Meaningful Development:
Value Producing Architecture

A Thesis

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Department of Architecture and Interior Design

By

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Miami University

Oxford, Ohio

2017

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Meaningful Development: *Value* Producing Architecture

MARK THOMAS
Miami University

ABSTRACT

I identify as a design-oriented entrepreneur, or "archipreneur." Most architects find themselves serving clients who ultimately make the key decisions. The architects of the 21st century should seek to strategically develop their projects as multi-faceted investments for themselves, their communities, and the environment. By taking on an entrepreneurial attitude of practice, projects can be developed with a sensitivity to issues deemed important by the designer, in addition to the obvious economic parameters. This strategy not only empowers architects to develop work they find meaningful, but it allows them to secure a less encumbered position upon outside resources–potentially leading to revenue streams greater than those from typical fee for service models.

Following thorough market and contextual analysis, entrepreneurial designers can seek to create spaces that positively impact their immediate environment in a variety of ways. Areas of importance, such as: community investment, sustainable design, site sensitivity, and social responsibility can be the driving forces–instead of afterthoughts. These principles, paired with a design-oriented business plan, can yield meaningful and profitable developments. This is where good development can emerge. From a situation where traditional solutions are neither desired nor feasible, the archipreneur's creativity can evolve unhindered to resolve issues in a non-traditional way.

INTRODUCTION

"Fortunately, by practicing the firm prototype of 'Architect as Developer' the architect has the ability to become the owner, therefore eliminating the client and the general contractor from the design and building process. The architect is then in full control to create better city environments for the community as well as achieve financial satisfaction."[1]

- Jonathan Segal FAIA

Investment-oriented developers, working within the framework of a pro-forma driven business plan, typically make the decisions that bring venture-projects to fruition. What if the architect was the decision maker leading the charge with a design-driven development strategy? In this model, crucial decisions regarding site sensitivity, social conditions, and environmental concerns have the ability to be foundational drivers along with the traditional economic parameters. The feasibility of a project could be analyzed through a lens that values all of these conditions. Design based, creative approaches to offsetting costs could be explored while also seeking to capitalize on value-adding market responsive strategies. This thesis proposes architects, acting as developers, to design projects that create value for their immediate users, as well as the communities in which their developments exist.

The architectural vehicle for empowering the architect to create meaningful, value producing developments are mixed-use and multi-family developments.

Traditionally, these projects seek to exploit economies of scale. Project feasibility and profits rise as hard costs attributed to amenities and management are spread over many units. This results in large developments that lack intimacy. At this scale, the buildings themselves become anonymous

structures that lack personal connection. Funding and development of these projects generally comes from outside investors whose primary interests are bottom-line returns. In contrast, small-scale incremental developments led by local architects, grant freedom to the practitioner to design contextually responsive projects while taking a stakeholder positon in their communities. This business model has the ability to yield larger returns than traditional fee-for-service practices. Most importantly, the parameters deemed important by the architect, are the foundational driving forces.

These type of small-scale developments contribute to their contexts in an organic way that feels reminiscent of individual-based neighborhood developments of the past. They feel more personal, less corporate, and not so overbearing. In response to context, smaller scale developments fit well into less dense neighborhoods. This follows the phenomenological theory proposed by Christian Norberg-Schulz that stresses the ability to make the environment meaningful through the creation of specific places.[2] A large, 200-unit complex feels out of place in an area predominantly consisting of single-family homes and privately owned businesses. This easily comprehensible scale and familiarity is what has made such areas desirable in the first place. Jim Kumon describes this type of development when he says, "Incremental development actually helps neighborhoods become stronger with time by allowing them to mature gradually instead of locking them into boom-and-bust cycles that are common with larger developments.[3]

METHODOLOGY

This investigation will start by examining current housing trends in U.S. cities, specifically Louisville, KY. New multi-family housing developments in Louisville will be analyzed based on their location in the city, as well as the scale of the development. Next, the architect as developer strategy will be thoroughly explored with an emphasis on offsetting increased design costs for time spent generating innovative solutions responsive to the contextual needs of semi-urban Louisville. For purposes of this paper, semi-urban Louisville will be defined as the neighborhoods adjacent to the downtown district. Site selection will play a critical role in choosing where to develop based on proximity to amenities, land cost, and market demands. Lastly, market-based research will be conducted to determine rental rates, local construction costs, and current multi-family housing inventory.

DISCUSSION

The United Nations predicts the number of urban dwellers to double by the year 2050.[4] Currently, half of the world population dwells in cities. This means by the year 2050 over seven billion people will call an urban area home. The greatest portion of this growth is going to occur in second-tier cities and underdeveloped urban locations.[5] The infrastructure isn't currently in place to meet these rising urban demands. Density in urban areas will increase through: new developments, infill architecture, and rehabilitation and re-use of existing structures. Therefore, the emergence of opportunities for architects and developers to redefine medium size cities utilizing contemporary statistics, technology, and building techniques is present.

I am seeing the effects of increased urban housing demand in my hometown of Louisville, Ky. As of mid-2016, sixteen multi-family housing developments are in various stages of production.[6] Until recently, most people who can afford to choose where they want to live in the city, chose to live on the outskirts. This led to significant sprawl. In response, the city and surrounding county merged to form Metro Louisville in 2013. This was necessary to keep the city relevant on the national stage. The result propelled Louisville from the 65th largest city in the United States to the 18th.[7] As sprawl expanded drive times increased and inconveniences arose. People are now moving back to Louisville's urban areas in search of walkable lifestyles. Alternatives to suburban lifestyles fueled by convenient proximity to work, entertainment, and amenities, have dramatically increased the appeal of the semi-urban neighborhoods surrounding downtown. In response to these trends, developers are racing to buy land and build multi-unit urban residential structures to satisfy demand.

People are migrating back to these areas of Louisville because they have a certain character and appeal that is lacking in the suburbs. The existing urban conditions in downtown and the surrounding neighborhoods are up to two-hundred years old. The lots are smaller and the landscape and streetscape are uniquely urban. Scale is also incredibly important in Louisville. The Central Business District consists of high-rises with building heights decreasing as distance from the urban core expands. Building typologies vary across the city. Most new housing developments seem to lack sensitivity to the existing urban fabric. The resulting projects are detracting from what made these areas desirable in the first place. It is as if the developers who created the existing suburban conditions are re-applying their strategies to the city. The problem is that a suburban solution cannot easily adapt into a successful urban strategy. Economic forces are the primary drivers behind these new developments. As a result, concerns for the bottom line are inhibiting design. This results in contextual discord. Common recurring problems are: scale disjunction, lack of streetscape interaction, vast parking lots, and cheap material implementation. Suburban development ideas transported to the city are typically unsuccessful. To combat this problem, a thorough understanding of urban needs must be established along with exposure to successful projects in similar environments.

