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A Marina Hotel, Miami Beach, Florida

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Clemson University

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A

MARINA

HOTEL

MIAMI BEACH, FLORIDA

A MARINA HOTEL

Miami Beach, Florida


A terminal project submitted to the faculty of the
College of Architecture, Clemson University, in
partial fulfillment of the requirements for the
degree of Master of Architecture.

Janet A. Kelly
Spring, 1981

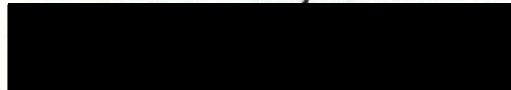
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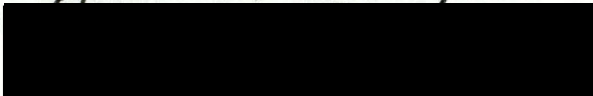
John Jacques, Committee Member




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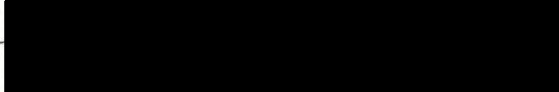
Yuji Kishimoto, Committee Member



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Harlan E. McClure, Dean, College of Architecture

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DEDICATION

To my parents for their love, support, and encouragement.

ACKNOWLEDGMENTS

I would like to express my appreciation to Professor Peter Lee and Professor John Jacques for their assistance and guidance. Also, a special thanks to all my friends and fellow students who gave endless hours and effort in assisting me in this project.

PROJECT STATEMENT

The City of Miami is proposing an extensive redevelopment of its South Shore area in an effort to regain its former pre-eminence in the national and international tourism market as well as to provide its residents with a better living environment.

The first phase of the 250 acre redevelopment program is the South Shore Marina. When completed, it will be the largest marina in the southeastern United States. A major hotel complex is proposed for the northern end of this marina.

It is the purpose of this project to develop a design solution in response to the programmatic needs of the hotel. It is anticipated that this design proposal will set a precedent for the other phases of the redevelopment.

PART I - BUILDING TYPE

INTRODUCTION

A hotel facility is perhaps one of the most complex and intricate types of building structures. It must satisfy many needs of many types of users in a very specialized and comfortable manner. Its main purpose is to offer two basic services; accommodation and catering. The following is a study into the development, constraints, and contemporary examples of hotel facilities.

HISTORY OF HOTELS

Historically, lodgings have developed to accommodate the needs of the common method of travel. This has progressed from pedestrians and horse-drawn carriages, to trains and finally to hotels which currently cater almost exclusively to automobile travel.

Early American hotels followed in the tradition of British and European Inns and Taverns. Accommodations were less than ideal as one often shared beds with strangers, and there were very limited facilities for women. However, in the early 19th century, America began to establish the foundations for the "modern" hotel.

The first American prototype was the Tremont House in Boston designed by Isaiah Rodgers. It was the beginning of catering to the customer by offering private rooms, bath, and dining facilities. Therefore, it may be concluded that the modern hotel is an American invention. This could be due to the fact that this country has always had a mobile society and serving the lodging needs of travelers became a major industry early in its development. American hotels soon surpassed those of Europe in the quality of their accommodations and the extensiveness of their services.

CASE STUDIES

CASE STUDIES

To better understand the workings of hotels, studies of significant examples of this building type are necessary. The major issues in hotel design are:

1. How to resolve the many and varied types of hotel traffic in the most efficient manner.
2. How to establish a formal image of the facility which is appropriate to its environment and reflective of individual identity.

HOTEL

The hotel industry distinguishes between three basic types of hotels:

- the businessman's hotel - built almost anywhere that business is transacted.
- the tourist hotel - usually located near sites which attract a steady stream of visitors.
- the resort hotel - designed for longer vacation stays.

The hotel complex that this project is concerned with is a combination of all three types. This results from the elements constituting the history of tourism, the growth of domestic and international business, and the inviting climate of the area.

CASE STUDY

Omni International Miami

Miami, Florida

Architect: Toombs, Amisano, and Wells, Inc. Atlanta

Completed: 1978

The Omni International Miami is the first hotel to be built in the Miami area in eleven years. Conceived to attract the transient resort tourists, it evolved into a concept of understating the ten story glass atrium space, while continually relating back to the space. The twenty story hotel is suitably impressive and yet remains elegant in its simplicity.

The elevator core and grand stair in the atrium are the major public vertical circulation elements. Service activities function from a separate core. The motor lobby is on street level with the check-in lobby on the sixth level of the mega-structure. In the lower levels is an extensive shopping mall with a parking garage.

The hotel is oriented so that the guest room tower overlooks the bay and Biscayne Boulevard, giving virtually all rooms a view of the water and downtown Miami.

The hotel has already given a boost to the tenuous tourist trade and a much needed central city facility for Miami's residents.

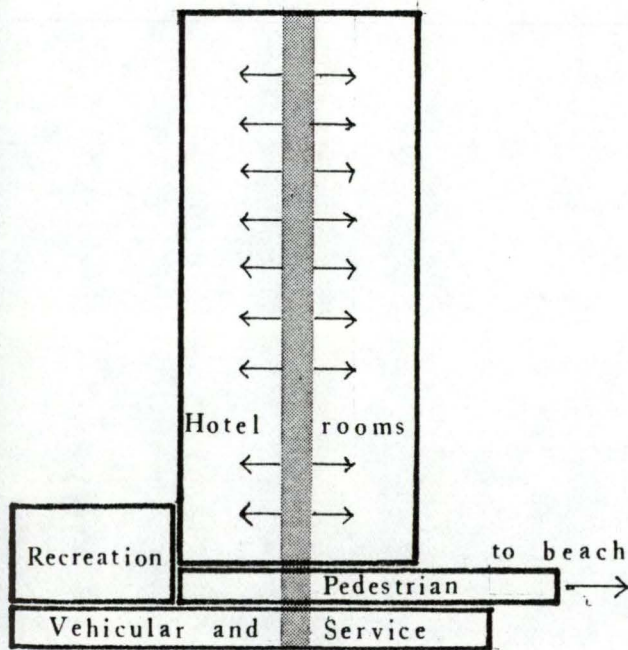
MARINA HOTELS

In Florida there are three distinct types of marinas. The first accommodates the local boater and his recreational needs. The second is the private yacht club with facilities geared to the social aspects of boating. The third is a unique combination of the public and the private marina. It is the transient marina which typically features a hotel, shops, restaurants and other amenities. It is the type of Marina Hotel that is examined in the following case studies.

CASE STUDY

Bahia Mar Yachting Center Fort Lauderdale, Florida

The Bahia Mar Yachting Center is strategically located on the thin strip of land between the Atlantic Ocean and the Intra-coastal Waterway. This provides excellent accessibility for boaters from the Intracoastal. The yachting center provides 350 boat slips, a gas dock, sport fishing fleet; in fact, every element to attract the transient yachtsman. An elevated foot-bridge connects the complex across highway A1A to Fort Lauderdale's seven mile beach.



The 300 room hotel contains shops, lounges, and restaurants on the two lower levels. One of the major elements to draw non-guests into the complex is a nationally renowned restaurant. Recreational facilities include a swimming pool and health club.

Vehicular and service circulation are restricted to the ground level and service core. Pedestrian circulation is primarily on elevated levels, tying in with the pedestrian bridge from the beach. One problem in public circulation is that non-guest have easy access to private hotel facilities such as the swimming pool.

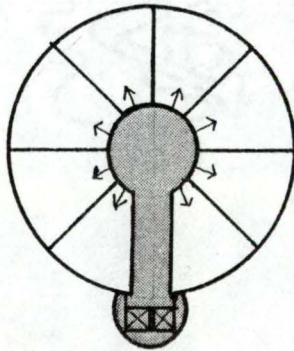
The hotel tower can be seen from all directions whether traveling by car, boat, or on foot. The overall image, however, is played down by the conventional treatment of the tower. It has the appearance of a typical hotel. Seen by itself, there is no

definition of it being a resort hotel with views of the ocean and marina. The Yankee Clipper Hotel, a half mile down the beach, is much more of an image generator, though it is considerably older and smaller in size and height. Its nautical theme is definitely memorable and is automatically identified with Fort Lauderdale beach.

CASE STUDY

Pier "66" Hotel/Marina Fort Lauderdale, Florida

The Pier "66" complex was built as a showcase for the marine products of the Phillips Petroleum Company. Situated on 22 acres of the Intracoastal Waterway waterfront, it is ideally located especially for marina traffic. Its marina is the closest marina to the entrance of Port Everglades which is the only access to the ocean for 12 miles. There is a large, popular restaurant and lounge express for the marina. The marina provides 142 boat slips.



Recreational activities are heavily emphasized. There is a nine hole three par golf course, putting green, shuffleboard, and two fresh water heated swimming pools.

The 258 hotel rooms are topped off with South Florida's only sky top revolving hotel lounge.

With basically circular plan, the off-centered core functions for major guest and service circulation. Circulation does become a bit confusing on the main lobby level as service, guest, and non-guest (going to the lounge) all merge. There is a strong relationship from the hotel rooms to the marina.

The "avant garde" hotel tower is a definite image-maker, topped off with its revolving lounge. Every element was designed to be eye-catching; the protruding crowning spires, the triangular

balconies, the brilliant orange, blue and aqua colors, and the waterfall entrance all are advertising devices. Landscaping plays an important role in creating and enhancing the character. There is a strong image of something different and exciting.

CODES and CONSTRAINTS

CODE AND CONSTRAINTS

Miami Beach is under the restrictions of the South Florida Building Code. This code, in many cases, is stricter than the Southern Standard Building Code which the rest of the southeastern United States follows. This is basically due to South Florida's weather and local building materials which differ from the rest of the southeastern region. The SFBC is written and enforced by the Board of County Commissioners of Metropolitan Dade County, Florida. The code restrictions below are from the 1979 edition.

Classification

This project would be considered as mixed occupancy because of the different restrictions of a hotel, restaurant and retail facility.

Hotel

A hotel is a multiple-residential use facility and, therefore, is under Group H Classification.

Construction Type: I, II, III (protected)

Maximum Allowable Height: I - not limited, II - 75 feet (5 stories), III - 60 feet (4 stories).

Minimum Ceiling Height:

Rooms, laundry, and storage - 7'-6"

Hallways, corridors, toilets, and kitchens - 7'-0"

Maximum Allowable Floor Area: I - not limited,

II - 22, 500 sq. ft., III - 10,100 sq. ft.

Minimum Sleeping Room Dimensions: width - 8 feet, floor area
(excluding closets and toilets) - 100 sq. ft.

Exit Requirements:

Maximum Distance to Travel to an Exit:

unsprinklered - 150 ft.

sprinklered - 300 ft.

Maximum Length of a Dead End Corridor: 35 ft.

Capacity of Means of Egress: 15

Floor Area per Occupant: 200 sq. ft. gross

Restaurants and Meeting Rooms

Restaurants and meeting rooms are classified as assembly occupancy or Group A.

Construction Type: I, II

Maximum Allowable Height: I - not limited, II - 60 feet
(4 stories)

Maximum Allowable Floor Area: I - not limited,
II - 22,500 sq. ft.

Exit Requirements:

Maximum Distance to Travel to an Exit:

unsprinklered - 150 ft.

sprinklered - 200 ft.

Maximum Length of a Dead End Corridor: 20 ft.

Capacity of Means of Egress: 50

Floor Area per Occupant: 15. sq. ft. net

Commercial and Retail

Mercantile and business uses are classified under Group G-1 occupancy. This includes retail stores, shops, offices and galleries.

Construction Type: I, II, III (protected), III (unprotected), IV, V.

Maximum Allowable Height: I - not limited, II - 75 feet (5 stories), III (protected) - 60 feet (4 stories), III (unprotected), IV, and V - 20 feet (1 story).

Maximum Allowable Floor Area: I - not limited, II - 45,000 sq. ft., III (protected) - 20,300 sq. ft., III (unprotected) - 18,000 sq. ft., IV - 13,500 sq. ft., V - 12,000 sq. ft.

Exit Requirements:

Maximum Distance of Travel to an Exit:

unsprinklered - 100 feet

sprinklered - 150 feet

Maximum Length of a Dead End Corridor - 50 feet

Capacity of Means of Egress:

ground floor - 50

upper floors - 10

Floor Area per Occupant:

ground floor - 60 sq. ft. gross

upper floors - 30 sq. ft. gross

Accessibility for the Physically Disabled and/or Handicapped

*All occupany Types must follow these codes.

Corridor Width: 44" minimum

Door With: 32" minimum

Ramps: 1'-12' maximum rise, 4' minimum width, leveled areas
every 30'

Parking: level space must be 12' wide minimum

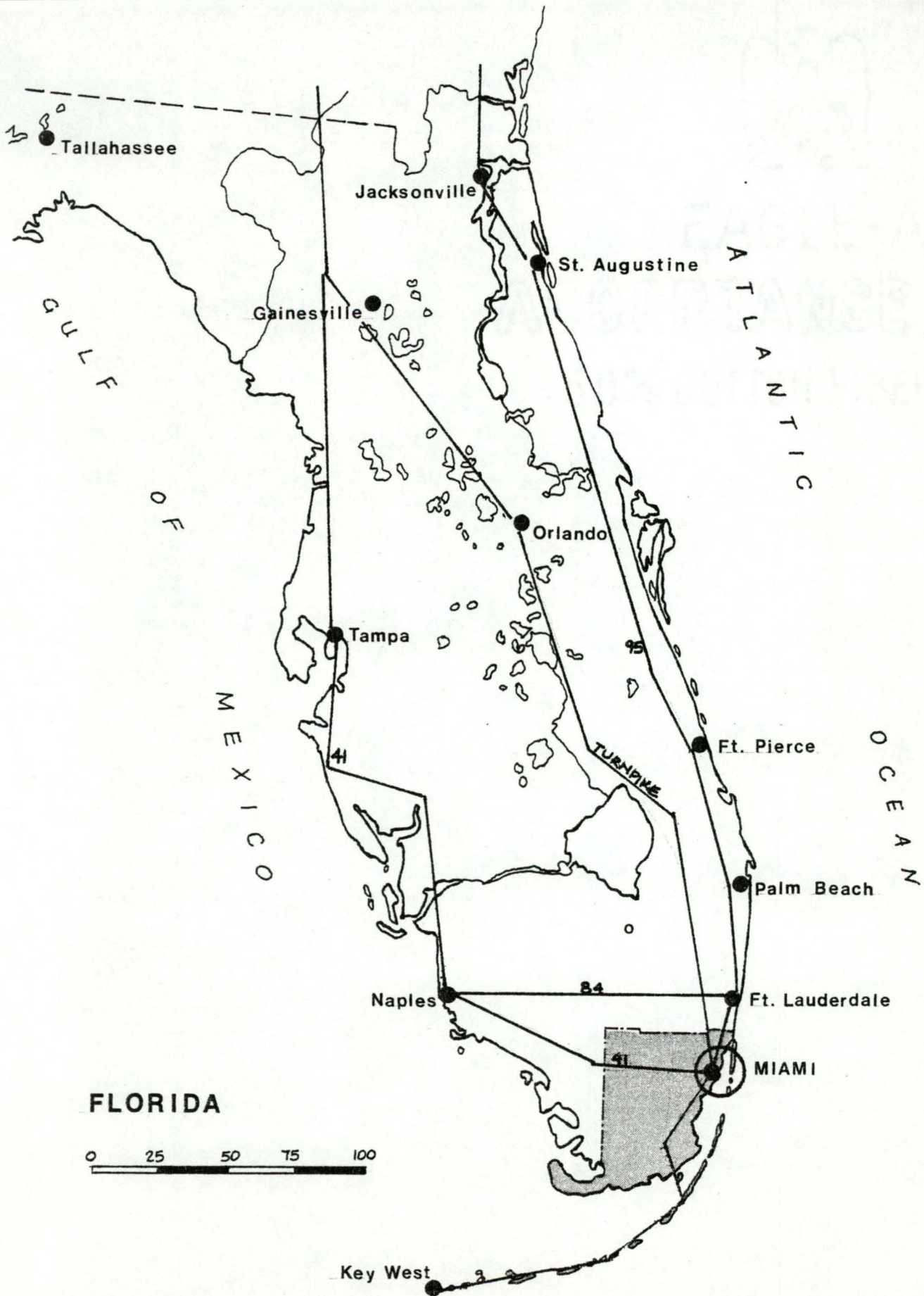
Toilets: one per floor.

PART II - THE SETTING

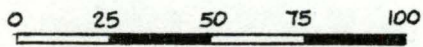
INTRODUCTION

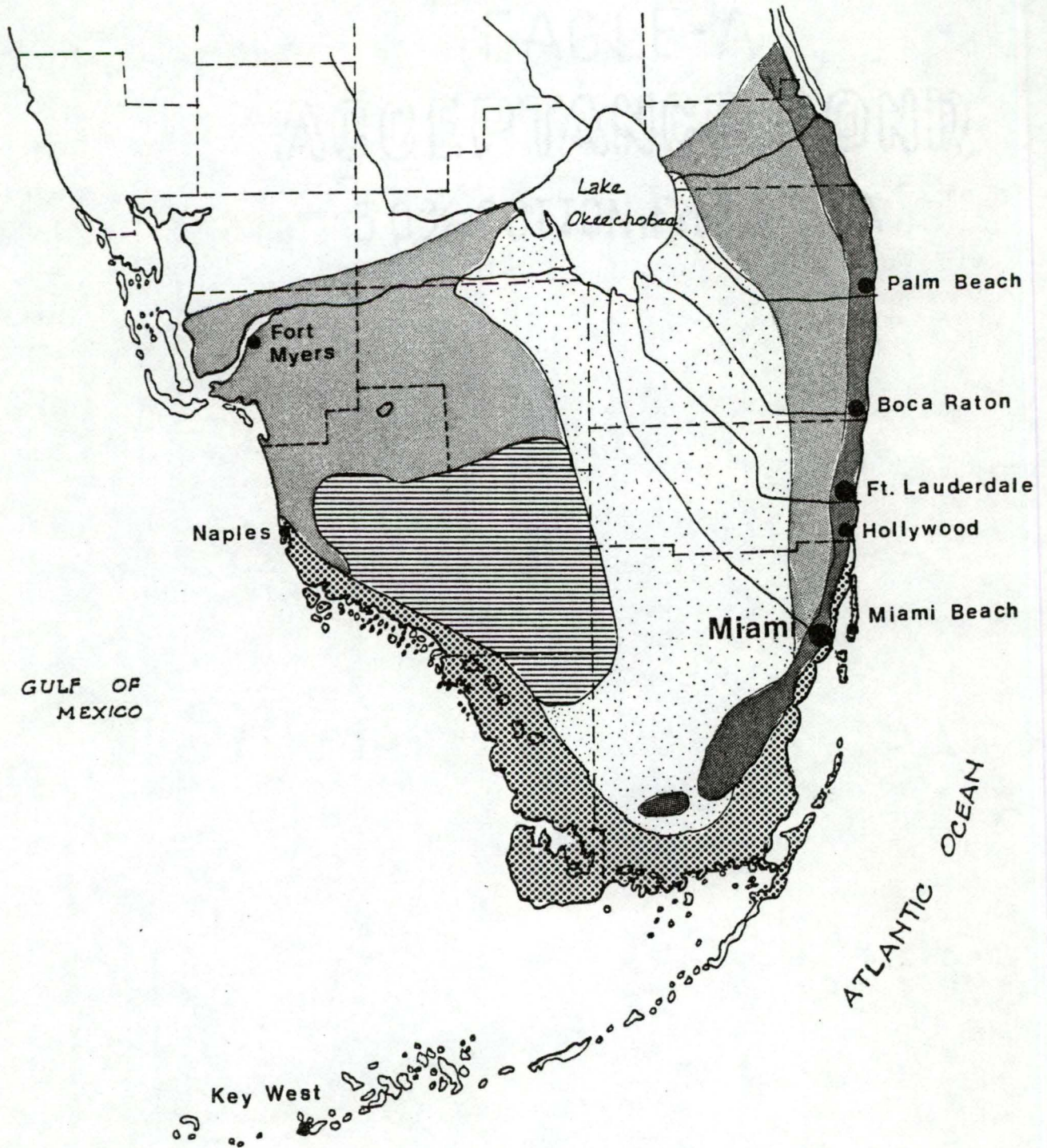
South Florida has a unique physical character, climate, and setting. Located nearer to the equator than any other part of the continental United States, its mild climate is influenced by the Gulf Stream passing within a few miles of Miami Beach, and the trade winds out of the southeast which warm the area in the winter and cool it in the summer.

