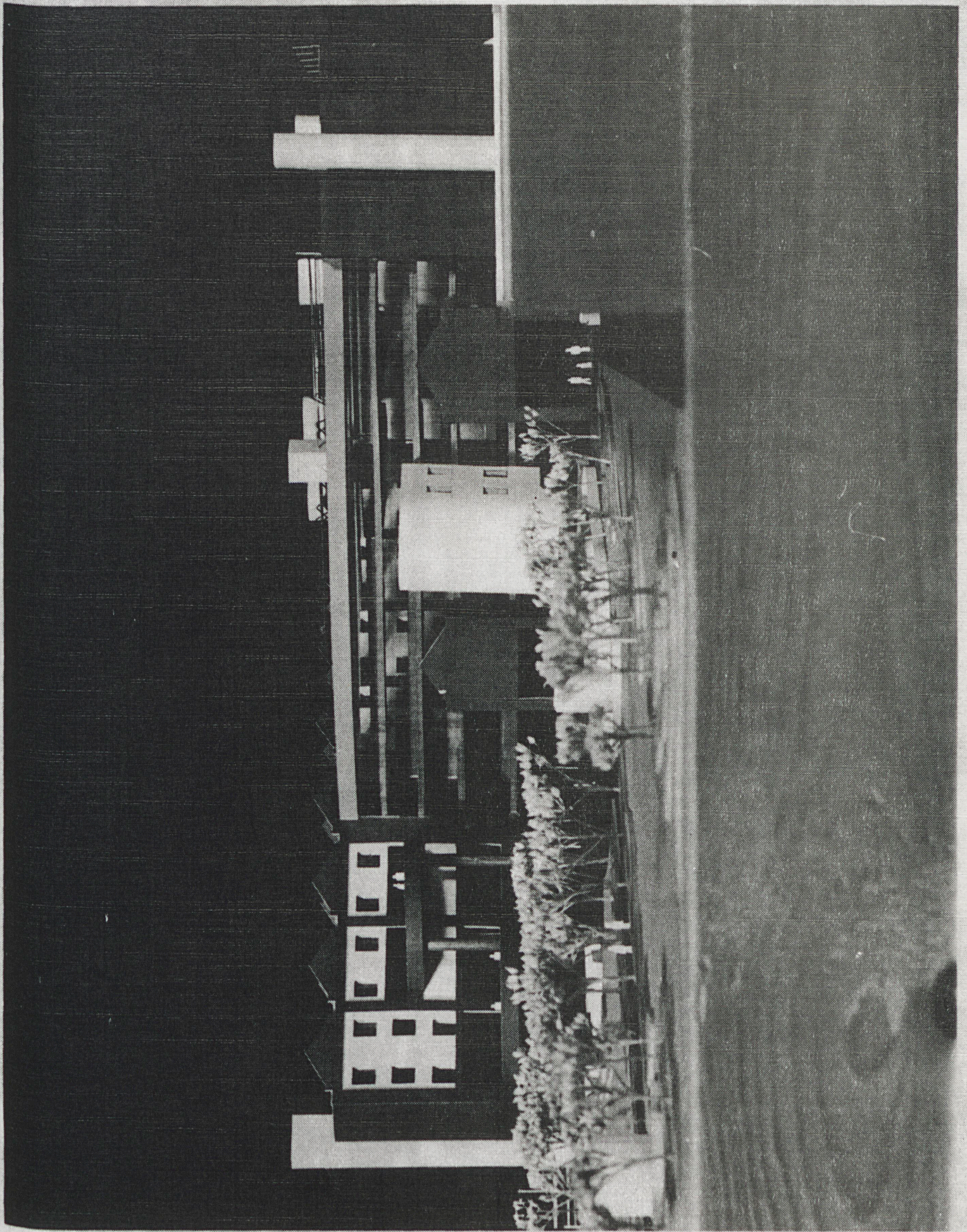


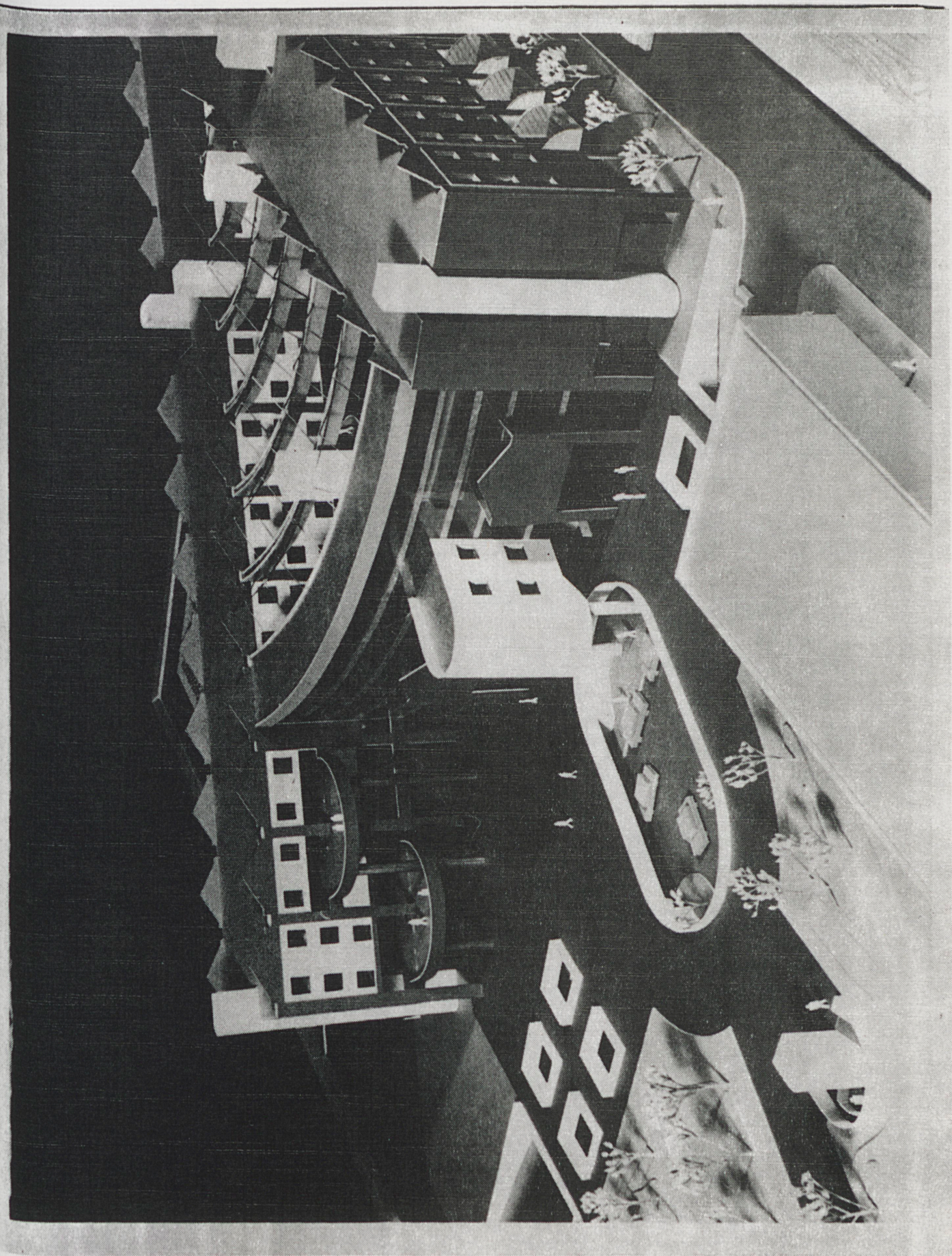


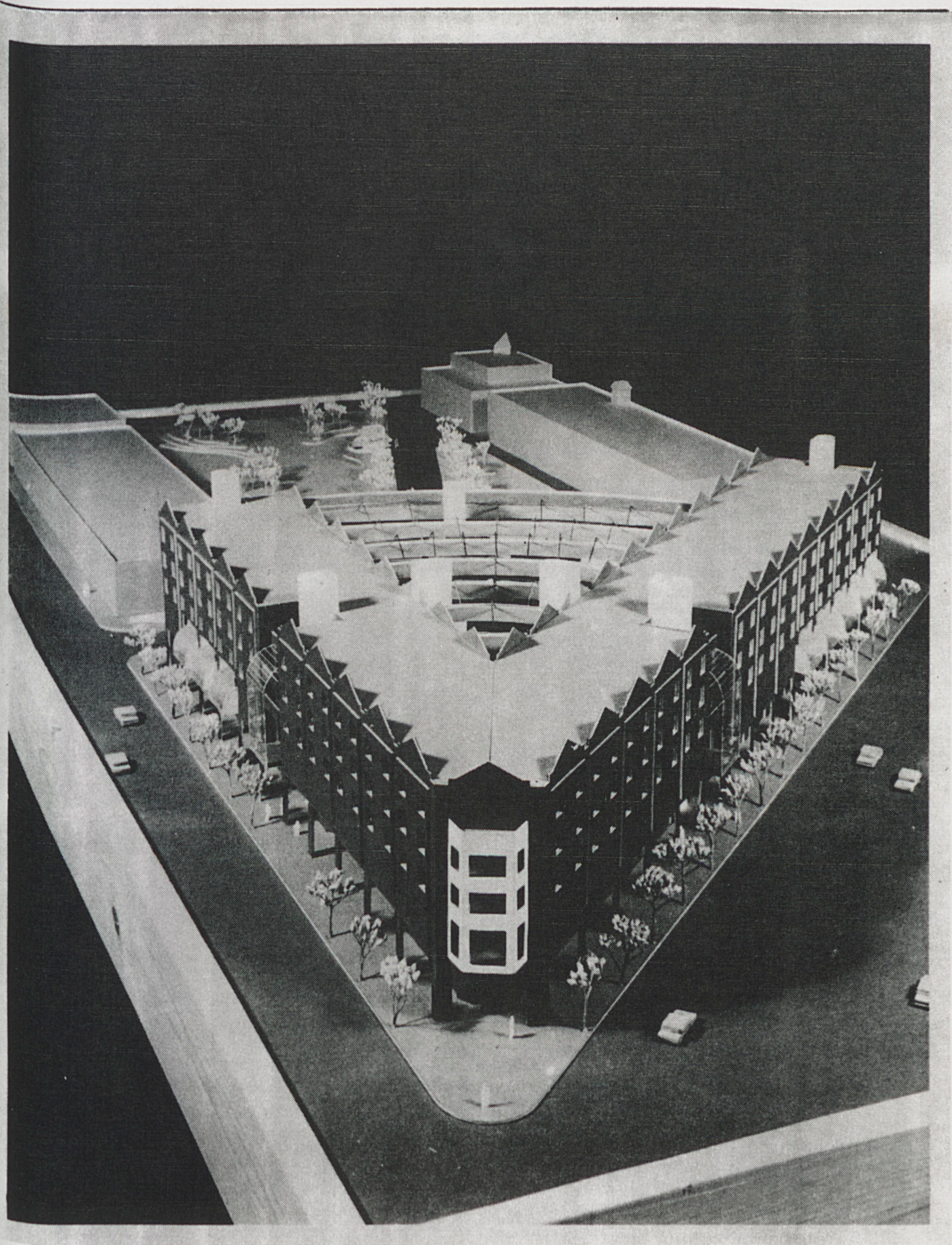
SECTION

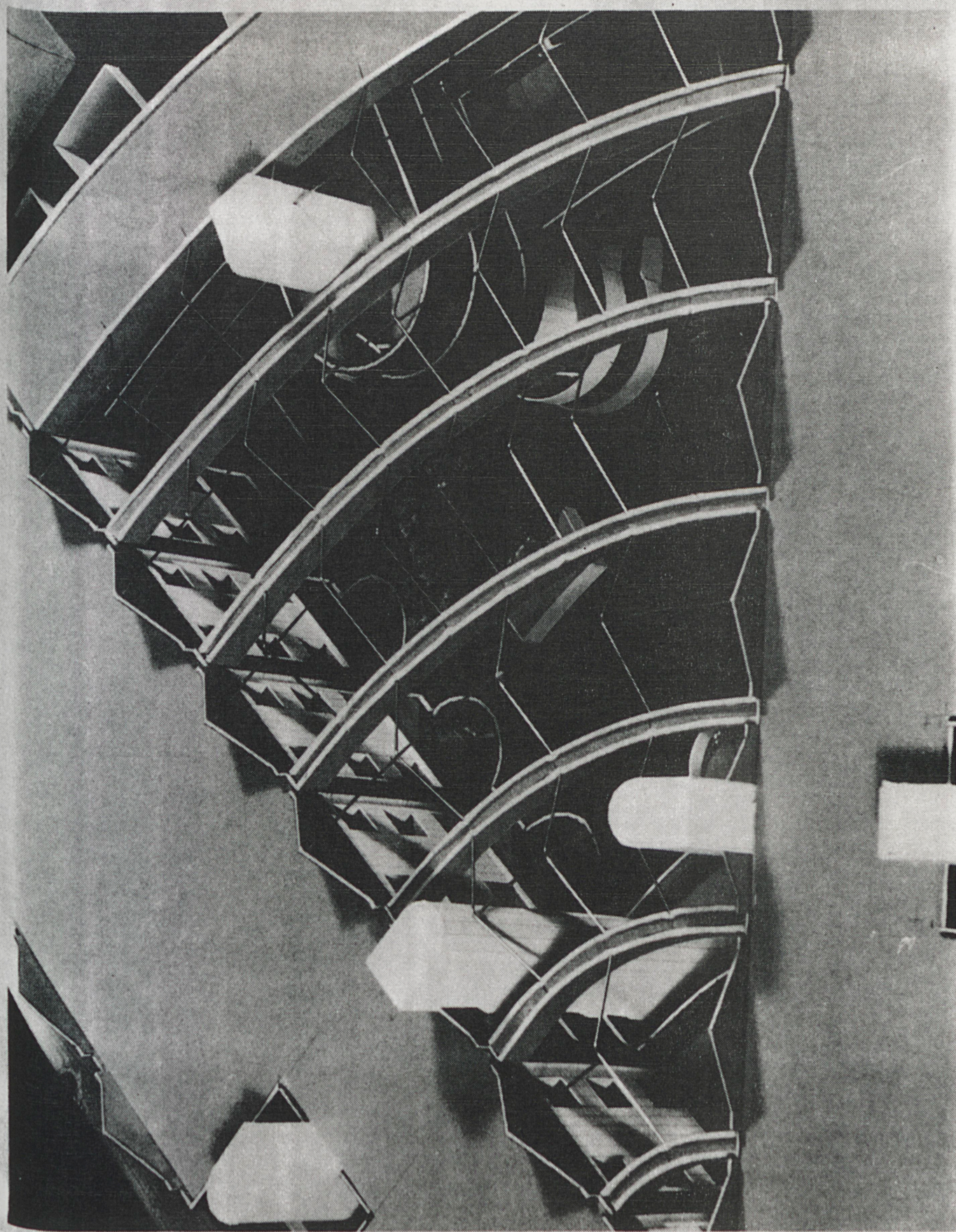












FOOTNOTES

FOOTNOTES

¹Meriam Webster, Webster's New Collegiate Dictionary. (Springfield, Mass: G. and C. Merriam Company, 1977), p. 600.

²Lasch, The Culture of Narcism, p. 87.

³Ungers, Oswald Mathias, Thomas, Julia, Davis, Sam and Polshek, James Stewart, "31st P/A Awards, " Progressive Architecture, January 1984, p. 106-107.