The problem amongst developers in Louisville, is that many of them don't think like architects. They recognize market demands; then look for sizable locations to accommodate models they've seen work elsewhere. They tend to look at the city through a business lens instead of the critical eye of an urban planner. If this continues to occur, the city is going to become even more disjointed than it already is. Careful decision making must take place for the city to retain its uniqueness while emerging into a more vibrant community.

Architects need to be leading the charge in the renaissance taking place in Louisville. Business oriented developers do not. If architects just design what developers want, they have very limited creative freedom. Architects need to regain control. The market will bear the added costs of good design if the standards associated with it outperform lesser quality projects. If high quality design becomes the standard, the city as a whole will reap the benefits. This will make the city more competitive with other second and first-tier cities. Outside business ventures will strive to be located in the city. Jobs will increase, the local economy will improve, and general standards of living will rise.

Contemporary architects working in historically significant settings such as Louisville, must acknowledge and design with regard to context. Typically, contemporary architecture reminiscent of modernism stands defiant and makes a statement contrasting traditional building conditions. While this practice is reasonably justified through the natural evolution of building construction practices, innovative materials, and changes in spatial demands, contextual sensitivity must resonate. A defiant architectural statement showcasing the technological capabilities of the present for its own sake, is not a justifiable solution if it is insensitive to existing conditions. Successful contemporary architectural interventions in historic contexts utilize current technological advances while respectfully responding to pre-existing conditions such as: lifestyles, nature, streetscape, culture, and scale of surrounding structures.

Urban Louisville and its surrounding neighborhoods are primarily composed of late nineteenth century structures. The implementation of contemporary architecture alongside these buildings can yield stimulating results by way of contrast, contradiction, diversity, and reinterpretation. Through contrast, a sense of diversity is created that spans time, and when done successfully, can showcase the aesthetic material, structural, and technical ambitions of multiple eras. The city's history should not be ignored. When deserving, attention to it should be heightened thorough contrast. The craft and overall quality displayed in many historic structures should be celebrated. Juxtaposition of old and new can be mutually beneficial. Each structure draws attention to the other and actually elevates the attention and awareness either would garner on their own. In From Contrast to Analogy, Ignasi de Sola-Morales Rubio says,

> "The design of a new work of architecture not only comes physically close to the existing one, entering into visual and spatial rapport with it, but it also produces a genuine interpretation of the historical material with which it has to contend, so that this material is the object of a true interpretation which explicitly or implicitly accompanies the new intervention in its overall significance."[8]

This quote reinforces the fact that when building in locations where other works are present, a dialogue between projects intrinsically exists. Therefore, this relationship should be exploited in a manner that improves both new and existing parties.

Architects understand the aforementioned principles. Business men and women turned developers often do not. They rely on architects to implement these areas of importance into their projects. In the end, the developer is the one making the final decisions though. This is a problem! The architects should be in a position to control the outcome of their designs. For this to happen, the architect needs to adapt in a way that places the power and decision making into their hands. The solution is an alternative business strategy for architecture firms. One that takes on ownership of a project and/or places them at the helm of investment decisions. This model provides the architect the freedom to develop projects to their standards. It also allows them to become long term stakeholders in their projects and community at large. Income generated from the sale of a project or passive income gleaned from rentals/leases become added avenues of income.

I propose that architects diversify their business strategies. They should strive to develop incrementally in areas they know well. This means thinking locally. They should thoroughly understand the

conditions of the area in which they choose to develop. This well-understood zone will be referred to as their "farm." They must beat the pavement, talk to residents, understand the local economy, be in touch with the culture, and stay on top of changing market conditions on their farm. By doing this, potential needs will make themselves apparent. The architect has the ability to become an expert of all matters relating to building. By intertwining themselves with their farm, an unparalleled understanding of context will emerge. Potential successful opportunities will surface for them to quickly analyze and act upon in a way that an outsider couldn't. The term "incremental" is stressed because over time the sum of many projects can cohesively shape a community. This strategy is the antithesis of a large foreign-feeling development invasively dropped into a neighborhood. The local businesses become the amenities offered by larger complexes. This response encourages circulation and local economy stimulation.

Development of this type is uncommon in Louisville. Of the sixteen multi-family developments pictured below, the average number of units per project is 157.



Figure 1: Thorncrown Chapel.[3]

As denoted above, the developments underway are located in close proximity to downtown. They are capitalizing on the benefits of an urban lifestyle. With this being said, there is an underexploited niche market for small-scale developments. An alternative living arrangement for those seeking multi-family housing must exist. This is the perfect market segment for the developer-architect. By focusing on small-scale incremental development, the barriers of entry diminish as required capitol decreases. Risk is still high, but can be limited by being an expert of all that happens in a given area.

Investor-oriented architects should also seek to partner with local entrepreneurs and business men and women in their "farm." By doing this, the local community will be shaping their own neighborhood. In *The Death and Life of Great American Cities*, Jane Jacobs describes different forms of financing that propel city growth. She says, "Cataclysmic money pours into an area in a concentrated form, producing drastic design changes. As an obvers of the behavior, cataclysmic money sends relatively few trickles into localities not treated to cataclysm." [9] This is what is currently occurring with large multi-family projects developed and funded by outside sources. Incremental development, on the other hand, encourages those who know and love their neighborhoods to choose what they become.

CASE STUDY

Developers in Louisville, and similar U.S. cities, could learn much from examining progressive development projects around the world. A housing project of this nature known as Savonnerie Heymans was recently completed in Brussels, Belgium. MDW Architecture, the firm responsible, created a mixed-use development primarily consisting of multi-family housing on the site of a nineteenth century soap manufacturing facility. It is located in the urban core of Brussels which is experiencing a rise in demand for housing. The project consists of 42 sustainable housing accommodations

ranging from studio units to six bedroom apartments.