REGION

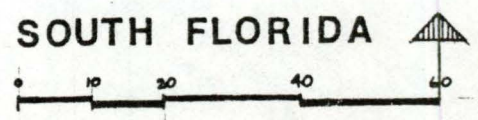


FLORIDA

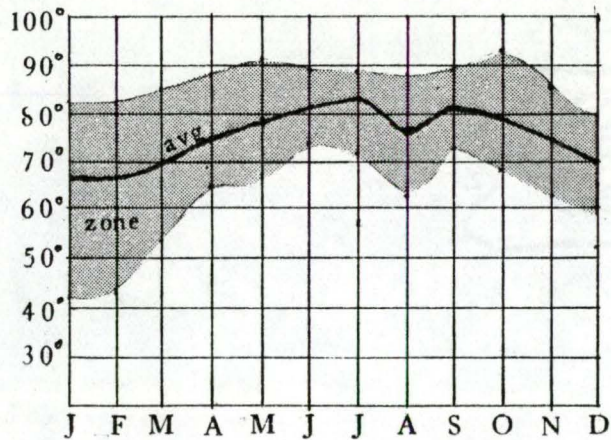




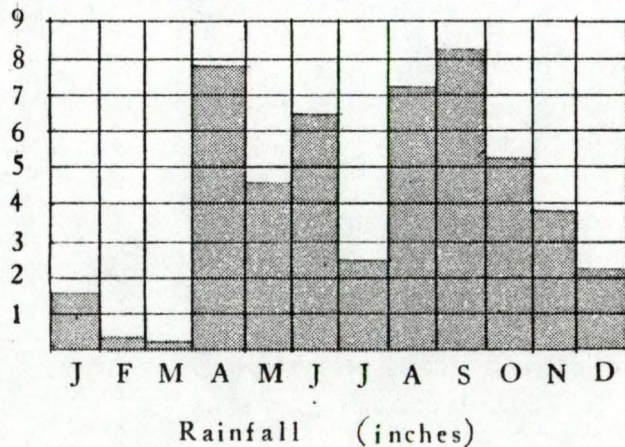
-  Sandy Flatlands
-  Big Cypress Swamp
-  Everglades
-  Atlantic coastal ridge
-  Coastal mangrove zone



CLIMATE



Miami Beach Temperature (°F)



Rainfall (inches)

The Miami area enjoys one of the most pleasant climates in the United States. For this reason it was able to build the huge tourist industry that has served as the basis for the area's fast-growing population.

The climate of the Miami area is subtropical marine and has warm rainy summers followed by mild dry winters. It would be completely tropical except that frost, although rare, does occur. The temperatures on Miami Beach differ from those inland at the Miami International Airport because of the Beach's proximity to the ocean and the Gulf Stream current. Miami Beach is frequently cooler in the summer and warmer in the winter than the City of Miami which is three miles west across Biscayne Bay.

Annual rainfall normally is within the range of 50 to 63 inches according to the Weather Bureau's airport station. Most occurs during the summer rainy season (June to October) when there are sudden, heavy downpours of short duration. Summer rains may temporarily flood low-lying areas, but the water is usually absorbed in a matter of hours into the porous bedrock beneath the ground surface.

Winds of eight to nine miles per hour are usually from the east and southeast in both the summer and winter, but occasionally shift to the west at night. At times, when cold air masses invade during winter, the winds are from the north.

Tropical hurricanes occasionally pass over South Florida during the months of September to October. Heavy rainfall and violent, destructive winds are typical of these tropical storms which result in flooding, power failures, and wind damage. Very few hurricanes have actually hit the Miami area, and this is especially true within the past decade. Dade County enforces a strict building code to hold high wind damage to a minimum. This, along with an extremely efficient hurricane warning system operated by the U.S. Navy and the Weather Bureau which allows time for adequate preparation, results in very little serious damage occurring as a result of hurricanes.

POPULATION

One of the unique characteristics of urban Miami is its ethnic composition. In 1980 residents were categorized according to three main ethnic groups:

14.5 percent Black

38.5 percent Latin

47 percent non-Latin White.

Although the county's 233,000 Blacks reside in North, Central, and South Dade Counties, they are concentrated in relatively small areas. There are no defined Black neighborhoods on the island of Miami Beach, although a few scattered families live in the poorer sections of South Beach. The median age for Blacks in Dade County in 1970 was 21.5 years compared to 32.2 years for Latins and 39.8 years for non-Latin Whites. The youthful composition of Dade County's Black population has created unrest because there are not enough jobs for young Blacks. Another factor causing conflicts with the Blacks and the rest of the community is the competition with the large Cuban minority, which is fast becoming the majority in South Florida.

Less than a generation ago, the first wave of freedom-seeking Cubans arrived in Miami equipped with little more than ambition and skills. However, their eagerness for social and economic progress gradually has brought them over the obstacles. During the 1960's, they accounted for 70 percent of Dade County's new residents and gradually replaced tourists and vacationers as the town's economic mainstay. By the end of the 1970's, Cubans and other Hispanics outnumbered Blacks by 2 to 1 and decisively

jumped ahead of the Blacks in Miami's tense tri-ethnic economic hierarchy. This first wave of political refugees were predominantly dispossessed middle and upper class people. Although they created a close-knit Latin neighborhood in Central Miami, referred to as Little Havana, many scattered throughout the county and intermarried freely with their Anglo-Saxon neighbors.

Most of the non-Latin Whites of Dade County are a diverse group, having come into the area from all over the United States and Canada. Traditionally, the county has had large numbers of farm people from other parts of Florida, Alabama, and Georgia, and urban dwellers from New York, New Jersey, Illinois, Pennsylvania, and Michigan. The White population has the greatest number of elderly people, due to the fact of people migrating from the north to retire under southern sun.

Miami also has many other ethnic groups including Orientals, Germans, Hungarians, Russians, Italians, Poles, and Greeks. These are usually second and third generation Americans who are integrated economically and socially into the mainstream of the county's population.

On Miami Beach there is a significant social group comprising of people of Jewish decent. The major concentration is found on the southern half of the Beach and consists mostly of elderly retired persons who still speak Yiddish as their major language.

DADE COUNTY POPULATION
1950 - 1980

<u>YEAR</u>	<u>ESTIMATED POPULATION</u>	<u>PERCENT CHANGE</u>
1950	495,084	
1955	709,800	43.4%
1960	945,047	31.7%
1965	1,097,200	17.3%
1970	1,267,792	14.7%
1971	1,310,000	3.3%
1972	1,362,000	4.0%
1973	1,416,000	4.0%
1974	1,442,000	1.8%
1975	1,452,000	0.7%
1976	1,473,000	1.4%
1977	1,501,000	1.9%
1978	1,528,000	1.8%
1979	1,566,000	2.5%
1980	2,687,000	

Note: 1960 and 1970 figures are official
census estimates.

DADE COUNTY
POPULATION - ETHNIC BREAKDOWN
(Figures in Thousands)

Year	Blacks	Latins	Whites	Total
1950	64.9	20.0	410.2	495.1
1960	137.3	50.0	747.7	935.0
1970	189.7	299.2	778.9	1,267.8
1975 (estimate)	208.0	467.0	770.0	1,445.0
1980 (projected)	233.0	617.0	760.0	1,610.0

PERCENT

1950	13.1	4.0	82.9	100.0
1960	14.7	5.4	79.9	100.0
1970	15.0	23.6	61.4	100.0
1975 (estimate)	14.4	32.3	53.3	100.0
1980 (projected)	14.5	38.3	47.2	100.0

(These figures do not take into account the refugee influx of 1980.)

DADE COUNTY
AGE DISTRIBUTION (Percentage)

Age	1960	1970	1979
0 - 14	27.4	24.2	19.3
15 - 44	40.0	39.1	41.6
45 - 64	22.6	23.1	22.7
65 +	10.0	13.5	16.3

POPULATION BY AGE
April, 1979

Age	Total	White Male	White Female	Non-white Male	Non-white Female
Total	1,519,217	597,499	682,552	112,001	127,195
0 - 14	293,825	109,767	105,786	39,163	39,109
15 - 24	242,858	96,064	97,765	23,998	25,031
24 - 44	398,475	156,158	172,191	26,772	34,353
45 - 64	345,219	140,578	168,269	16,187	20,185
65 plus	247,870	94,932	138,540	5,881	8,517
18 plus	1,151,910	458,499	548,326	65,050	80,035

TRANSPORTATION

Miami is linked to other areas by air, water, rail and highway. Transportation is an essential element in the economic structure of South Florida. Tourism, construction, and trades depend on the currently congested and inefficient means of transportation throughout the county.

Airports

Miami International Airport is one of the busiest in the world. In 1979, twelve million domestic passengers and 7.5 million international passengers passed through the airport. Since 1960 it has been rated among the top three airports in the world in terms of international cargo movements. Approximately 80 percent of hotel guests in Miami Beach arrive by airplane, which is only twelve minutes away by car. This indicates a relatively affluent market as far as the tourist heading for Miami Beach.

There are several other smaller airports in the area including Homestead Air Force Base, Opa-locka Air Base, Tamiami Airport, and about a dozen heliports in the center of the county's urban center. Also, the Goodyear Blimp base is located off of the MacArthur Causeway on Biscayne Bay.

Airport Passengers

<u>Domestic</u>	<u>International</u>
1965 - 4,387,925	1,549,616
1970 - 7,317,899	3,369,710
1974 - 8,438,481	4,240,336
1975 - 7,873,930	4,194,188
1976 - 8,162,406	4,435,596

Seaport

The Port of Miami and Port Everglades of Ft. Lauderdale are the only deepwater ports serving South Florida. In general, Port Everglades handles bulk cargo such as petroleum and cement, while Miami's port handles package freight and cruise passengers. The new Dodge Island Seaport in Miami is the busiest cruise port in the world.

Seaport Passengers

1965 -	265,290
1970 -	569,366
1974 -	728,201
1975 -	804,926
1976 -	1,029,687
	(world record)

Railways

Metropolitan Miami is linked to the rest of the nation by four railroad systems: Florida East Coast, CSX, Inc., Southern, and Amtrak. Rail is basically used for freight, but seven percent of Miami's tourist do arrive by train. The two passenger stations are in downtown Miami and North Miami. There is no direct rail service to Miami Beach.

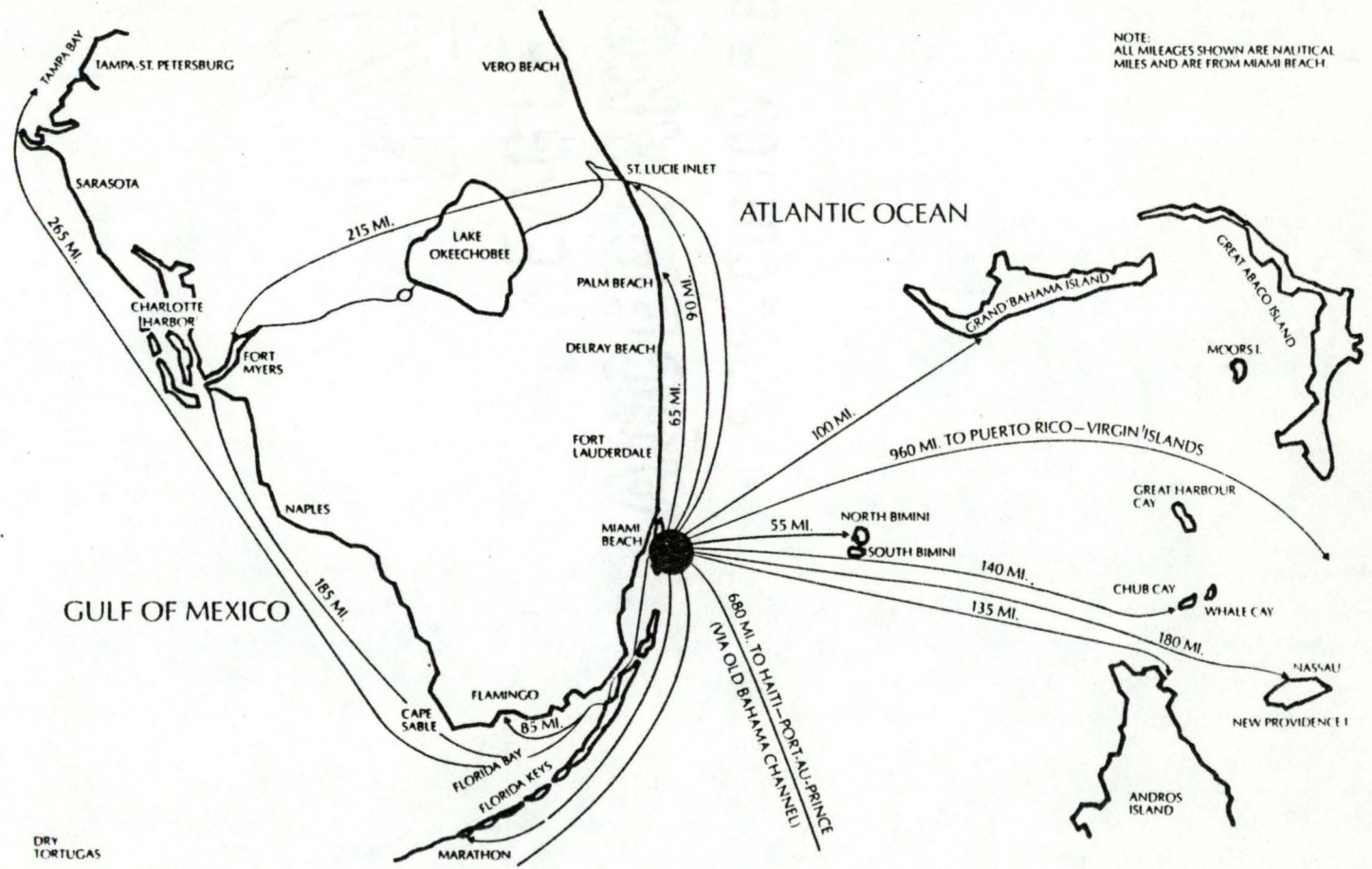
Highways and Roads

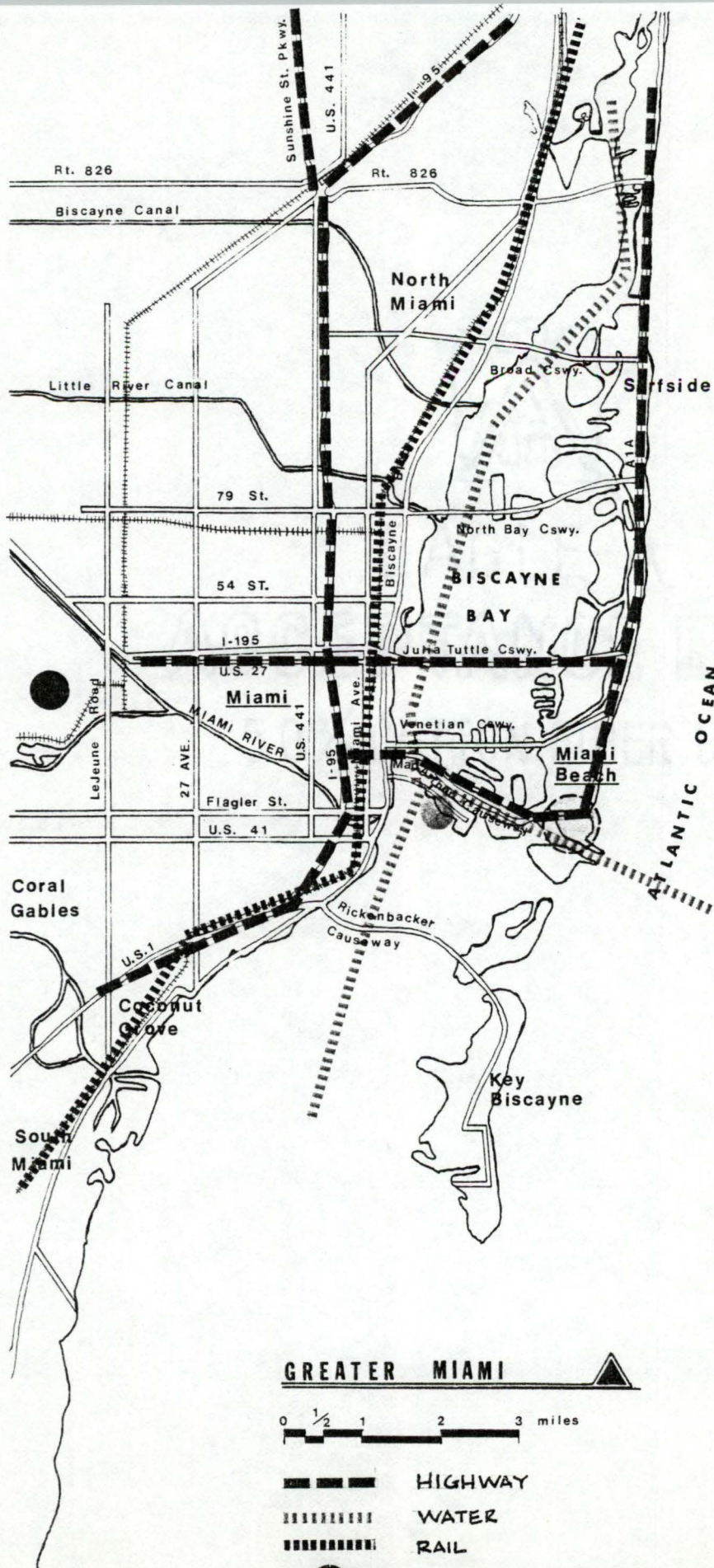
Miami is defined by its rigid grid of roads and highways. The major State and Interstate highways run north and south while local avenues and roads constitute the major east/west traffic movement. The major highways are:

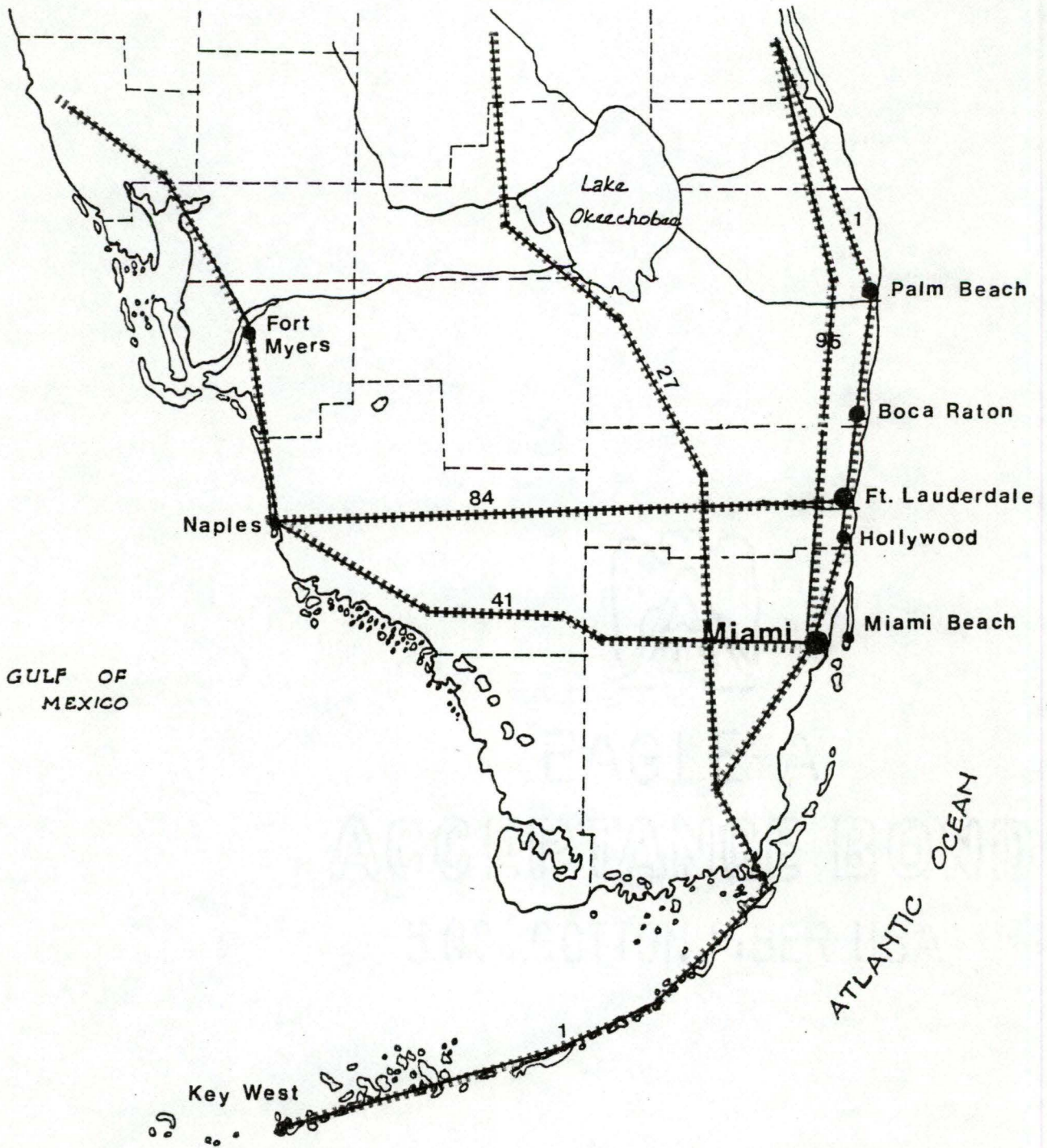
U.S. Primary - 1,27,41, 441

State Primary - A1A,9,94,112,826,836,874, Sunshine Turn-
pike and Turnpike Extension

Interstate - 95,195,395.