⁴Ungers, Oswald Mathias, "31st P/A Awards, " Progressive Architecture, January 1984, p. 107.

⁵Eric Newton,

⁶Moshe Safdie, Form & Purpose, (Boston: Houghton Mifflin Company, 1982) p. 100.

⁷Ibid., p. 47.

⁸From Q & A, a film about Charles Eames. Distributed by Herman Miller, New York.

⁹Moshe Safdie, Form & Purpose, (Boston: Houghton Mifflin Company, 1982) p. 100.

¹⁰Louis Kahn.

¹¹Christian Norberg-Schultz, Genius Loci, (New York: Rizzoli International Publications, Inc., 1980), p. 4.

¹²Moshe Safdie, Form & Purpose, (Boston: Houghton Mifflin Company, 1982) p. 100.

¹³Lomar, Inc., Larimer County Colorado Phonebook. (Loveland, Colorado: Lomar Inc., 1980), p. VII.

¹⁴Fort Collins Area of Chamber of Commerce, Fort Collins. All The Life There Is. Demographics. (Fort Collins, CO: Chamber of Commerce, 1983).

¹⁵Ibid.

¹⁶Ibid.

¹⁷James F. Wirshborn, Local Climatological Data Fort Collins, Colorado: (Fort Collins, CO: Mountain States Weather Service, 1978), p. 1.

¹⁸Ibid., p. 2.

¹⁹Ibid., p. 2.

²⁰Ibid., p. 3.

²¹Ibid., p. 5.

²²Ibid., p. 5.

²³Fort Collins Area of Chamber of Commer, Fort Collins. All The Life There Is. Demographics. (Fort Collins, CO: Chamber of Commerce, 1983).

²⁴"Fort Collins: A Series of Projects Is Expected to Bring Another Era of Growth," Rocky Mountain Hews, 25 December 1983, p. 103.

²⁵Ibid., p. 103.

²⁶Ibid., p. 103.

²⁷Ibid., p. 104.

²⁸Laventhol and Horwath, "Feasibility Report" (Denver: Horwath & Horwath International, 1983).

²⁹Ibid.

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