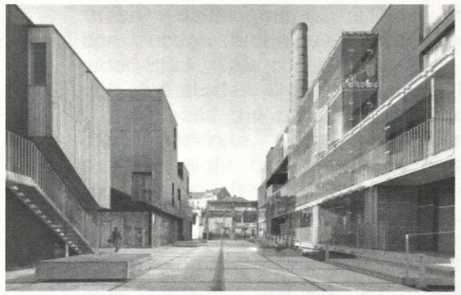


Figure 2: Thorncrown Chapel.[3]

The site also accommodates a child day-care, a café, laundry amenities, internet bar, and shared green/ open areas. When possible, the architects salvaged and refurbished existing infrastructure to preserve the appealing aspects of the previously built environment. An example of this is a 170-foot tall smoke stack that has been reconfigured to act as the exhaust port for the subterranean parking garage. Two existing housing buildings were rehabilitated and turned into lofts. The result is an aesthetically diverse composition of buildings that create a richness in diversity found in small villages organically developed over time.

While this project is on the large end of the small incremental development scale with forty-two units and a cost of 12 million dollars, it possesses many of the character traits associated with developments of that nature. While composed of contemporary materials and form, it is well situated in the built environment of urban Brussels. The scale is reflective of the adjacent buildings, the built street edge is enforced, and the ground level retail contributes to an active streetscape. These buildings are linked by open shared courtyards and gathering places. One of these spaces is a two level play area for children, intertwined within a ruin-like structure of a pre-existing factory building. This project implements sustainable practices, provides necessary density for a previously underutilized lot, and strategically deals with public and private spaces reminiscent of successful historic urban arrangements. The varying size of apartments leads to a diversity of inhabitants. The most striking components of this project are the open outdoor areas within the complex. The developers didn't seek to maximize density on the lot. Instead, they carefully arrange the masses around courtyards that provide space to play, interact, and access to fresh air, greenery, and light.

Similar to Brussels, a recent rise in adaptive re-use is taking place in areas of Louisville previously used for manufacturing. Warehouses and factories are being turned into offices, condominiums, and other businesses. Unfortunately, many developers are choosing to demolish these historic structures instead of adapting them to new uses. The few projects that have taken place are reinvigorating areas that were previously dead zones in the city. The massive lots broke up the flow of the city. Many of them have been abandoned for years and acted as barriers to pedestrian and bicycle traffic. Industrial building rehabilitation and re-use is a responsible way of respecting a cities heritage while adapting to changing programmatic demands. These structures carry over an aesthetic quality and nostalgia that isn't economically feasible to create today.

Current commercial multi-family residential investment developers seek projects of approximately two hundred units or more.[10] The reason for this is because their clientele value amenities and location over all other attributes in commercial multi-family housing. They are middle class, Generation-Y professionals who want access to social avenues. Amenities and desirable land are not

cheap, therefore the larger developments spread this expense over many units. Construction also plays a huge role in these developments. The cheapest construction technique at this scale is wood stick. This construction type maxes out at 4 stories. Developers have learned if they build the bottom floor of cast-in-place concrete, they can extend the overall height to 5 floors, consisting of four wood framed levels above the concrete platform. This maximizes square footage per dollar. When development is viewed through this minimally focused lens, further diluted by maximizing buildable area, monotony of form and disregard for scale can result. To maximize profits, these developments are almost always the same size. It makes sense because it is a model that has worked financially in the past and elsewhere. This should not be the norm though.

CONCLUSION

Incremental development by investment-oriented architects has the power to create value for all parties involved. For the architect, freedom to choose what they find meaningful and personally rewarding. They also can reap the financial incentives of property ownership. For the community, projects are developed sensitively in response to underlying social neighborhood conditions. Local economies are strengthened by a focus on private ownership and local business development. The social fabric is strengthened by development led by designers conscious of the conditions at hand. A genuine connection to the local environment and sites furthers the possibility for sustainable practices. These principles, paired with a design-oriented business plan, can yield meaningful and profitable developments. This is where good development can emerge. From a situation where traditional solutions are neither desired nor feasible, the archipreneur's creativity can evolve unhindered to resolve issues in a non-traditional way.

Endnotes:

[1] Segal, Jonathan. "Architect as Developer - Rhetr." Architect as Developer - Rhetr. Accessed July 10, 2016. https://www.architectasdeveloper.com/home.

[2] Nesbitt, Kate. Theorizing a New Agenda for Architecture: pg 412

[3] Jim Kumon. *Small Developers Companion Manual*. Courtesy of The Incremental Development Alliance

[4] "World's Population Increasingly Urban with More than Half Living in Urban Areas | UN DESA | United Nations Department of Economic and Social Affairs." UN News Center.

[5] "World's Population Increasingly Urban with More than Half Living in Urban Areas | UN DESA | United Nations Department of Economic and Social Affairs." UN News Center.

[6] Klayko, Branden. "These 16 Multi-family Housing Developments Are Reshaping Urban Living in Louisville — Broken Sidewalk - Page 8." Broken Sidewalk. 2016. Accessed August 8, 2016. http://brokensidewalk.com/2016/louisville-apartments/8/.

[7] Wachter, Jeff. "Http://www.abell.org/sites/default/files/publications/cd-louisvillemerger1013.pdf." Http://www.abell.org. Accessed June 2, 2016. - http://www.abell.org/sites/default/files/publications/cd-louisvillemerger1013.pdf.

[8] Aravena, A., & Iacobelli, A. (n.d.). Elemental Incremental Housing and Participatory Design Manual.

[9] Jacobs, Jane. The Death and Life of Great American Cities. United States: Random House, 1989. pg 291

[10] Reddy, Frank. "Study: Building Affordable Housing Tough in Atlanta, beyond." Curbed Atlanta. 2016. Accessed July 5, 2016. http://atlanta.curbed.com/2016/7/29/

Addendum

My thesis investigation began with the intent to approach an architectural problem from the lens of a developer, not just a designer. After working in the architectural field for a few years, it became apparent that developers, not architects, are often the driving force generating work and making key financially-driven decisions. I think the field as a whole, and projects specifically, would benefit from individuals well versed in both trades. From day one, my research and design decisions were judged based on value. The term "value" took many forms, and attributing levels of value to key decisions on a basis of how well they would hold up in the eyes of both savvy developers and sensitive designers, became the driving force for the project.

Initially, I planned to do a small-scale multi-family development on a .29-acre site. My thesis committee quickly steered me towards expanding the site to the adjacent lots, which became the final 3-acre site. This took me out of my comfort zone because the project quickly became very complex. The complexity brought many real-life large scale development issues to the forefront, and resulted in what I believe to be a more impactful development. The scale justified itself because of the opportunities afforded by a site of nearly an entire city block, and specifically the ability to spread shared costs associated with design, semi-public spaces, amenities, underground parking, and management across many more units. It also created a level of density more suitable for a neighborhood experiencing a demand for housing stock that highly outweighs supply.