SOUTH FLORIDA



MAJOR HIGHWAYS

THE ECONOMY

Metropolitan Miami has a trade and service economy geared toward tourism and the provision of goods and services to a rapidly increasing population. Although a period of decline was experienced in the 1970's, tourism is still the largest single contribution to the county's economic base. The construction industry is also a major contributor to the county's economy.

A relatively new contribution to economic growth is derived from international business. When the 1974 recession hit, Cuban businessmen sought out business opportunities in Central and South America. This was a quite natural step, since these countries are Spanish speaking. They brought trade back to Miami where today an estimated 50 percent of all transactions - real estate, finance, exchange of currency and other commodities - are Latin oriented.

Because of this new trade market and the interest Europeans have been showing in South Florida, Miami International Airport operates near capacity and teams with passengers from 36 countries.

The Port of Miami is another economic focus. Though it plays an important part in transferring and receiving goods, its major role is connected with tourism. One-third of the world's cruise ships are based here.

Other elements which make up Miami's economic structure include:
Banking - national and international,

Manufacturing - food products, metals, chemicals, plastics,
clothing, machinery, aluminum fabrication,
and transportation equipment.

Printing and Publishing

Aircraft Maintenance

Wholesaling

Agriculture.

MIAMI BEACH

INTRODUCTION

Miami Beach consists of approximately 20 small islands off the southeast coast of Florida in Dade County. The major island is about seven miles long and less than one mile wide. On this island is the major business district and the majority of the hotels and other tourist oriented activities. On the smaller islands, some of which were man-made, are residential communities. Directly across Biscayne Bay to the west lies the City of Miami.

HISTORY

Around the year 1400 A.D. an Indian town flourished in a mangrove jungle on the island which is now Miami Beach. The town was built by members of the Tequesta tribe, the "aboriginal lords" of the lower east coast of the Florida peninsula. They were related to the Calusa, the principle tribe of Southern Florida during the Spanish occupation of the country and were absorbed or exterminated by the Creeks in the 18th century.

In 1513, the island was first sighted by an European. This was Ponce de Leon who sailed into the Bay during his search for the famed "Fountain of Youth."

Biscayne Bay was given its name by a Spanish shipowner, Vizcaino, who shipwrecked here in 1550. The first settlement in this area was a Spanish mission built at the mouth of the Miami River by Don Pedro Menendez de Aviles in 1657. Its purpose was to Christianize the Indians, establish a port-of-call for ships, and to exploit the area for the benefit of the Spanish Crown.

Under the Treaty of Paris in 1763, Florida was ceded to England. At the end of the American Revolution in 1783, it returned to Spanish rule. In 1821, after existing as an independent republic for four years, Florida was annexed by the United States. During the Seminole War in 1835, the United States Army settled in the Spanish fort in Miami and named it Fort Dallas. During the following year Dade County was incorporated. Growth occurred rapidly in the Miami area, especially after the completion of a Flager's railroad which provided the vital link with the rest of the country.

Originally settled as a coconut plantation and a winter produce farm in the early 1900's, the Miami Beach landowners soon began to realize the potential for the residential and tourist market.

Ambitious undertakings to clear the mangrove jungle and fill the swampy lands resulted in the foundations of one of the nation's most popular resorts. Bridges were constructed to connect the island with the mainland three miles away, concrete bulkheads were put in, and the streets were laid out and paved.

Carl C. Fisher, the most ambitious of these initial developers, installed an electrical power plant and water system. He built golf courses, polo fields, bathing casinos, and hotels. He launched an extensive campaign advertising the climate, beauty, and vacation opportunities of Miami Beach, and thousands of tourists came to the island to be enchanted by this new resort.

Miami Beach was incorporated as the town of Ocean Beach in 1915 and as the City of Miami Beach on May 21, 1917. Imported exotic birds and plants were introduced to the island to enhance its tropical atmosphere. The first land boom began in 1925 and in this year population increased to over 2,000 as Miami Beach enjoyed a building surge. Overspeculation and oversubdivision turned the boom into a bust in 1926. This was further aggravated by a disastrous hurricane which devastated the area that same year.

Miami Beach began its comeback while the rest of the nation was in the mist of the Depression. The Beach became a haven for the

wealthy who had maintained their money after the market crashed. The fanciful, glitteringly ornate Art Deco buildings which began to appear reflected the attitude of escapism felt by the patrons of this period.

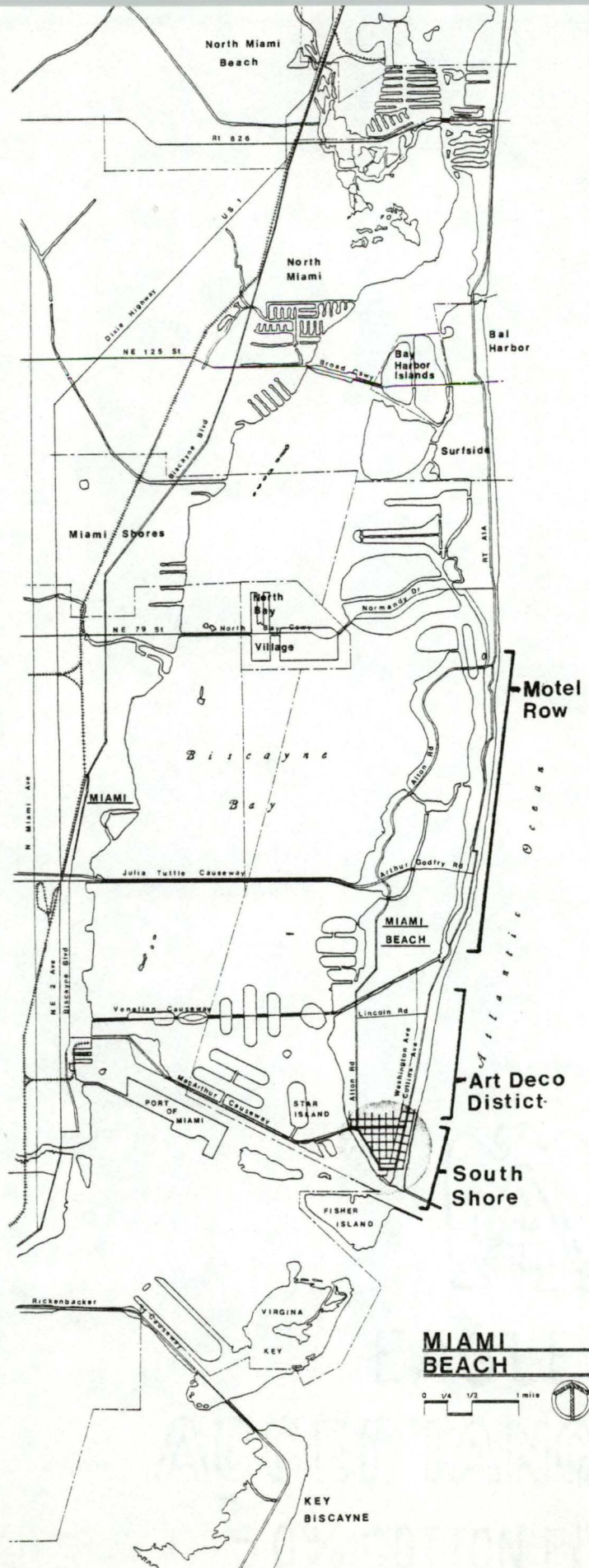
Toward the end of the 30's the tourist industry was flourishing. The South Beach area was crowded far beyond its capacity, and the second stage of major development in Miami Beach began - Hotel Row.

In these years immediately following World War II, more deluxe hotels were built in Miami Beach than in all the rest of the world. During this period which extended into the 1950's, the great "concrete canyon" running along the ocean side of the island was constructed.

In the late 50's the character of tourism changed with the middle income tourist gaining more prominence. This brought about the third form of development on the island which led to the rise of Motel Row. Built with little or no control, this motel development represents a classic example of strip development. By 1980 the permanent population of Miami Beach is nearly 100,000 people.

MIAMI BEACH POPULATION

<u>YEAR</u>	<u>PERMANENT</u>	<u>WINTER PEAK ESTIMATE</u>
1920	644	
1925	2,342	
1930	6,494	35,000
1935	13,330	50,000
1940	28,012	75,000
1945	32,255	90,000
1950	46,282	107,200
1955	50,981	138,000
1960	63,145	150,000
1965	75,500 est.	825,000
1970	87,072 Census	1,000,000
1975	94,217	N/A
1980	98,217	N/A



AREAS & DISTRICTS

SOUTH BEACH

The southern-most tip of Miami Beach is the oldest part, and today is known as South Beach or South Shore. Originally, a coconut plantation in the early 1900's, South Beach became the initial focus of tourism on Miami Beach. Developed by the Lummus brothers, its hotels and apartments were generally quite small by current standards of ocean front development.

This 220 acre section was originally divided into a grid of 46 residential lots each measuring 40' x 100'. The venture was so successful that land values rose 1800 percent between 1914 and 1925. However, as the tourist development continued, the small lots of the South Beach proved inadequate for the larger hotels, and construction began to move north of the Fifth Street boundary. As newer, more lavish hotels and apartments were built to the north, the older South Beach slowly converted from a predominantly Jewish retirement haven. A virtual "geriatric ghetto," 72 percent of the 43,000 South Beach residents are currently sixty or more years of age. In addition, 47 percent of the area's residents are Jewish with either Polish or Russian origins.

Although many of the buildings in South Beach are still in acceptable condition, 36 percent of the dwelling units are deteriorated. Recently, these inadequate structures have been used to house Cuban and Haitian refugees until more suitable housing is made available.

ART DECO DISTRICT

During the 1930's, when the rest of the country was experiencing the hardships of the Depression, Miami Beach experienced a building boom which lasted until World War II. It was during the development that the more than 800 structures were built that make up what is now called the Art Deco Historic District. Designated as an Historic District in May 1979, this is the nation's first 20th century architectural district to be placed on the National Register of Historic Places. Less than 45 years old, the novel style of the majority of the buildings in the area constitutes the highest concentration of the Art Deco Style of the world.

The three to four-story concrete-block structures are characterized by an emphasis on horizontality which was accomplished through wide windows with "eyebrow" sun shades, balconies, and an amazing repertoire of painted decoration. There is a definite sense of unity and cohesiveness throughout the district. Much of this is due to the fact that most of the buildings were designed by a small number of architects working with two or three developers.

The Art Deco District is rich in the detailing of the time; gold leaf, murals, statuary, Carrera glass, heavy-etched mirrors, and the intricate patterns of terrazzo floors.

A unique aspect of the Art Deco District is that it will be preserved as an entire district or neighborhood. Though some parts of the district contain only a few truly outstanding examples of an architectural style, the total neighborhood creates a homogeneity of style and scale which meld the collection of buildings into a unified whole.

MOTEL ROW

The most recent building development in Miami Beach has been the rise of Motel Row. Collins Canal hugs the east side of the island and runs north, forming a very narrow shoestring of land that is now referred to as Motel Row.

Inexpensive air travel opened Miami Beach to a vast new tourist trade in the 1950's. As the large new hotels went up along the northern part of Collins Avenue, the older small ones in the Art Deco district began to suffer the same fate they had brought to the original South Shore hotels 25 years earlier. As a result, these hotels increasingly became residential hotels occupied mainly by elderly people living on a low, fixed income.

The development of spectacular hotels such as the Eden Rock and Fontainebleau gave Miami Beach a new image, but they also nearly destroyed its major natural asset: the beachfront.

However, in the mid-1960's, this city with some of the best convention facilities in the world began to undergo an economic decline as Americans began to take advantage of the attractive hotel and air fare packages to Europe and the Caribbean. Within a few years Miami Beach was left with less than a quarter of its 28,000 hotel rooms filled during the winter season.

THE CITY TODAY

Miami Beach is now entering its fourth phase of development. Because of the economic recession and the declining value of the dollar, vacation travel to foreign countries has declined and a greater number of Americans are vacationing in the United States. Miami Beach wants to take advantage of this trend, and some of the larger hotels on the north end of the island already have undergone costly, major refurbishing to attract the new tourists.

Europeans are also discovering that they can vacation in Miami Beach for less than in many parts of Europe. Another major influence on the tourist industry is the increasingly important Latin American market which keeps Miami Beach alive during the summer months when these people cross the equator to escape their winter. The close vicinity of the island to Miami International Airport is a very valuable and important asset for attracting both foreign and domestic vacationers.

There exists a possibility that legislation permitting Casino operations on the island may be passed within this decade. If this occurs, the tourist industry will undergo a radical change.

PART III - THE NEED

INTRODUCTION

Miami Beach has one of the highest concentrations of hotel buildings in the country. Why, then, should any more be built? The following is an evaluation of the existing facilities and a market analysis indicating that there is a demand for new facilities for a specified market. Most of the material was obtained through the City of Miami Beach and the South Shore Developers, Inc.

EXISTING FACILITIES

EXISTING FACILITIES

Miami Beach has a wealth of existing facilities geared toward the promotion of tourism. With over 350 hotels of various price ranges, Miami Beach is affordable to most vacationers. Recreational and cultural activities are numerous but could be expanded. The convention facilities are adequate for the amount of conventions held now, but an envisioned increase would need additional facilities.

Summary of Competitive Hotel Facilities

Name	No. of Rooms	Amenities
The Breakers	600	A,B,C,D,E,F,G,H,I,J
The Boca Raton Hotel	733	A,B,C,D,E,F,G,H,I,J
Diplomat Hotel	1,200	A,B,C,D,E,F,G,H,I
Americana	717	A,B,C,D,E,F,G,H
Omni International	556	A,C,D,E,G,H,I
Doral Country Club	660	A,C,D,E,G,H,I,J
"Big Six"		
Doral on the Ocean	420	A,B,C,D,E,F,H,I
Fontainebleau Hotel	1,284	A,B,C,D,E,F,G,H,I
Konover	468	A,B,C,D,E,G,H
Deauville	543	A,B,C,D,E,F,G,H,I
Carillon	620	A,B,C,D,E,G,H,I
Eden Roc	350	A,B,C,D,E,F,G,H,I

Amenities Key

- A. Swimming pool
- B. Beachfront location
- C. Restaurants
- D. Lounge
- E. Nightclub
- F. Marina, docks
- G. Health spa
- H. Convention facilities
- I. Tennis courts at
premise
- J. Golf course at
premise

CULTURAL

Miami Beach provides cultural activities for its residents and tourists. These facilities should be expanded to cater to a broader range of cultural activities and events. Existing facilities include:

Miami Beach Convention Center

Performing Arts Theater

Municipal Auditorium

Ocean Front Auditorium

The Bass Museum

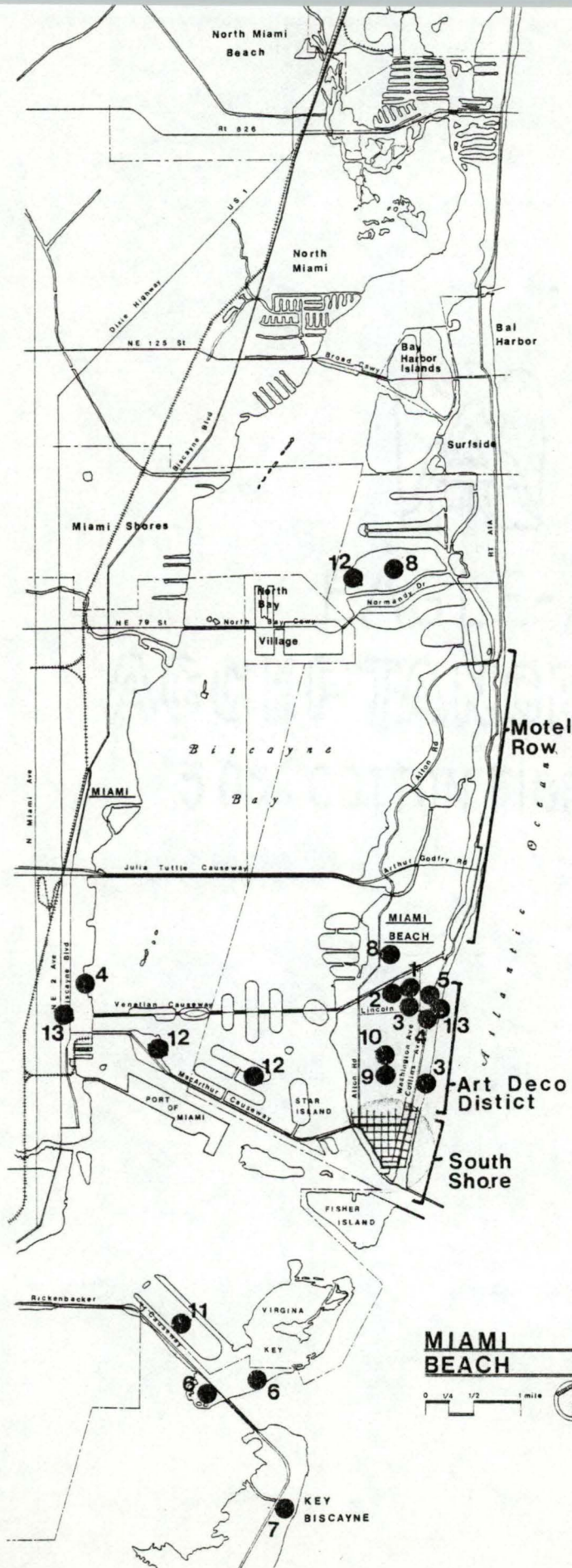
Arts and Literature Center

Cinemas

RECREATION

Miami Beach provides an abundance of recreational and leisure activities for people of all ages, incomes and interests. These include the following:

- swimming
- boating
- fishing
- golf
- tennis
- handball
- restaurants
- nightclub entertainment
- shopping
- amusement parks
- greyhound racing.