I am pleased to conclude that I believe my project held true to the issues deemed important to my design-oriented philosophies. While being a high-density project, it sensitively responded to the single-family neighborhood fabric adjacent to the south. In my opinion, it doesn't feel overbearing or out of place. In fact, it enriches the area by providing much needed park space and tying the previously isolated hilltop to the surrounding areas. The amenities offered are aimed to serve all, not just the residents of the new development. It seeks to act as a link to other areas of town while serving as a gateway to further enriching developments. The units offered vary in size and typology, resulting in a variety of targeted residents. From the developer perspective, I sought to keep the density above forty-five units per acre. I located commercial tenant space in the "prime" locations on the site, while holding true to time-proven urban design philosophies. The value produced by this architectural product seeks to benefit the designer/developer financially, residents of the development, residents of the surrounding neighborhood, and the city of Louisville as whole.

Process Work


PORTLAND
RUSSEL
DOWN TOWN
BUTCHERTOWN
NOB HILL
IRISH HILL SITE
KILPATRICK
CALIFORNIA
SOBRO
OLD LOUISVILLE
SHORETOWN
HIGHLANDS
$70,000/yr +
60,000 - 70,000/yr
50,000 - 60,000
40,000 - 50,000
30,000 - 40,000
MEDIAN HOUSEHOLD INCOME
NEIGHBORHOODS / DISTRICTS

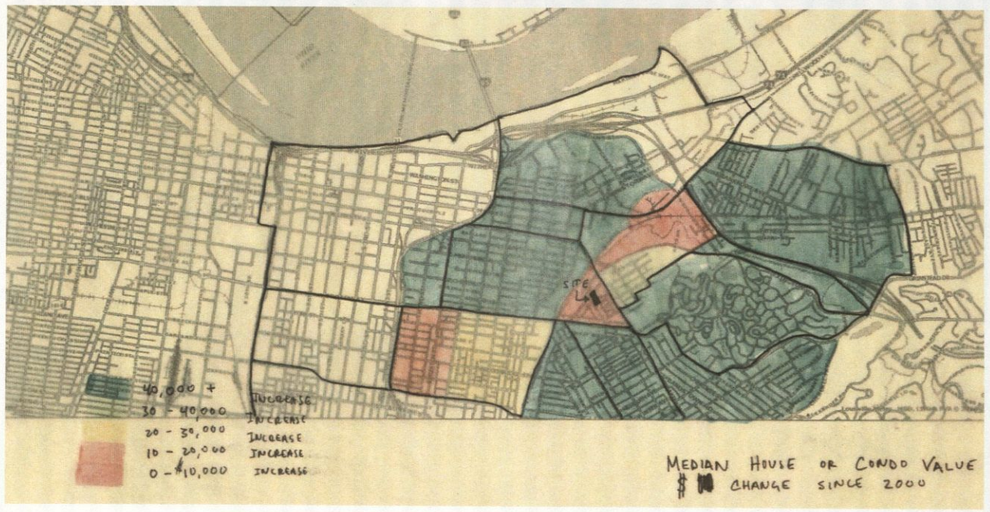
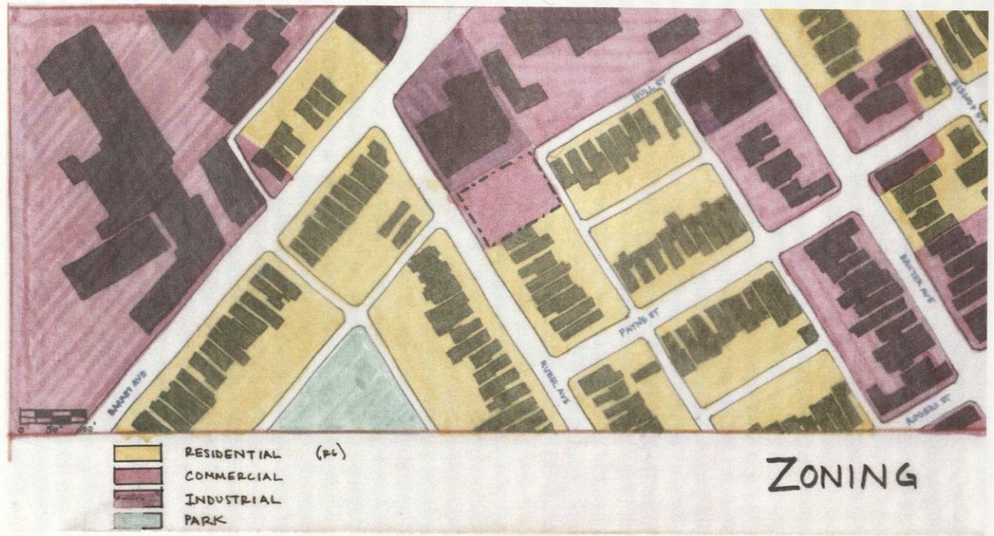
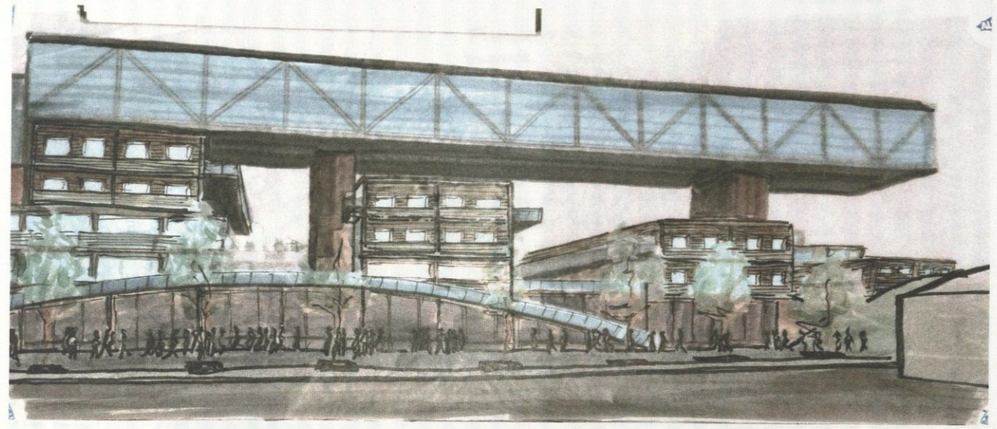

SITE
40,000 +
30 - 40,000
20 - 30,000
10 - 20,000
0 - 10,000
INCREASE
MEDIAN HOUSE OR CONDO VALUE
$ CHANGE SINCE 2000

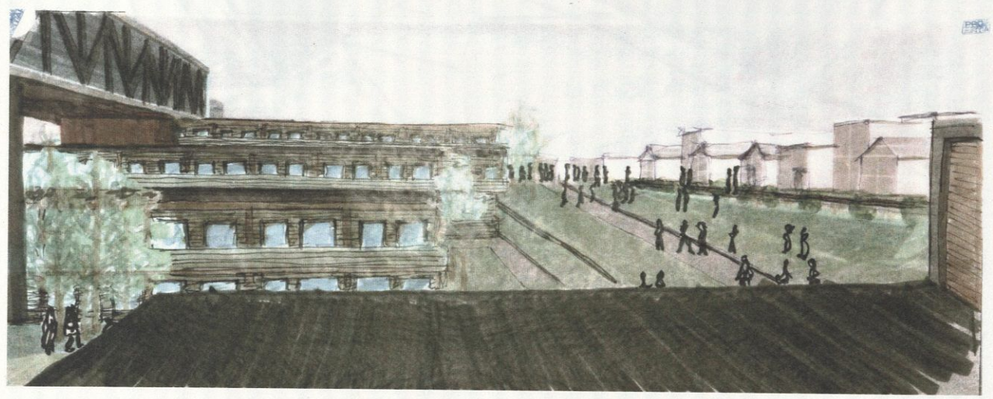


FIGURE - GROUND



ZONING





PROJECT : PLAN



FOUNDATIONAL DRIVING FORCES

- MARKET RENTAL RATE
- TYPICAL CONSTRUCTION COST
- TARGET MARKET
- DEMOGRAPHICS
- SIZE OF UNITS
  - ↳ BASED OFF RESEARCH
- PARKING REQ'T'S

HARD DRIVERS

FOUNDATIONAL RESPONSIBILITIES

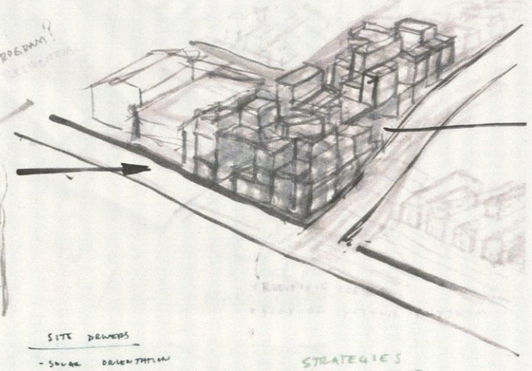
- CONTEXTUALLY SENSITIVE
- SUSTAINABILITY
- LOCAL VERNACULAR
- COMMUNITY ENGAGING
- HUMAN SCALE

PRE-FAB PASSIVE IN "FRAME"
↳ CUSTOM COMPONENTS

MODULES

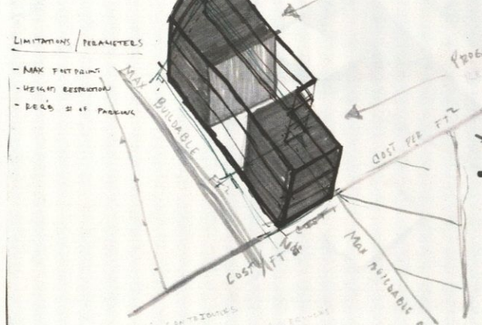
PROGRAM?

"FRAGMENTED DENSITY"



LIMITATIONS / PERAMETERS

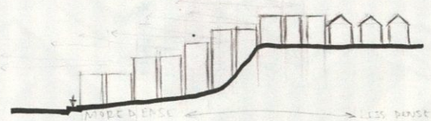
- MAX FOOTPRINT
- HEIGHT RESTRICTION
- REQ'D # OF PARKING



- SMALLER SIZE / LAYOUTS → MORE OPTIMUM EFFICIENCY

SITE DRIVERS

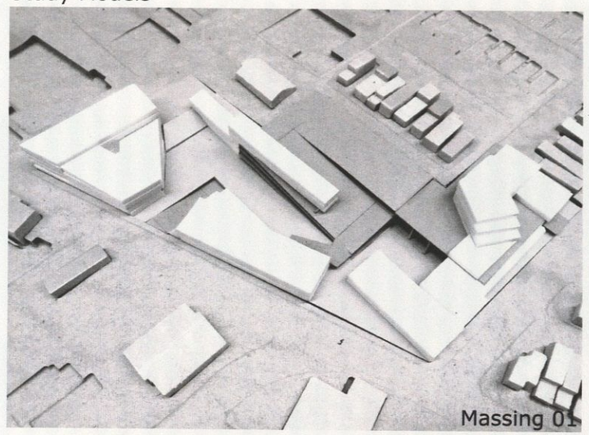
- SOLAR ORIENTATION
- WEATHER / CLIMATE INFO
  - ↳ DIAGRAMS



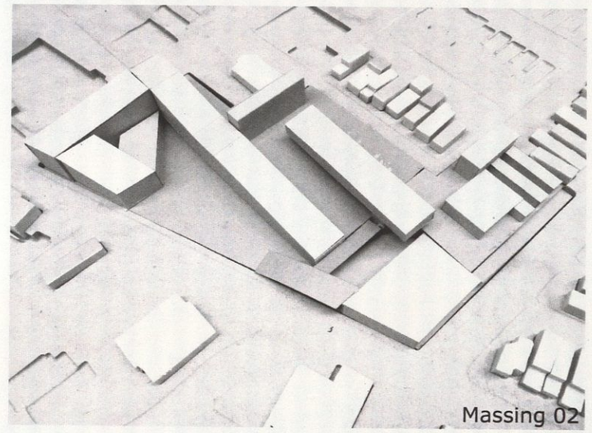
STRATEGIES

- HIGH DESIGN - LOW BUDGET
  - ↳ ALTERNATIVE CONSTRUCTION METHODS
  - ↳ CREATIVE MATERIAL USAGE
  - ↳ ENERGY EFFICIENT
  - ↳ STRUCTURE, MATERIAL YET DIFFERENTIATED