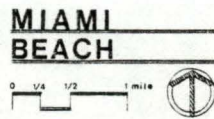


Cultural:

- 1. Convention Center
- 2. Theater
- 3. Auditorium
- 4. Museum
- 5. Art and Literature

Recreational:

- 6. Amusement Park
- 7. Zoo
- 8. Golf
- 9. Swimming
- 10. Tennis
- 11. Marine Stadium
- 12. Yacht Club
- 13. Shopping Center



THE MARKET

TOURISM

Florida is one of the leading states in attracting out-of-state visitors. Greater Miami drew approximately 13,800,000 tourists in 1976 with expenditures exceeding 5.1 billion dollars. Over four million of these tourists visited Miami Beach, spending nearly one billion dollars.

For the last ten years Miami Beach had experienced an annual growth of 100,000 visitors per year. Although it has suffered declines in the past, Miami Beach is still one of the leading convention cities in the United States. The Miami Beach Convention Center is one of the largest and most advanced convention facilities in the country. In 1978, 250 conventions attracted more than 275,000 convention participants who spent \$54,500,000.

Miami Beach Tourists

	<u>Number of Tourists</u>	<u>Tourist Expenditure</u>
1963	1,847,040	\$326,919,000
1964	1,950,000	360,750,000
1965	2,047,500	391,400,000
1966	2,252,250	540,540,000
1967	2,480,000	612,560,000
1968	2,800,000	728,000,000
1969	3,000,000	825,000,000
1970	2,990,000	598,000,000
1971	3,110,000	600,000,000
1972	3,185,000	627,500,000
1973	3,325,000	647,250,000
1974	3,500,000	695,750,000
1975	3,400,000	725,000,000
1976	3,500,000	777,500,000

MARKET SOURCES

Over 60 percent of visitors to Miami Beach come for vacations. Convention visitors account for 20 percent of total visitors, but represent a much higher percent of the occupancy at the larger and more expensive hotels. Three percent of hotel guests come solely on business, while 15 percent are combining business and recreation.

Convention	20%
Business only	3%
Pleasure only	62%
Business and Pleasure	<u>15%</u>
	100%

Currently, conventions are the principal market for Miami Beach's first class hotels, accounting for two thirds of their use and almost the entire winter season.

MARKET GENERATORS

The excellent year-round weather of Miami Beach coupled with numerous recreational amenities and attractions allow the tourists to enjoy a wide variety of activities.

Miami's strategic location in relation to South America has contributed to capturing an ever-increasing number of Latin American visitors, mostly during the summer months. These visitors are attracted by the shopping and business opportunities in the area along with the large Latin population already in the Miami region.

The Miami Beach Convention Center is a major generator for the cities hotels. It is located within easy access to all major hotels, restaurants, shopping and entertainment facilities. According to Convention Bureau authorities, the shortage of first class hotel accommodations on Miami Beach is the major obstacle to capturing an even larger share of the national convention market.

Miami Beach Visitor - Region of Origin

New York Metro	28%
New England and Atlantic	20%
North Central	13%
South Atlantic	9%
South Central	4%
Mountain, Pacific	4%
Foreign	<u>22%</u>
	100%

SUPPLY

There are 887 hotels and motels in Dade County containing 69,375 rooms, with Miami Beach accounting for 352 hotels and 28,492 rooms. The inventory of first class hotels in Miami Beach is dominated by the "Big Six," located on the Gold Coast which together contains 3,685 rooms.

Other first class hotels are located throughout South Florida and include several well-known resorts. In addition to conventioneers, these hotels also cater to the more affluent winter tourists who seek quality service, recreational amenities, and nightly entertainment.

ESTIMATED HOTEL DEMAND

The development of additional hotels in Miami Beach is justified by the following conditions:

1. The continuous growth of the tourist market in South Florida in the last decade.
2. The growing demand from convention sources currently hampered by the lack of first-class hotels.
3. The need for hotel facilities related to alternate vacation activities such as a marina.

SOUTH SHORE DEVELOPMENT

SOUTH SHORE REDEVELOPMENT

One of the most extensive undertakings planned for Miami Beach is the clearance and redevelopment of the entire South Beach area. Only a few buildings such as the Biscayne Hotel, the Jewish Temple, and recently built condominiums will be retained.

A \$3 million U.S. Economic Development Administration grant made the first step in this massive South Beach redevelopment plan possible. The program's objective is to retain Miami Beach as a vital tourist attraction and provide its year round residents with a better living environment. The plan, prepared by Wurster, Bernardi & Emmons of San Francisco, and Raymond Moriyama of Toronto envisions a resort complex woven together by pedestrian walkways and two miles of newly formed canals. The overall plan provides for 4,350 rooms in nine hotels, 2,500 residential units, 450,000 sq. ft. of retail and entertainment space, 62,500 sq. ft. of office space, a convention center, a new marina, and 12,000 additional parking spaces.

The redevelopment area is at the southern end of the Miami Beach peninsula encompassing all the land south of Sixth Street which consists of some 220 acres and 46 city blocks.

As future visitors approach the redeveloped area across MacArthur Causeway, they will see on their right the largest marina in the southeastern United States, with 400 wet slips and some 350 dry storage facilities. On the northerly end of the marina will be a marina hotel complete with retail shops, restaurants and

entertaining facilities. To their left, the old Biscayne Hotel, with its Spanish architecture, will be renovated and expanded.

The central part of the redeveloped area will be basically comprised of residential islands with small retail and commercial on lower, canal levels. One of these islands will be dedicated to recreational activities.

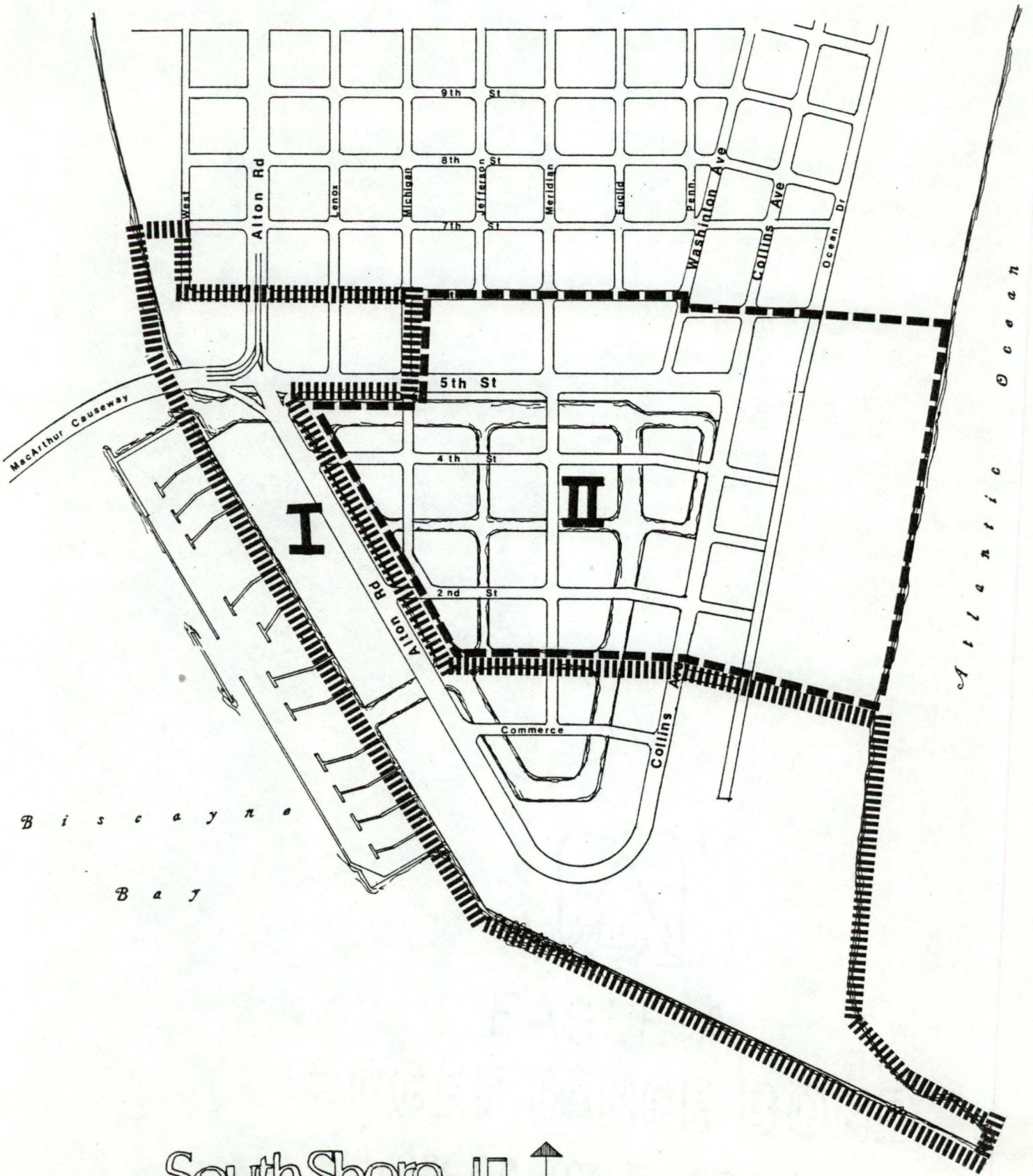
Anchoring the tip of South Beach will be a major thirty story, 1,200 room convention hotel. Gardens, parks, and beaches throughout the project will compliment the many new buildings.

The framework for redevelopment is proposed in this project to be on a revised grid of the existing street layout, therefore, making it possible to retain more of the interesting existing structures, while creating a new environment for the newer buildings.

IMPLEMENTATION OF REDEVELOPMENT

The Miami Beach Redevelopment Agency was established in 1976 to explore ideas and make proposals for the South Shore. South Shore Developers, Inc. was selected in 1979 by the Agency to be the Master Developer for the project. The planning and physical design of the area has been completed and the Agency is currently seeking developers and investors to participate in the project. The Dade County Circuit Court has approved bond validation for the Miami Beach Redevelopment Agency stating that the Agency can issue \$380,000,000 worth of Public Improvement and Land Acquisition bonds. The revenue from these bonds will pave the way for the developers to perform the renovation and addition to the Biscaya Hotel.

"Waterbreaking" for the marina was begun in 1977 and a 3,600 ft. breakwater is now completed. This was undertaken by the City of Miami Beach which is responsible for the building of the breakwater, fuel deck, and a portion of the slips. Private developers will finish the slips and take over the operation of the marina on a long term lease from the Redevelopment Agency. Except for a few private fishing and cruise operations, the marina will be a public facility.



South Shore
 PHASING OF REDEVELOPMENT

PART IV - THE PROJECT

INTRODUCTION

The Marina Hotel planned for the northern end of the marina will attract the higher-paying clientele. Since the demand is both for vacationers and for conventioners, the facility is programmed to sufficiently accommodate the needs of a variety of prospective guests. Small scale convention facilities and a wide range of recreational activities will be provided. A variety of restaurants, shops, and entertainment will also be included to create a self-sufficient complex with the amenities of the marina and nearby ocean complementing it.

PROGRAM

Front of the House:Entry

The entrance is the first impression a guest has of the hotel. It should be gracious and beckoning. For this project the entrance must be accessible to automobiles, pedestrians, and boats. People entering the hotel will have different destinations. Some will be registering, others will go directly to their rooms or to restaurants, shops, or entertainment facilities.

Users - public, administration, and staff.

Lobby

The major public gathering space upon entering the hotel, in addition to being a major focus of movement is the lobby. It would also be a meeting, waiting, and socializing space.

Users - public, administration, and staff.

Front Desk

The front desk is vital for the functioning of a hotel. It accommodates a number of activities covering guest registration, reception, information, and cashier services over the desk or counter. It is a major control and security point as all guest must pass by it when entering and leaving the hotel.

Users - guest and staff.

Porters Station

Porters are provided to assist guest in handling their baggage. They may be called upon to transfer baggage from vehicles to the hotel rooms, handle mass arrivals, and to store baggage. Their station must be located near the reception desk as well as the general area of the lobby.

Users - Head porter and porter boys.

Administration

The administration controls the functions of a hotel. Office space for the front office manager, other administrators, secretaries, and accountants provide the space where the main organizational and administrative services are conducted.

Users - staff.

Restaurants

The hotel restaurant should provide a place for all its guests to eat. There is a demand for different types of eating facilities in the hotel:

1. a restaurant facility appropriate for any guest to be served breakfast, lunch, and dinner.
2. a more formal dining facility to be used primarily at night.

3. a coffee shop to cater to people wanting quick food service with a limited menu.
4. a cocktail bar and lounge.
5. private dining rooms for private groups.
6. a nightclub with entertainment facilities.
7. room service facilities.

Users - public and staff.

Assembly Space

This would contain facilities for small conventions and meetings. Spaces will be flexible as far as size, lighting, and audio-visual systems.

AREAS

Front of the House:

<u>Space</u>	<u>Area, Sq. Ft.</u>
Entry	1,200
Lobby	5,400
Front Desk	300
Porters Station	300
Administration	3,200
Manager's Office	360
Assistant Manager's Office	300
Reception	150
Secretarial	440
Reservations	200
Accounting	200
Cashiers Office	200
Food and Beverage Office	150
Switchboard	300
Copy Room	350
Supply and Storage	300
Toilets	250
Restaurants	35,600
Hotel Restaurant	9,000
Formal Dining	9,000
Coffee Shop	2,000
Cocktail Bar and Lounge	2,000
Private Dining Rooms	3,600
Nightclub	8,500
Public Toilets	1,500
Assembly	19,800
Ballroom	4,300
Two (2) large Meeting Rooms	2,700
Exhibition Space	4,300
Kitchen Facilities	1,700
Six (6) Small Conference Rooms	4,300
Storage and Circulation	2,500
Circulation (30%)	19,740
SUBTOTAL	85,540

Back of the House ServicesStaff Facilities

Requirements and activities for the staff facilities are generated by the need of services, sanitation, safety, and welfare. There must be changing facilities for employees to prepare themselves for work. Also, dining and restrooms are required for the staff's physical needs.

Users - employees.

Receiving Dock

This is the principle service dock of the hotel. Goods, supplies, furniture, equipment, and other articles prevalent to hotels are loaded and unloaded and transferred to storage or to specific areas of the complex. This area also handles the receiving, sorting, storage, and disposal of trash and garbage.

Users - staff and delivers.

Kitchen

The kitchen's basic function is food preparation. The number and location of dining facilities dictate whether there should be more than one kitchen. Deliveries, food preparation, dishwashing, menu preparations, and other activities take place in the kitchen areas.

Users - staff.

Mechanical Areas

Mechanical, boiler room, electrical, switchboard, telephone equipment, A/C, etc.

AREAS

Back of the House

<u>Space</u>	<u>Area, Sq. Ft.</u>
Staff Facilities	5,400
Locker Rooms	3,500
Personnel	300
Secretary	200
Security	200
Dining Room	1,000
Toilets	200
Housekeeping	4,000
Office	200
Uniform Storage	600
Valet Facilities	1,600
Laundry and Linen	1,600
Receiving Dock	3,050
Dock	1,800
Trash and Garbage	900
Checking Office	200
Service Elevator	150
Maintenance Area	3,400
Workshop	1,800
Engineer's Shop	900
Engineer's Office	200
Storage	500
Kitchen	14,500
Main Kitchen and Servery	8,000
Offices	1,000
Refrigeration	1,500
Food and Beverage Storage	2,000
General Storage	2,000
Mechanical Areas	7,000
Circulation (30%)	11,200
SUBTOTAL	48,550

Accommodations

Guest Rooms

The heart of the hotel and the most viable source of income is the actual hotel guest room. Here the guest sleeps, dresses, bathes, relaxes, socializes, reads and watches television. It should be comfortable and private.

Users - maids, service and guests.

AREAS

AccommodationsSpacesArea, Sq. Ft.

436 Guest Rooms	208,800
Regular 114 @ 360 ...	44,040
Typical 256 @ 450 ...	115,200
Suite 48 @ 720 ...	34,560
Villa 18 @1,000 ...	18,000
Circulation, elevators, stairs, and service	84,000
SUBTOTAL	292,800

Recreational Spaces

Swimming Pool

A focal point in outdoor activity of the hotel is the swimming pool. This is essentially a service rather than a revenue producing item, but the activities which stem from the pool are profitable.

Users - guests.

Health Club

Many of the competitive hotels in the area include a Health Club facility for its guests and members. Saunas, whirlpools, exercise and workout rooms are the major activity spaces.

Users - guests, members, staff.

Marina

This complex centers around the Marina and its activities. The public, guests, and boaters create a great deal of circulation activity while experiencing marina functions and appreciating the atmosphere.

Users - transient boaters, local boaters, charter boat, operators, guests, public, service, and security.

Commercial Space

Flowing into the hotel is the pedestrian-oriented commercial which will be developed along the waterfront. Visualized as a specialty, restaurant, and entertainment center, the Marina Shopping Center will differ from typical shopping centers in that it will:

1. be anchored by restaurants, entertainment, and recreational facilities rather than department stores.
2. have a unifying architecture throughout the center.
3. attract sightseers and tourists as well as a wide range of the local market segment.
4. emphasize marine specialty merchandise and products.

Users - guests, boaters, tourists, and other public.

AREAS

Recreational Areas

<u>Space</u>	<u>Area, Sq. Ft.</u>
Outdoor, heated swimming pool	2,000
Pool Mechanical	2,000
Health Club	5,400
Commercial Space	43,100
Newstand	700
Travel Office	700
Barber	900
Beauty Shop	900
Drug Store	900
Retail	34,000
Service and Storage	5,000
Circulation	15,750
SUBTOTAL	68,250

MARINA HOTEL

Areas

Area, Sq. Ft.