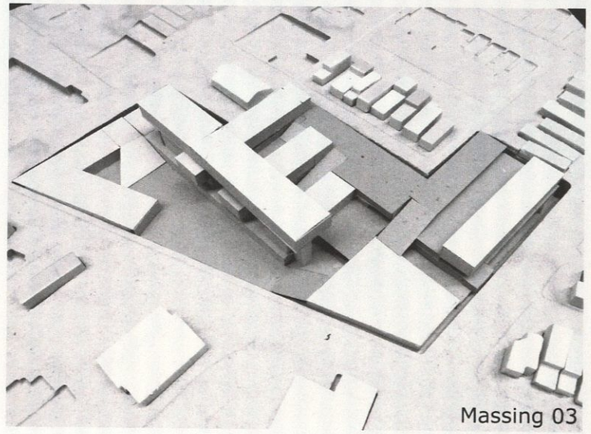
Study Models



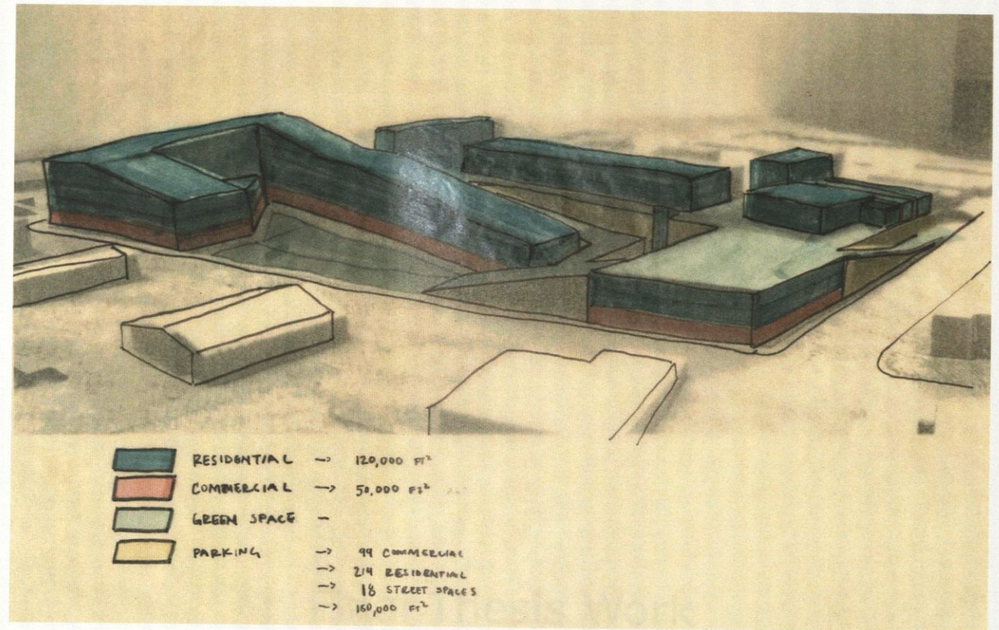
Massing 01

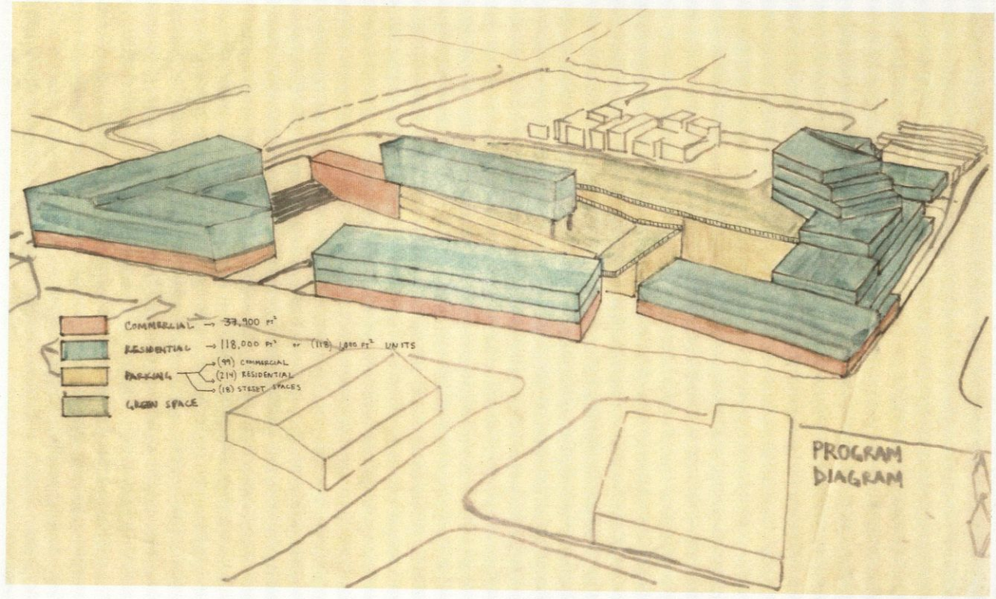


Massing 02



Massing 03


RESIDENTIAL → 120,000 ft²
COMMERCIAL → 50,000 ft²
GREEN SPACE –
PARKING → 99 COMMERCIAL
→ 214 RESIDENTIAL
→ 18 STREET SPACES
→ 150,000 ft²


COMMERCIAL → 37,900 m²
RESIDENTIAL → 118,000 m² or (118) 1,000 ft² UNITS
PARKING → (99) COMMERCIAL
→ (214) RESIDENTIAL
→ (18) STREET SPACES
GREEN SPACE
PROGRAM
DIAGRAM

Final Thesis Work

MEANINGFUL DEVELOPMENT: VALUE PRODUCING ARCHITECTURE

The architect of the 21st century should seek to strategically develop their projects as investments for themselves, their communities, and the environment. By taking an entrepreneurial attitude of practice, projects can be developed with sensitivity to issues deemed important by the designer, in addition to the obvious economic perameters.

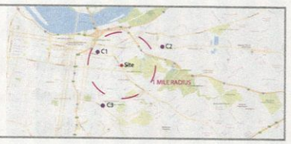
Following thorough market and contextual analysis, entrepreneurial designers can seek to create spaces that positively impact their immediate environments in a variety of ways. Areas of importance, such as: community investment, sustainable design, site sensitivity, and social responsibility can be the driving forcing- instead of afterthoughts. These principles, paired with a design-oriented business plan, can yield meaningful and profitable developments. This is where good development can emerge. From a situation where traditional solutions are neither desired nor feasible, the archipreneurs creativity can evolve unhindered to resolve issues in a non-traditional way.