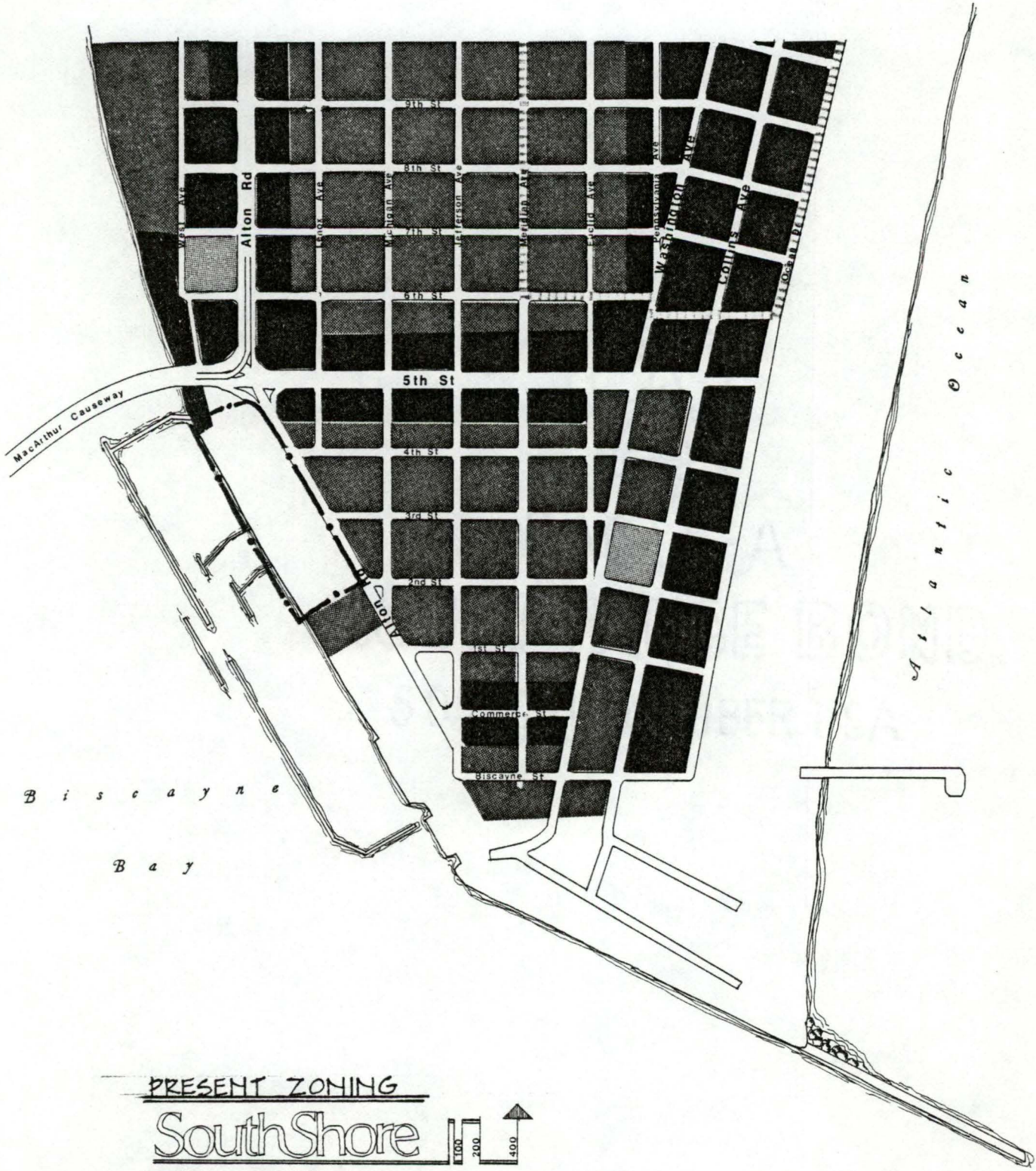
Front of the House	85,500
Back of the House	48,550
Room Accommodations	292,800
Recreational Areas	68,250
Net Area	495,000
Tare @ 25%	125,000
GROSS AREA	620,000

SITE

SITE

The property offered for development by the Miami Beach Redevelopment Agency is presently occupied by Public Works buildings. The functions that operate from these buildings have either been relocated or will be in the near future.

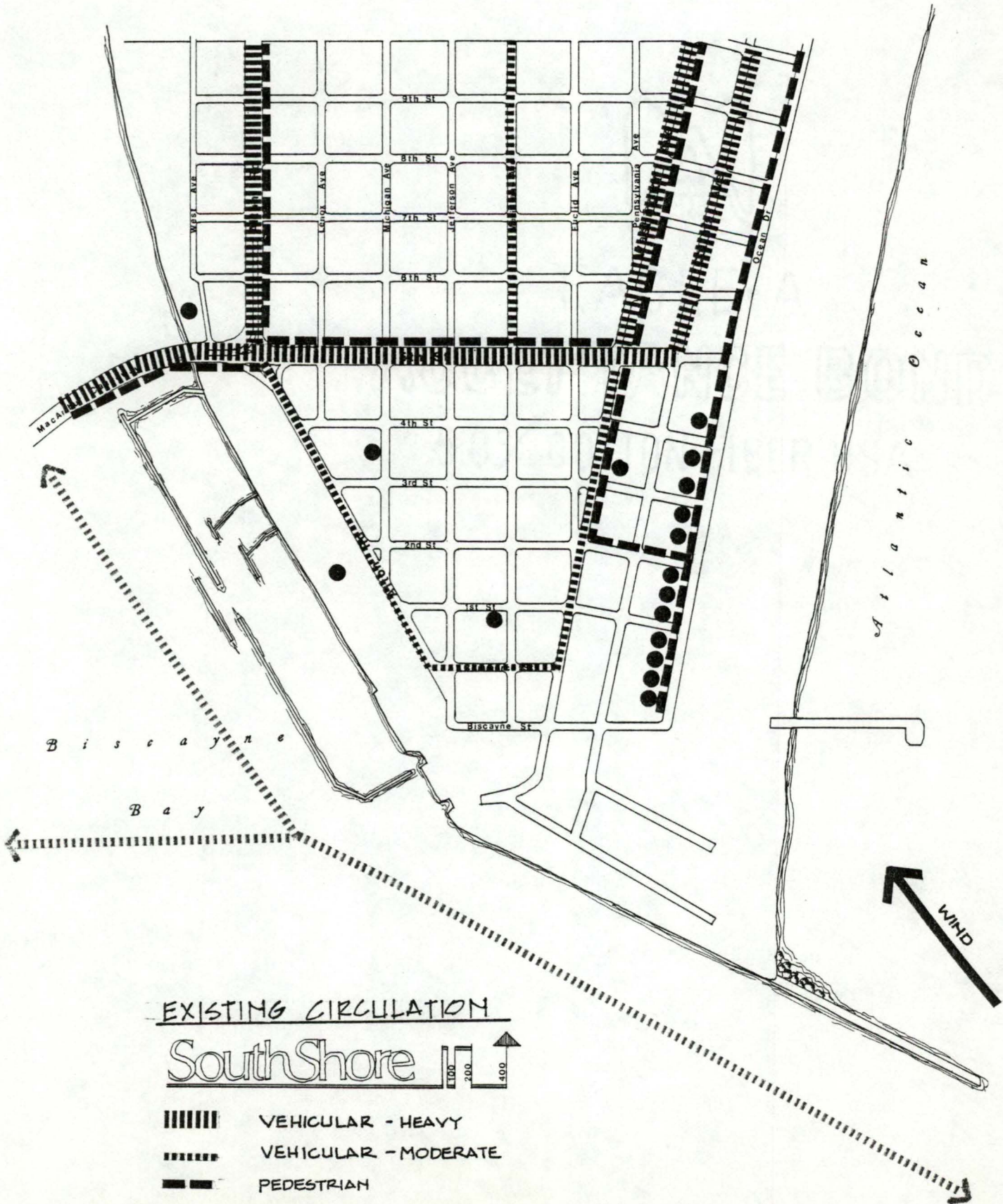
The site is along the west side of Alton Road from the MacArthur Causeway at the north to the existing Rebecca Towers Condominiums creating the southern boundary. An average of 300 feet wide, the entire west side fronts the section of the Bay which is the Marina.



PRESENT ZONING






South Shore

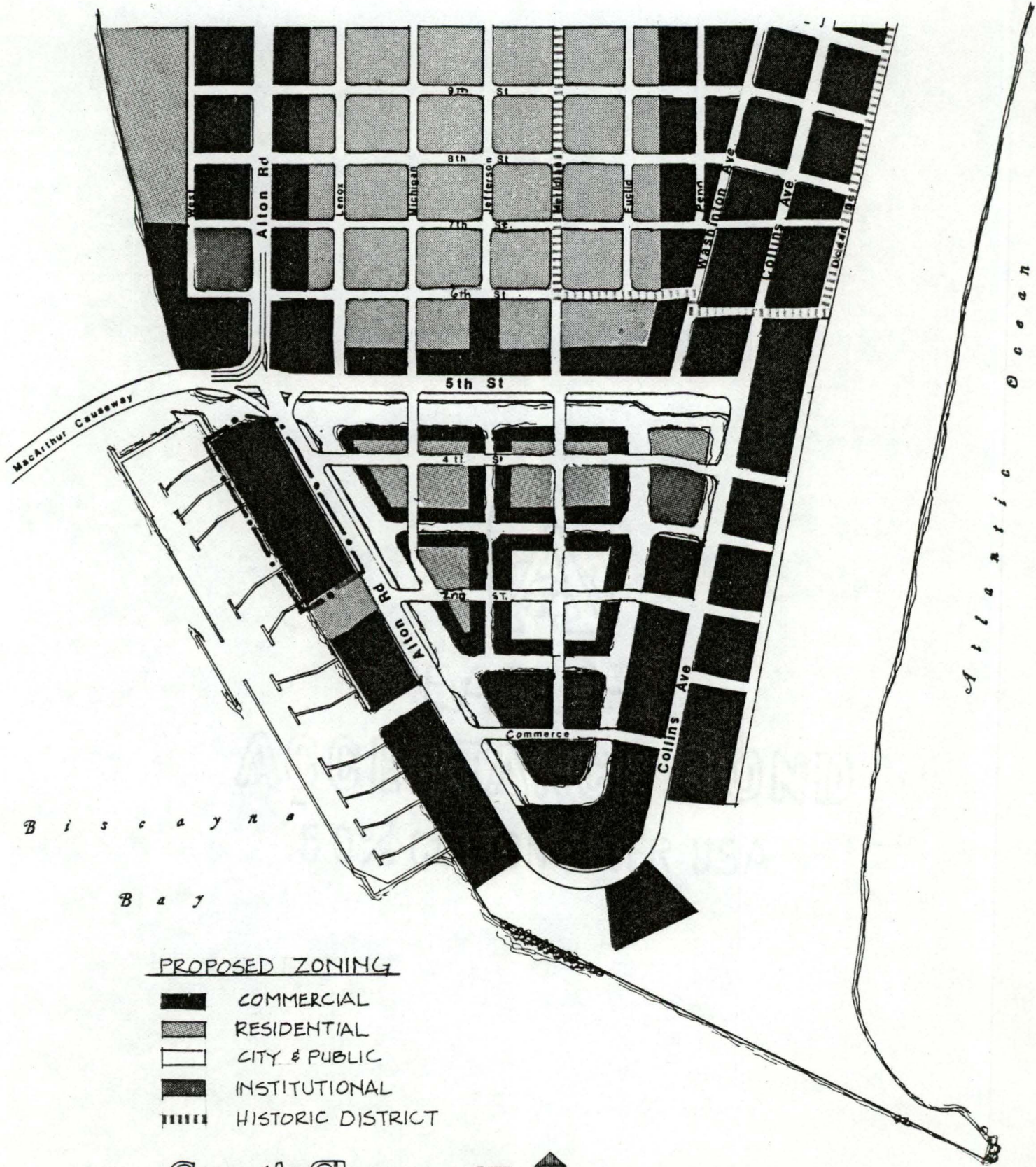
- COMMERCIAL
- ▨ RESIDENTIAL
- CITY & PUBLIC
- ▧ INSTITUTIONAL
- - - - HISTORIC DISTRICT