COMPARABLES

LOUISVILLE, KY

MARKET RENTAL RATES:
Comparables:
3 New Market Rate Complexes
Within approx. 1 Mile Radius of proposed site



COMPARABLE #1

310 @ Nulu Apartments
2 Bedroom 2 Bath
1000sqft.
$ 1500 / month rent
=$ 1.50 / sqft / month



COMPARABLE #2

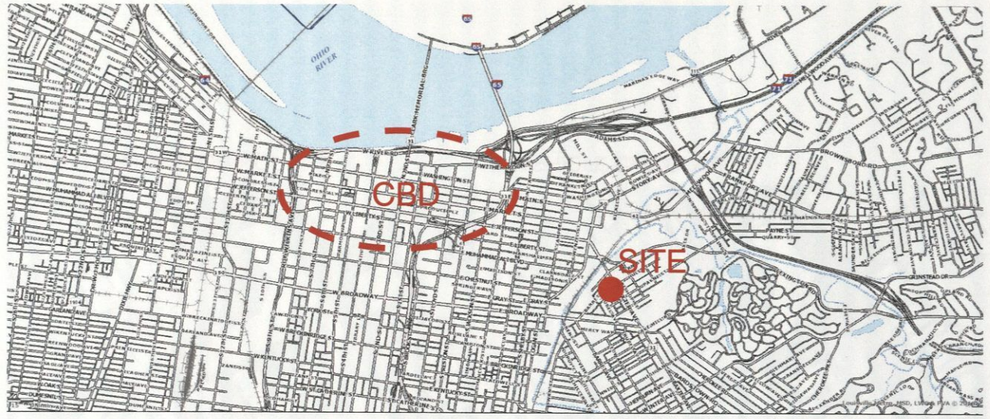
AMP Apartments
2 Bedroom 2 Bath
1000sqft.
$ 1500 / month rent
=$ 1.50 / sqft / month



COMPARABLE #3

Germantown Mill Lofts
2 Bedroom 2 Bath
1350sqft.
$ 1100/ month rent
=$ 1.23 / sqft / month