EXISTING CIRCULATION

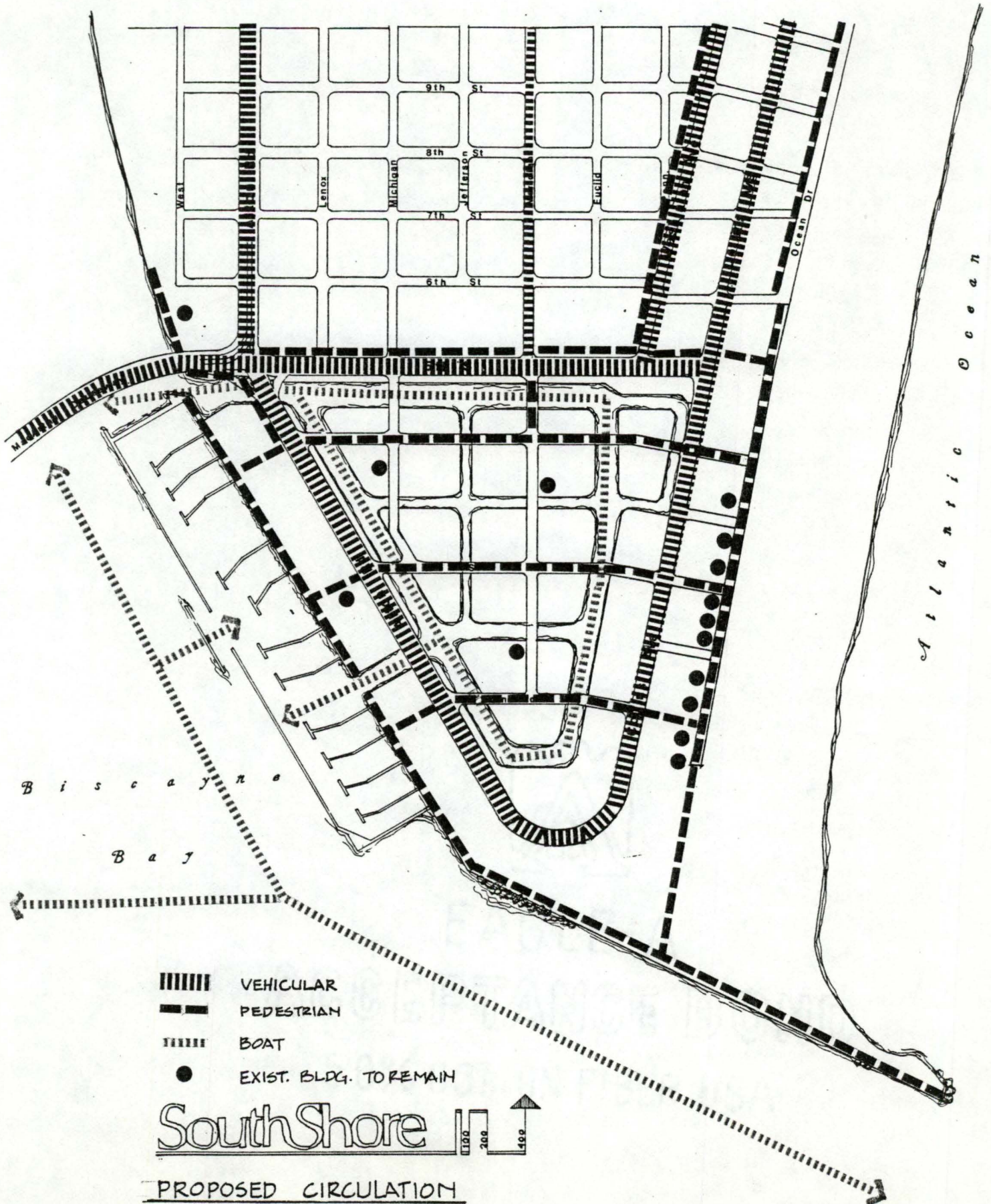
South Shore

- 
VEHICULAR - HEAVY
- 
VEHICULAR - MODERATE
- 
PEDESTRIAN
- 
BOAT
- 
EXIST. BLDG. TO REMAIN



- PROPOSED ZONING
- COMMERCIAL
 - RESIDENTIAL
 - CITY & PUBLIC
 - INSTITUTIONAL
 - HISTORIC DISTRICT

South Shore

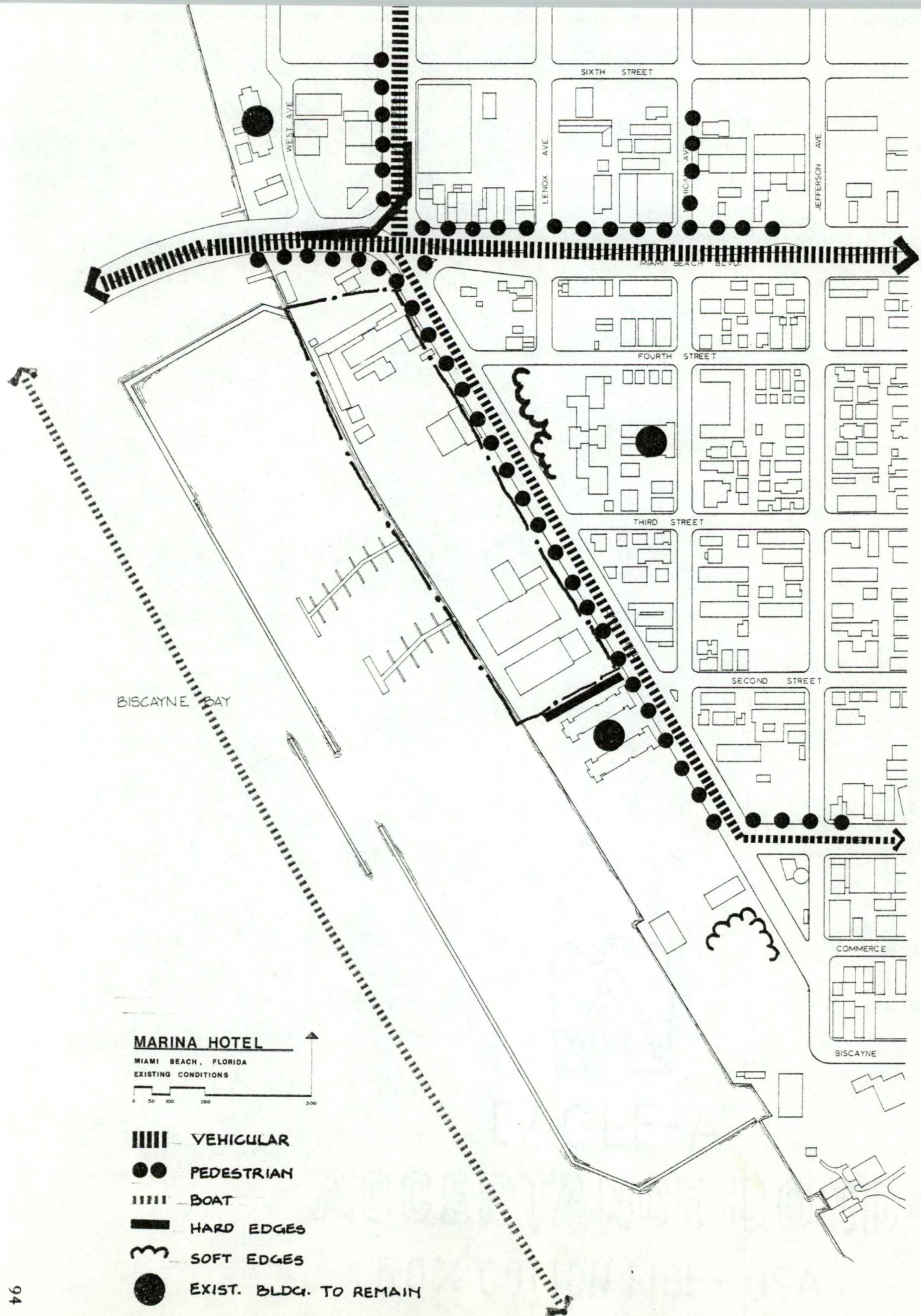


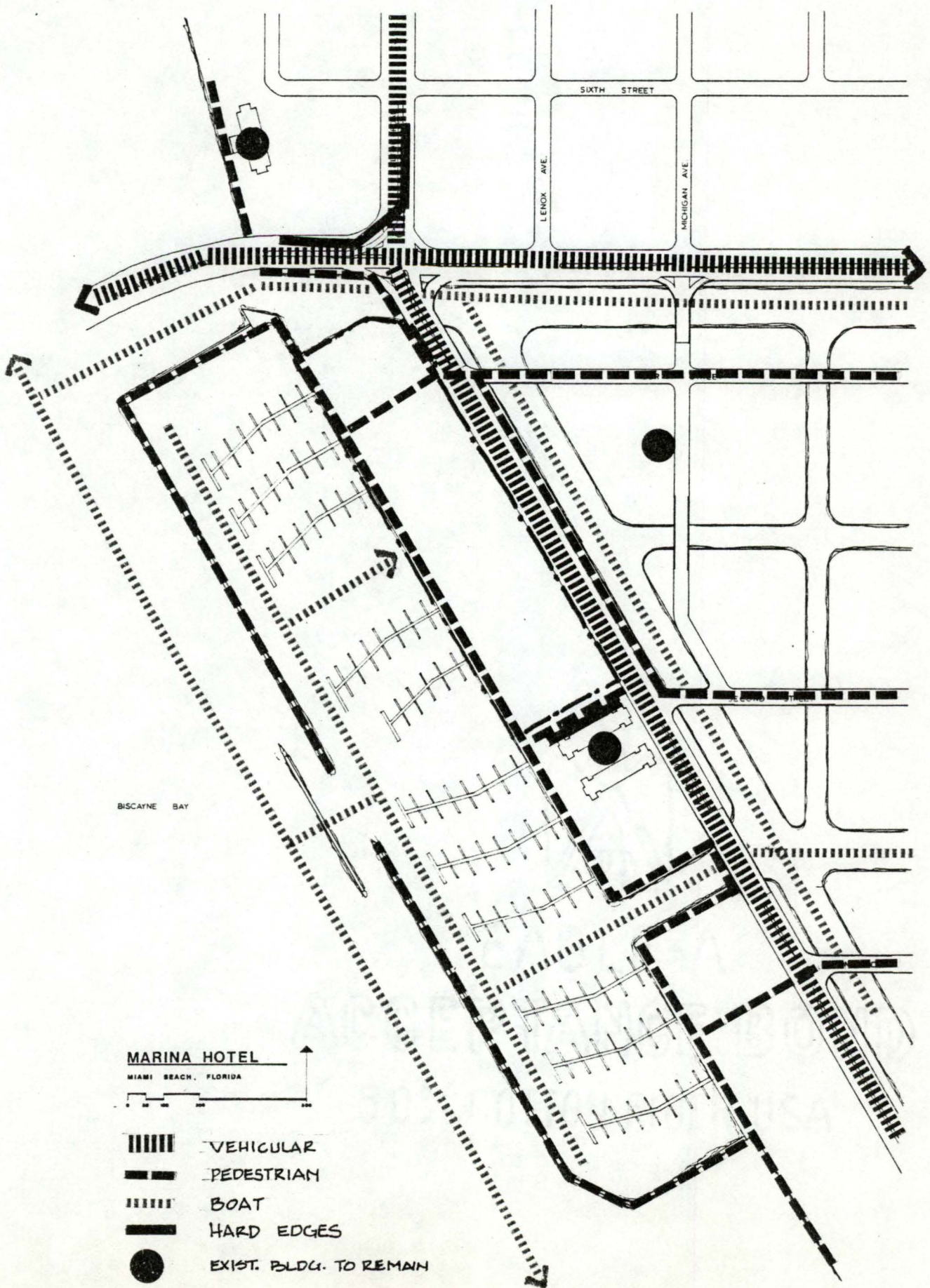
MARINA HOTEL

MIAMI BEACH, FLORIDA
EXISTING CONDITIONS



- VEHICULAR
- PEDESTRIAN
- BOAT
- HARD EDGES
- SOFT EDGES
- EXIST. BLDG. TO REMAIN










BISCAYNE BAY

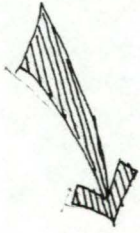
MARINA HOTEL
MIAMI BEACH, FLORIDA



-  VEHICULAR
-  PEDESTRIAN
-  BOAT
-  HARD EDGES
-  EXIST. BLDG. TO REMAIN

ACCEPTANCE DRAWING

WINTER COLD FRONTS



BISCAYA HOTEL

SIXTH STREET

MAJOR IMAGE POINTS

DR. ARTHUR CASEWAY

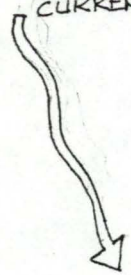
LENOX AVE

MICHIGAN AVE

FOURTH STREET

• ENOUGH HIEGTH AFFORDS VIEWS OF THE OCEAN.

MAJOR CURRENT



VIEWS

COMMERCIAL

SECOND STREET

EXIST. CONDOS

DR. J. NOBLE

MAJOR IMAGE POINTS



BISCAYNE BAY

COMMERCE

MAJOR BREEZES

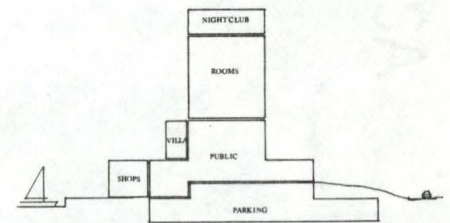
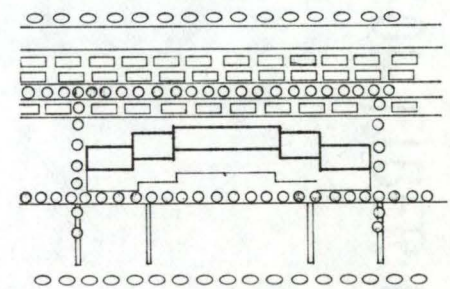
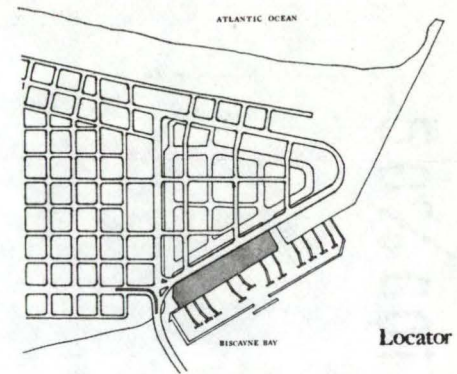
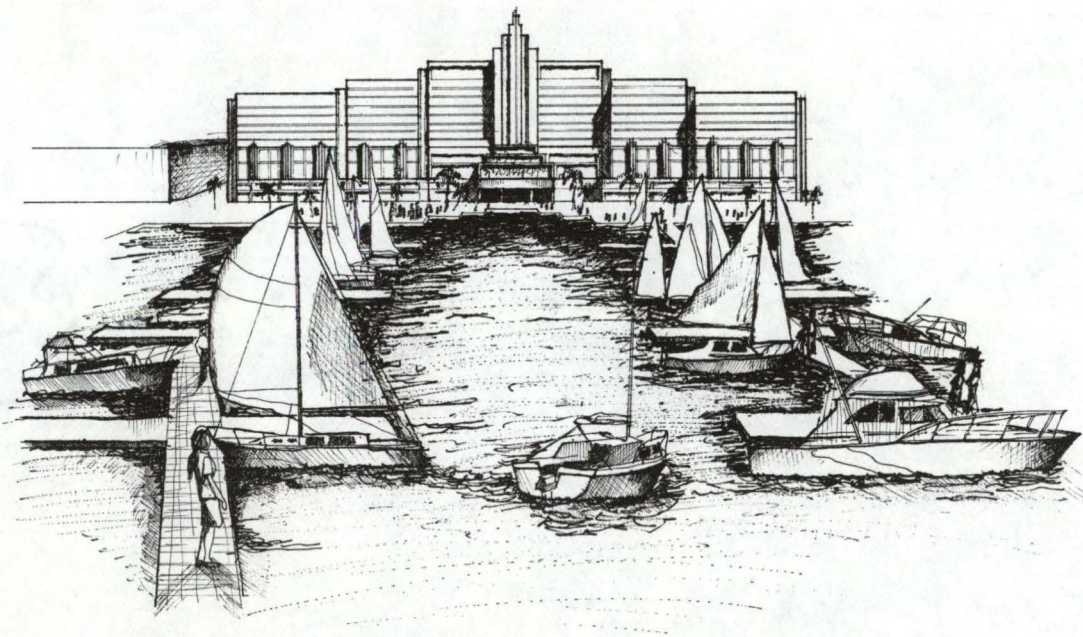


MARINA HOTEL

MIAMI BEACH, FLORIDA



PART V - THE PROPOSAL



Concepts

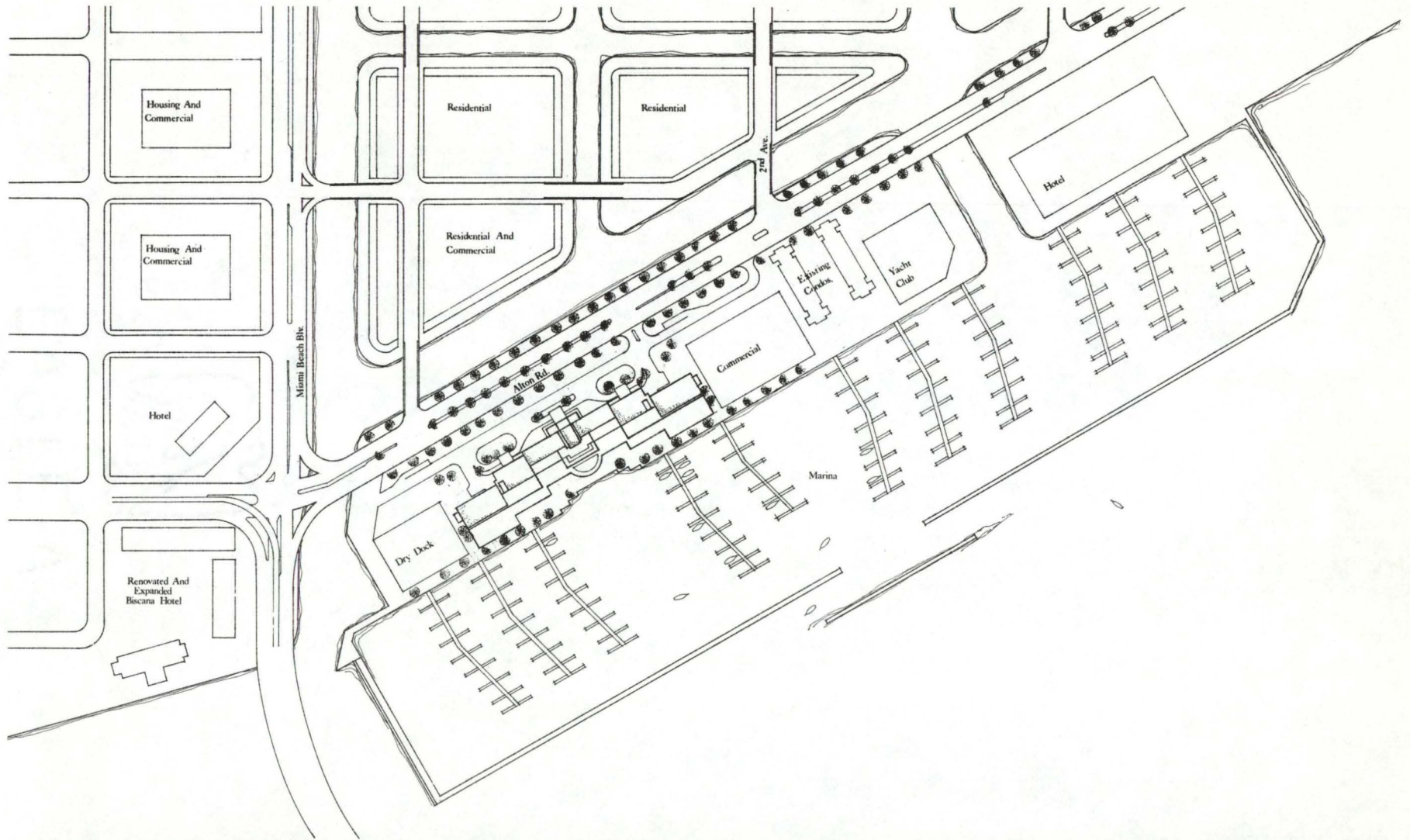
A MARINA HOTEL

MIAMI BEACH, FLORIDA

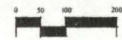
A TERMINAL PROJECT

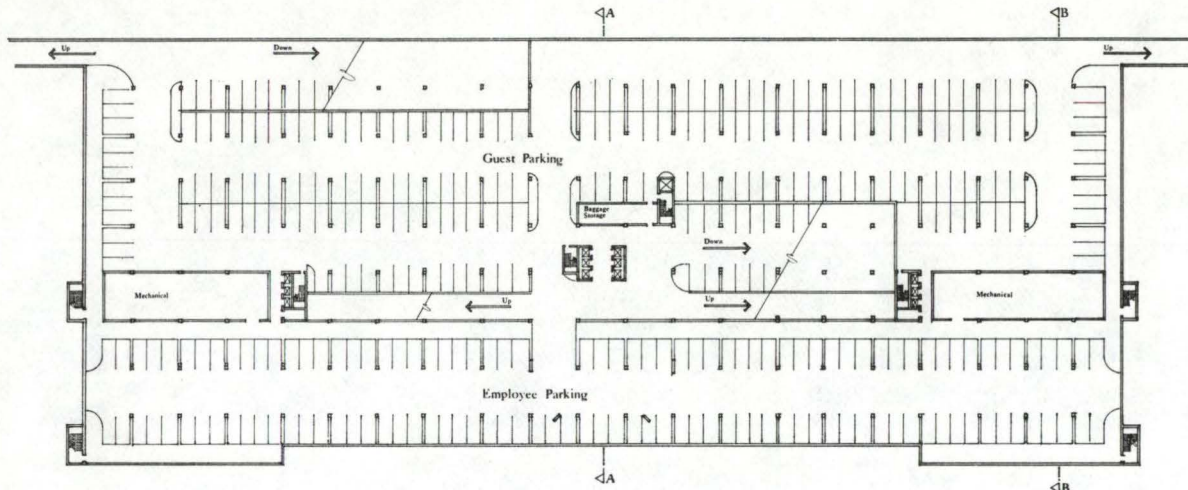
JANET A. KELLY

SPRING 1981

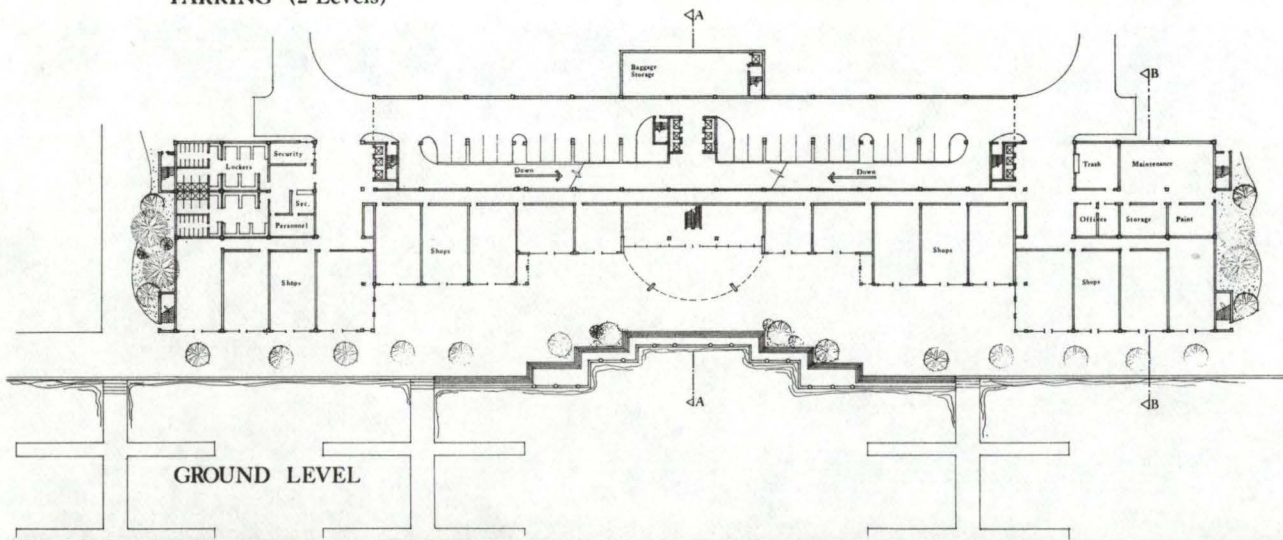


SITE

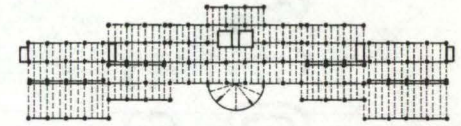




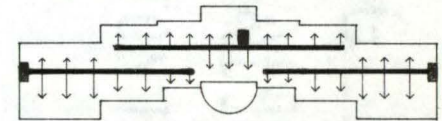
PARKING (2 Levels)



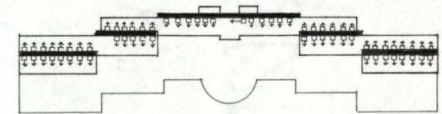
GROUND LEVEL



Framing



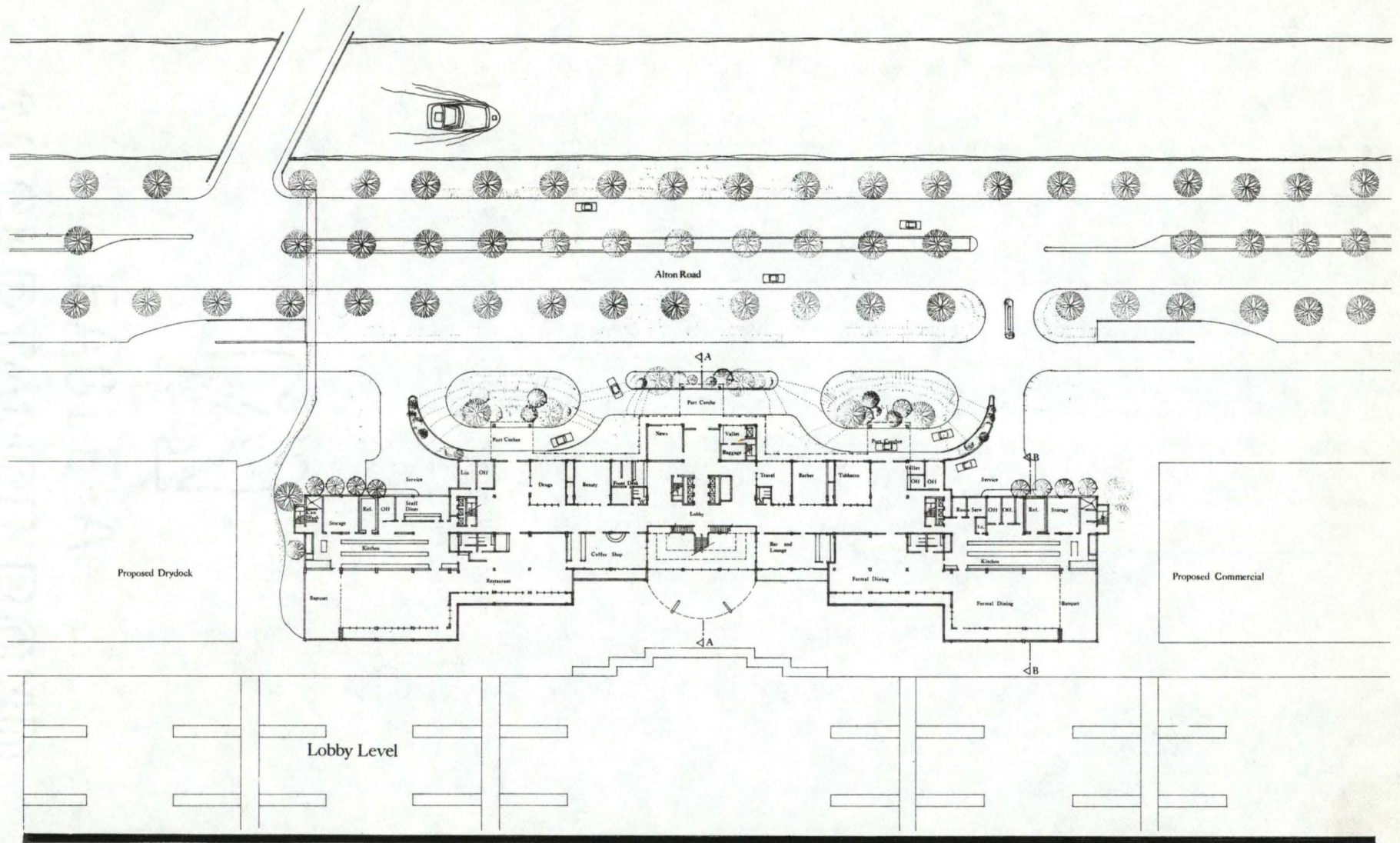
Mechanical - public areas



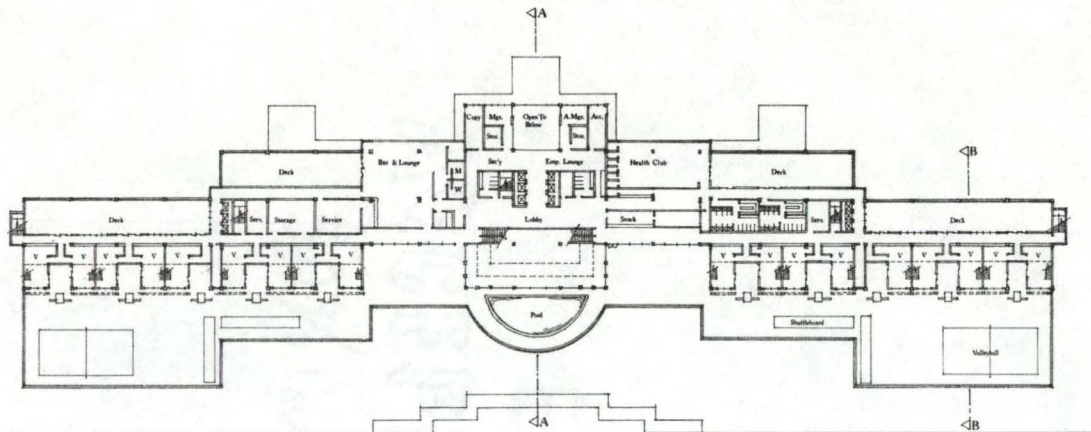
Mechanical - rooms

PLANS

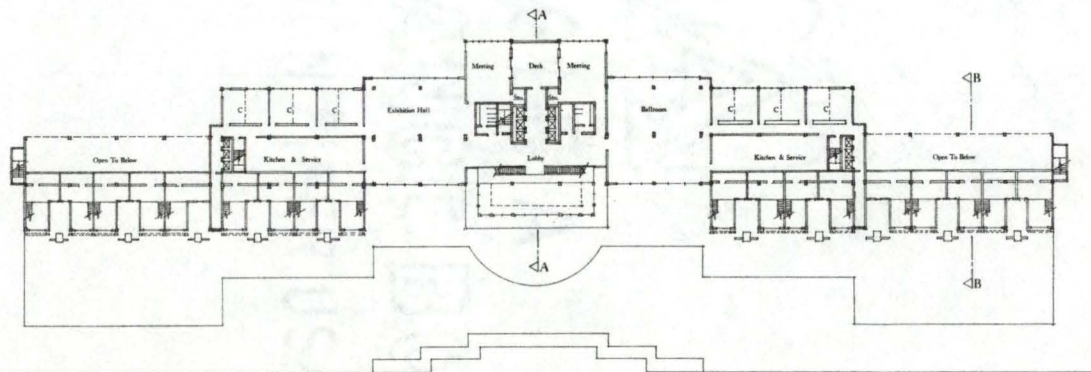




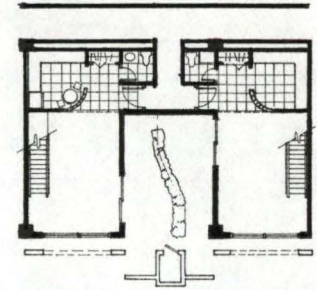
PLAN



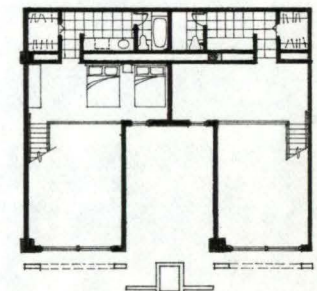
SECOND LEVEL



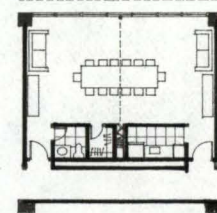
THIRD LEVEL



Villa

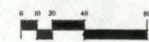


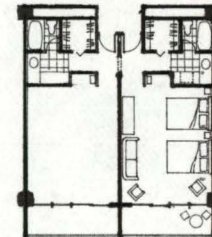
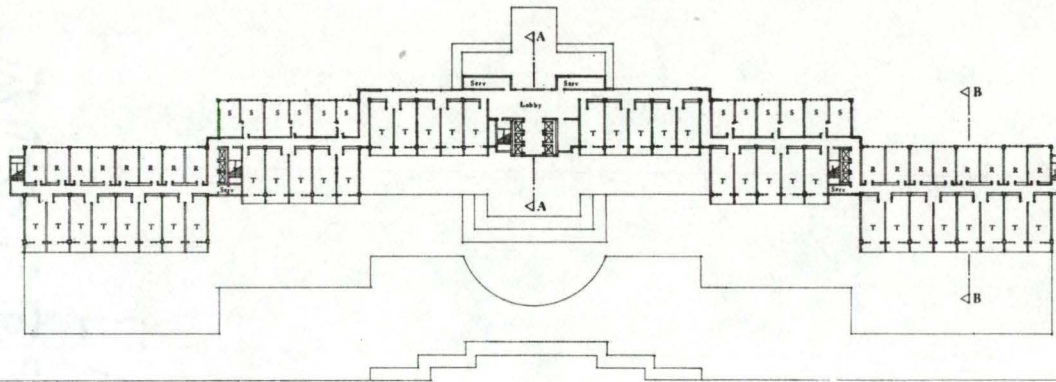
Villa - upper level



Conference Room

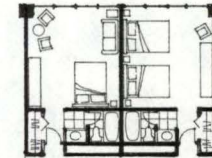
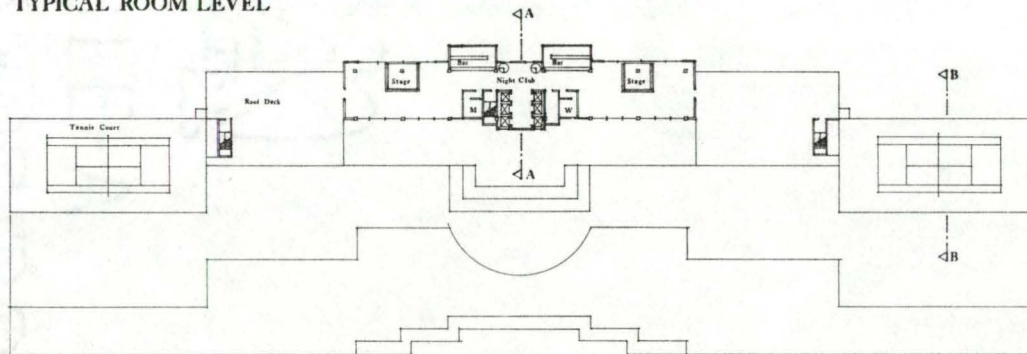
PLANS