ZONING DIAGRAM

- Residential
- CM
- Commercial

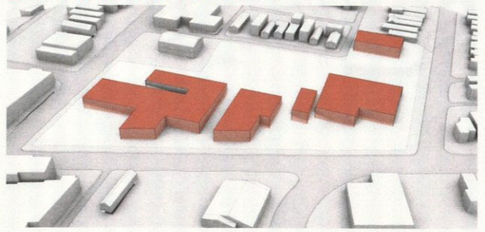


TRAFFIC DIAGRAM

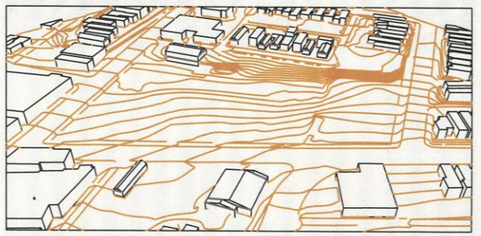
- Heavy
- Medium
- Light



EXISTING BUILDINGS ON SITE



SITE TOPOGRAPHY



VIEWS FOR EXISTING HOUSES



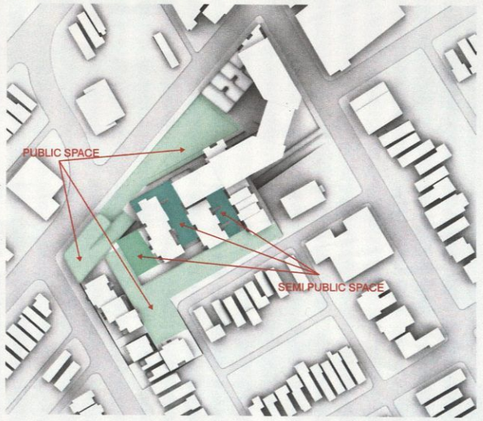
VEHICLE CIRCULATION

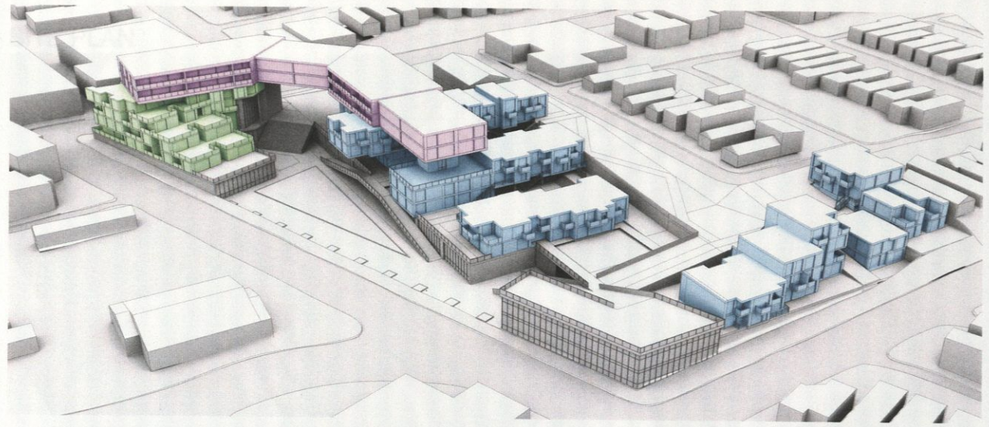


PEDESTRIAN CIRCULATION

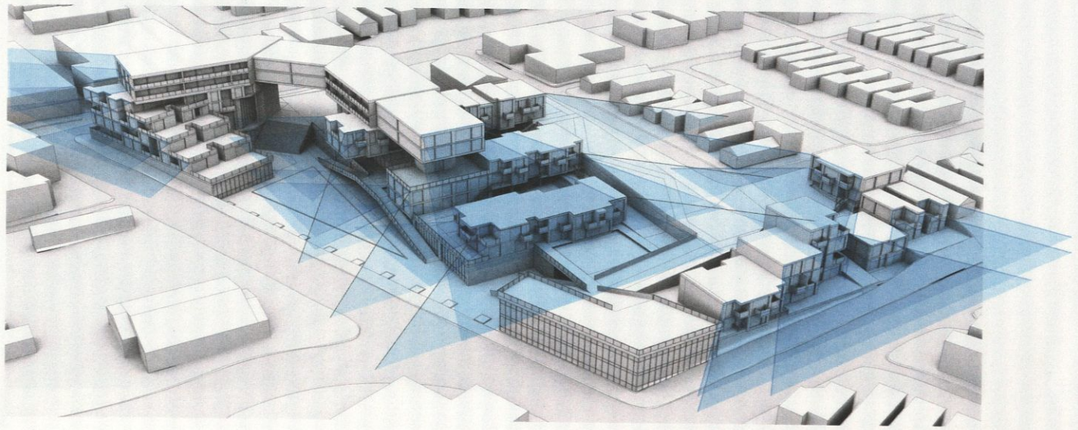


OPEN SPACE DIAGRAM









SITE PLAN



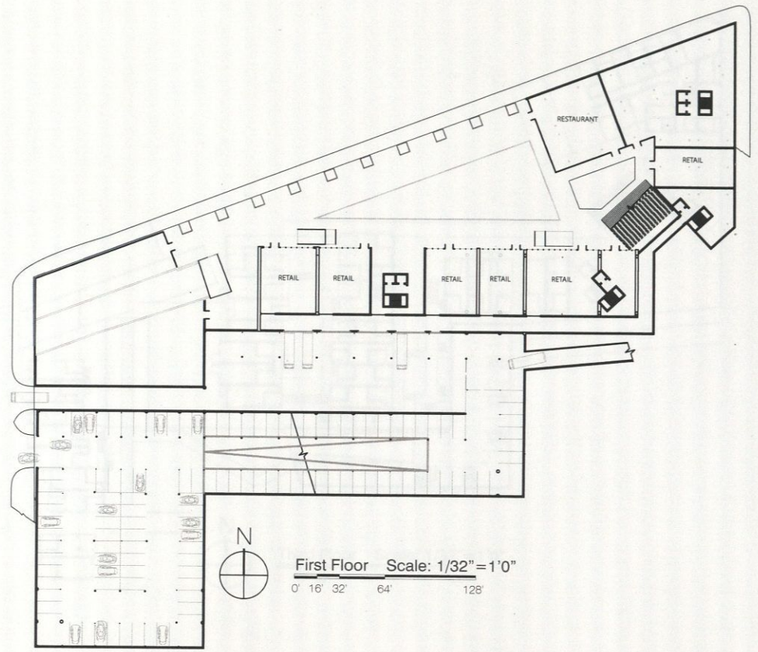


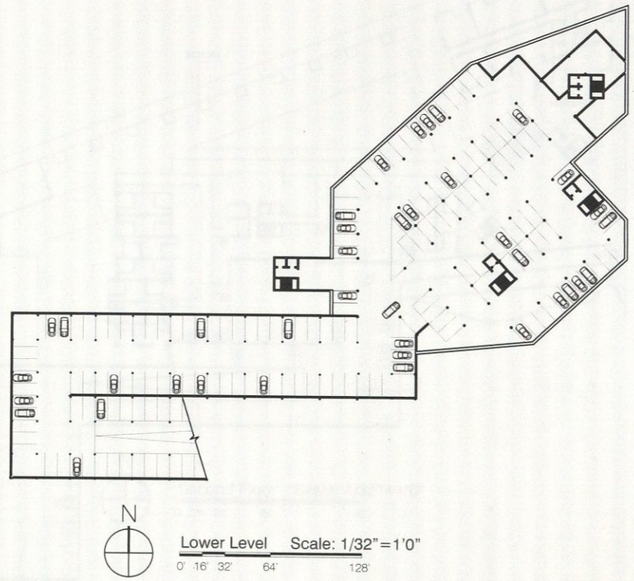


NORTH ELEVATION Scale: 1/16"=1'0"

SECTION A Scale: 1/16"=1'0"

SECTION B Scale: 1/16"=1'0"


RESTAURANT
RETAIL
RETAIL
RETAIL
RETAIL
RETAIL
RETAIL
RETAIL
N
First Floor Scale: 1/32"=1'0"
0' 16' 32' 64' 128'

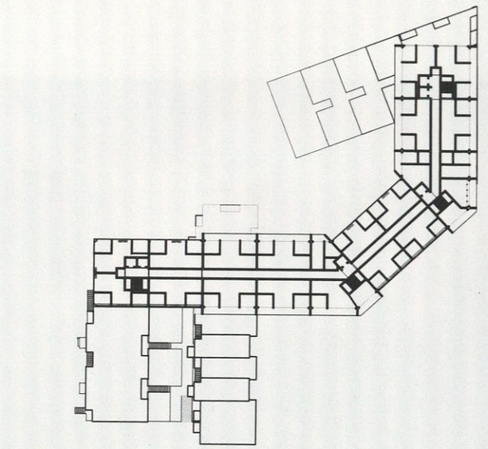

N
Lower Level Scale: 1/32"=1'0"
0' 16' 32' 64' 128'

N
Third Floor Scale: 1/32"=1'0"
0 16' 32' 64' 128'

SECTION A
EVENT SPACE
SECTION B
N
Second Floor Scale: 1/32"=1'0"
0 16' 32' 64' 128'

N
Fifth Floor Scale: 1/32"=1'0"
0' 16' 32' 64' 128'

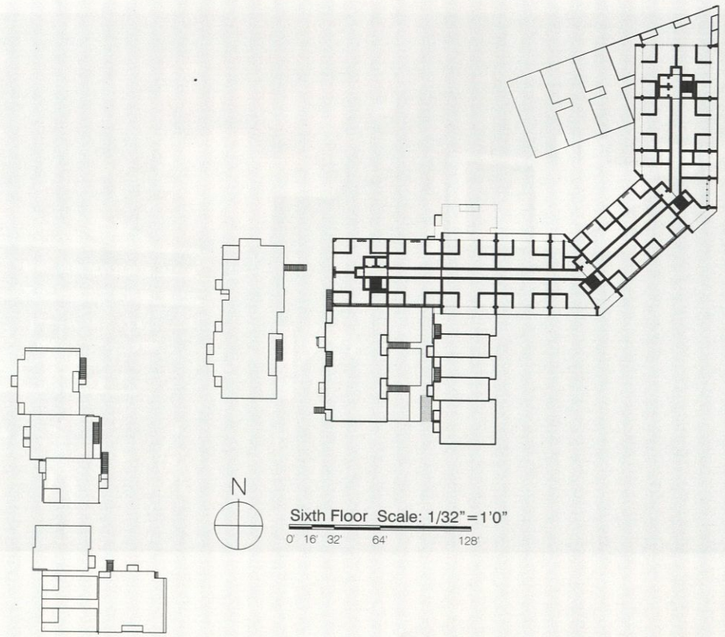
N
Fourth Floor Scale: 1/32"=1'0"
0' 16' 32' 64' 128'



N

Seventh Floor Scale: 1/32"=1'0"

0' 16' 32' 64' 128'



N

Sixth Floor Scale: 1/32"=1'0"

0' 16' 32' 64' 128'


















EXIT


EXIT