Typical

TYPICAL ROOM LEVEL



Regular

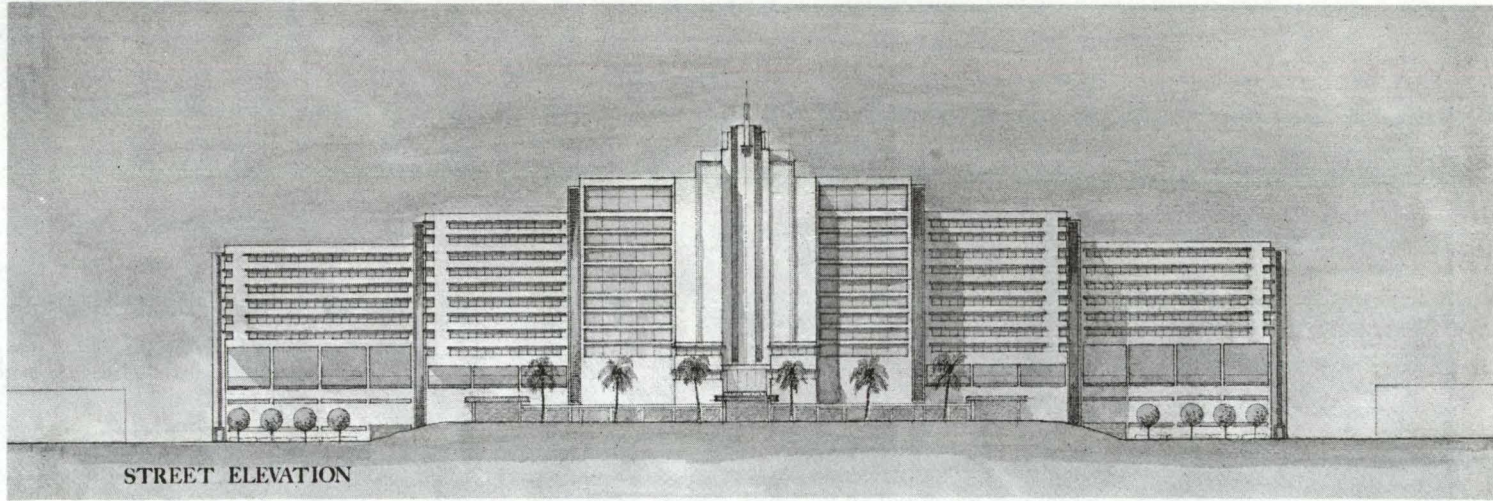
NIGHTCLUB LEVEL



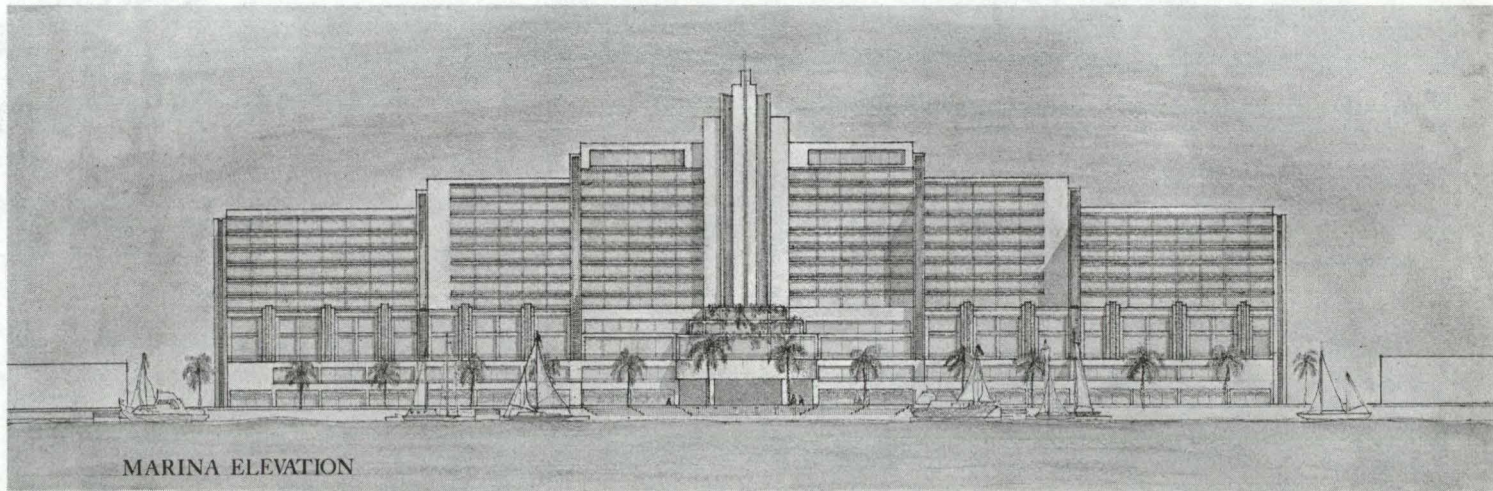
Suite

PLANS



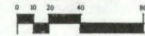


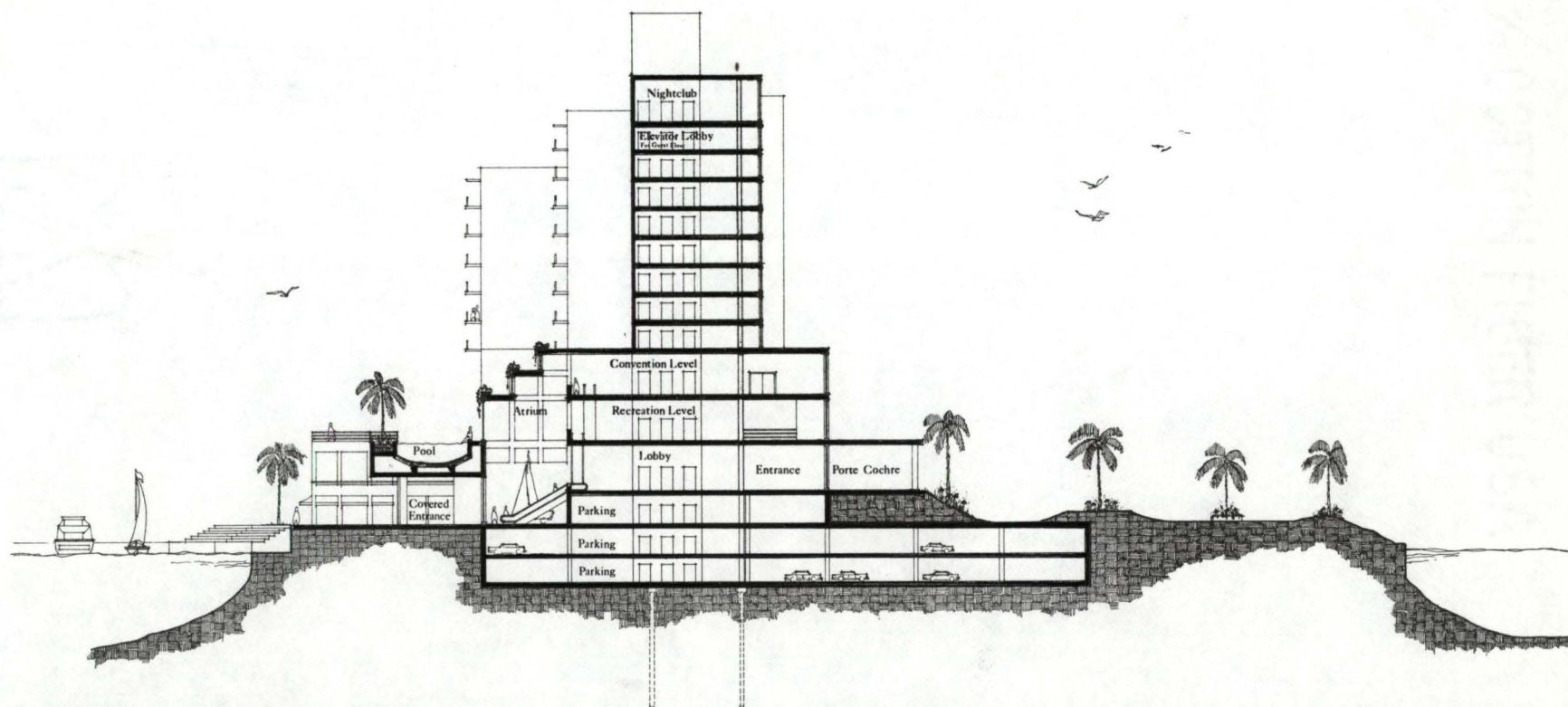
STREET ELEVATION



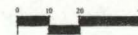
MARINA ELEVATION

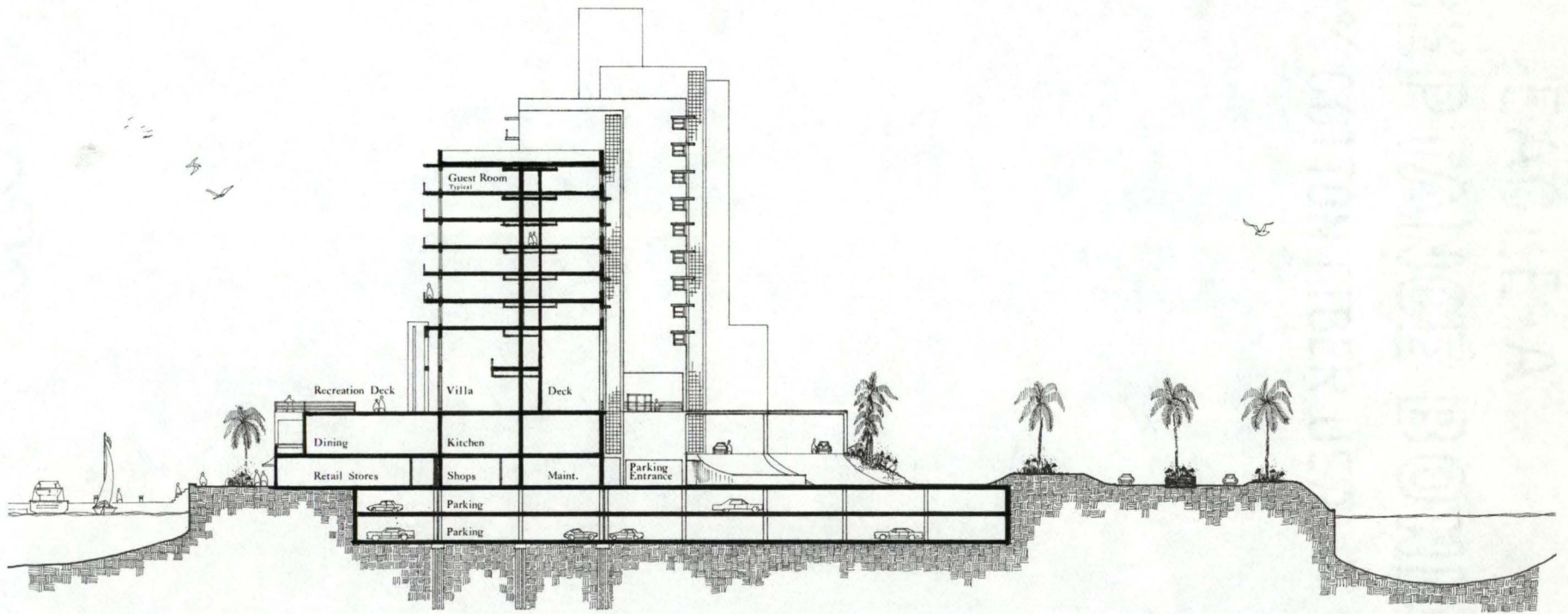
ELEVATIONS



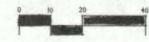


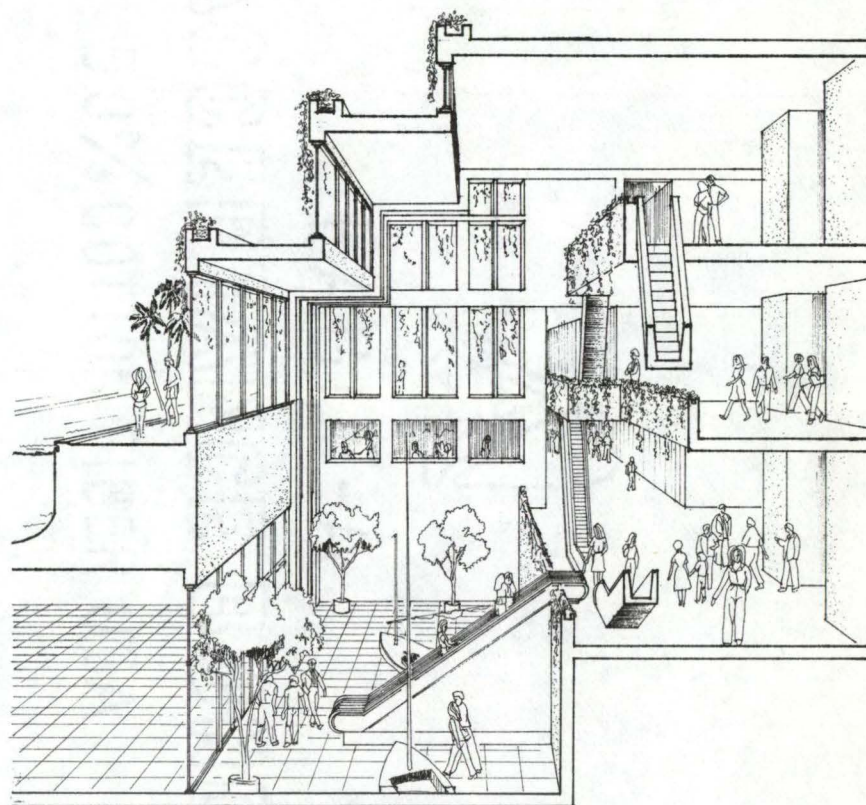
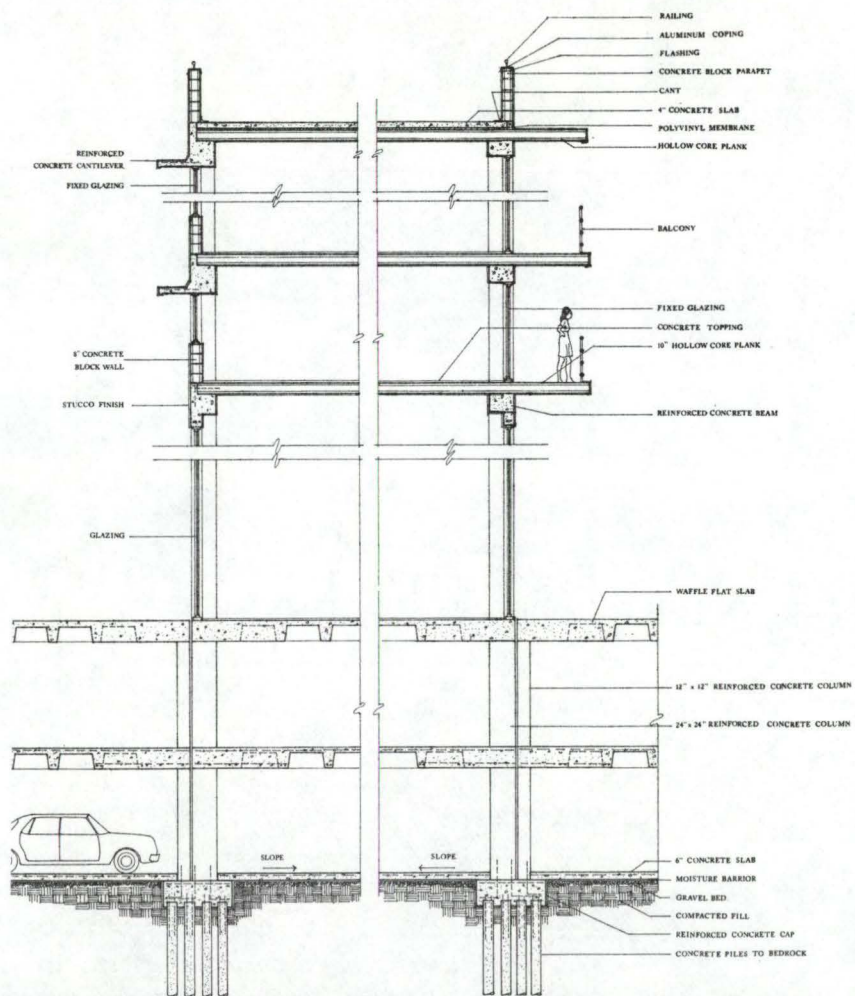
SECTION A



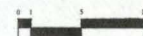


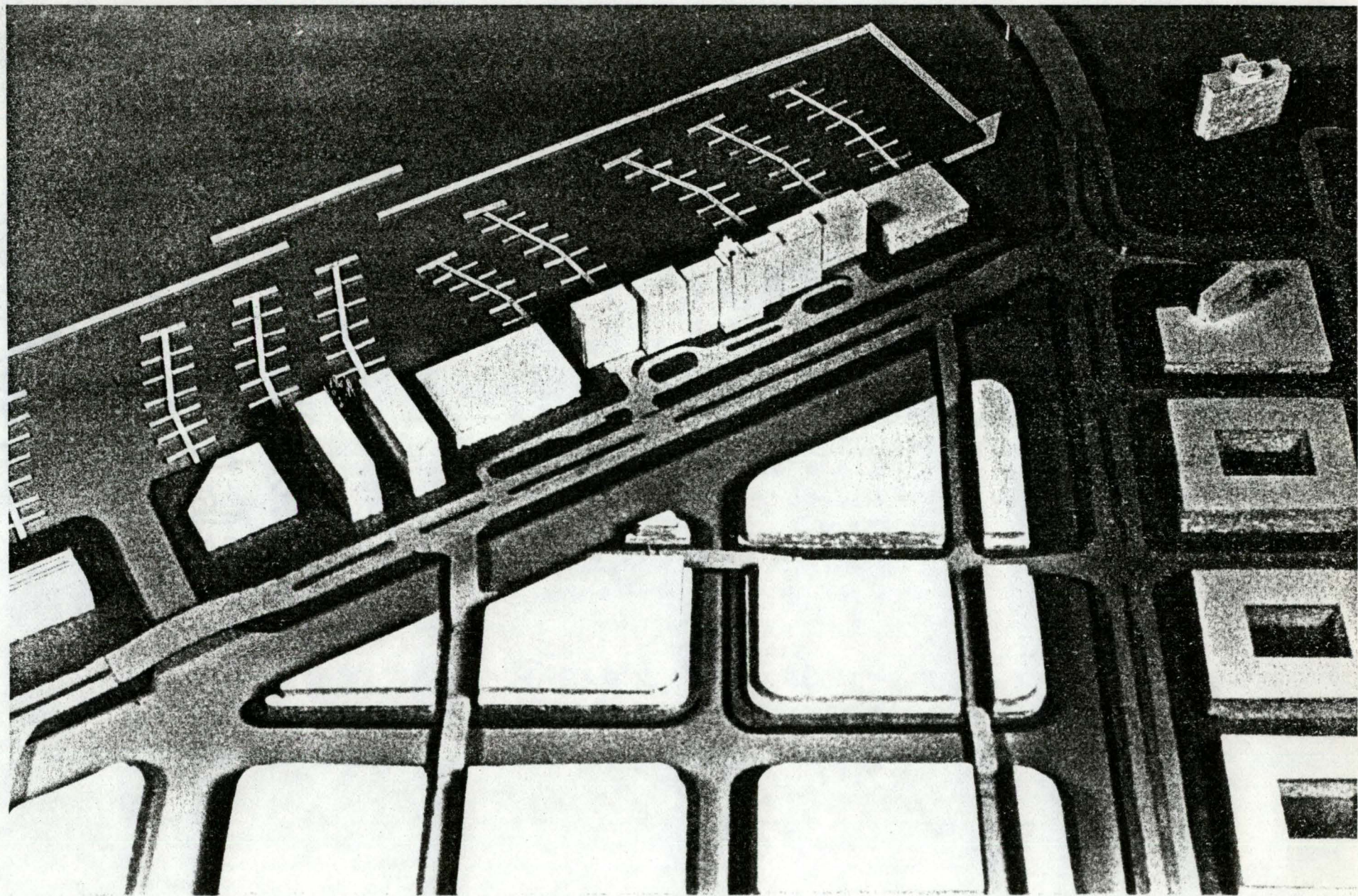
SECTION B

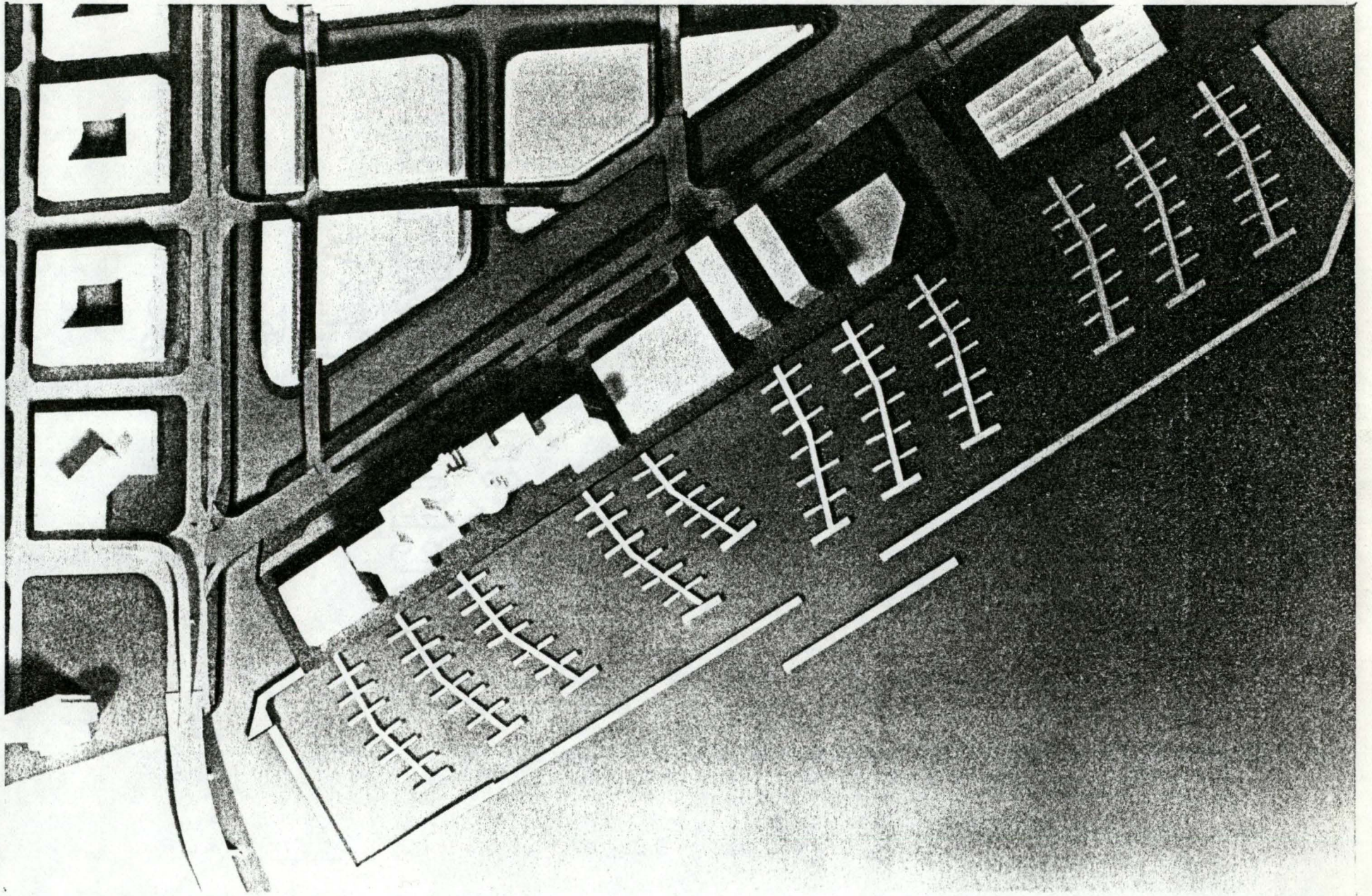


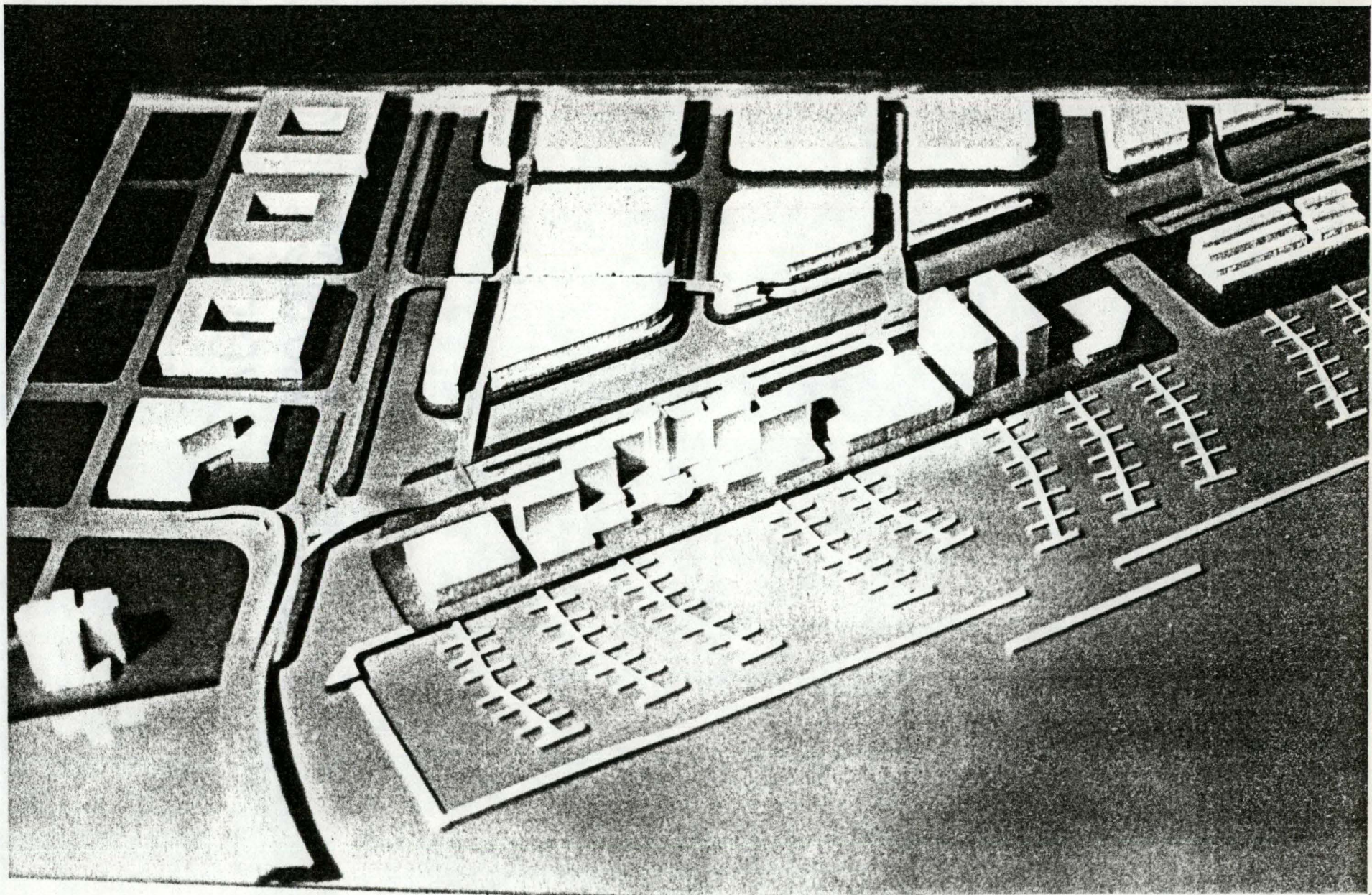


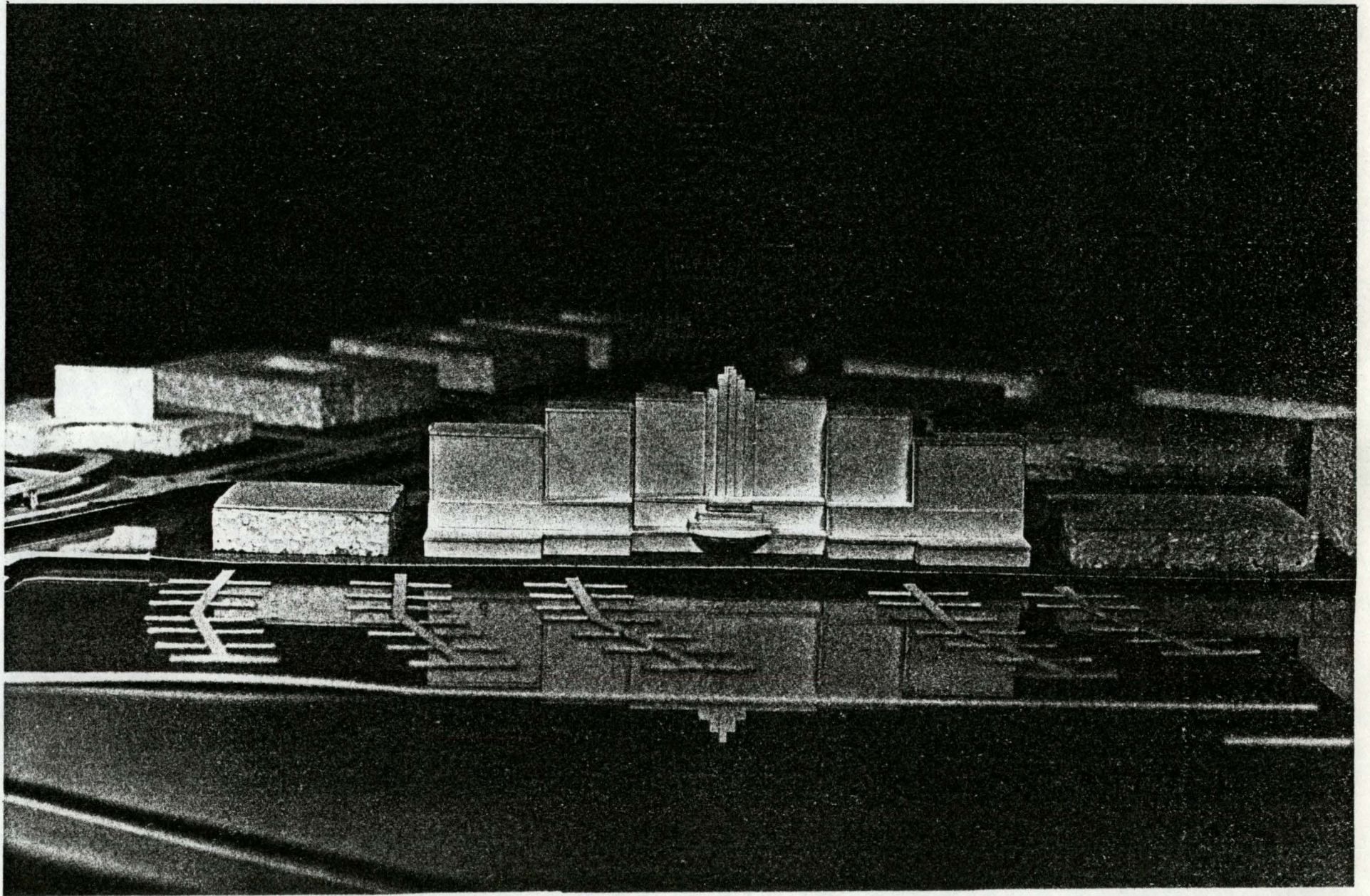
SECTIONS











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