A CIVIC CENTER FOR PLYMOUTH, MASSACHUSETTS
"A CIVIC CENTER FOR PLYMOUTH, MASS."

Submitted as partial fulfillment of the requirements for the degree, master in architecture.

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Dear Dean Belluschi,

This thesis, "A Civic Center for Plymouth, Massachusetts", is presented as fulfillment of the partial requirements for the degree, Master in Architecture. It is a collaboration of graduate students Richard Dimit, Richard Donkervoet, Richard Soderlind, and Robert Swanson.

Respectfully yours,

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Abstract

Man is today even more dependent upon society in its highly specialized form than in the times when he relied more heavily upon his individual efforts. Yet, present social structures tend to drive him further from his fellows. There are fewer provisions in modern social planning for communal gatherings of men, either on a commercial, cultural, or spiritual basis. The increased congestion brought on by the struggle for economic growth has caused those elements of civic life that give no actual return to be pushed into background and in some cases completely out of existence in favor of the more profitable. The spiritual satisfaction brought about by the use of communal planning methods has been sacrificed for those high efficiency elements and practices that will yield the greatest return.

The civic center is the element of civic design which contains these missing features in today's cities. It is the focus of the activities of the people and the showplace of the municipality. It is that part of the plan that contains the functions that are used by all of the people and is the focus of all of the urban activities. It is a symbol of the unity of civic structure and of the
aims of the forces that are working in the city.

The design of a civic center of Plymouth is an investigation of the needs of an individual urban area as to its needs and also a study of the development of civic spaces and their position on the cityscape. It is a protrial of the analysis of the problems that are present in a particular town due to the rapid growth of its population and how the replanning of the civic area can improve the conditions of the entire town. Plymouth is unique in its historical heritage and this is a significant element in the redesign of its basic central area. The civic center for Plymouth is based upon the principles derived from a study of civic spaces and adapted to the present town. The aim of the center is to provide a focus to the structure of the town as well as provide a more efficient and pleasant municipal, commercial, entertainment, and cultural nucleus to the town.
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To:

Eartha Kitt

Adam

George P. Hanson
of Butte, Montana

We humbly dedicate this thesis.
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"a city without its nucleus has come to be like a body without a head."

Jose Luis Sert
The organized civic center of the modern urban area is a frame in which a new civic life and a healthy civic spirit can develop. All of the activities of social living, spontaneous or organized, will find their place in such a civic development. The individual will have the opportunity to become a part of the group and become acquainted with strangers and reacquainted with old friends. They can gather here and take advantage of the best that communal life has to offer in the ways of culture, entertainment and general meetings. The individuals have an opportunity to rediscover the advantages and potentials of living on a collective basis.

At present, a city is nothing more than a place to work in and endure a place where you go to but only out of necessity. The development of civic spaces is a necessary improvement to the modern means of communication and transportation that are in existence. There is a need for a further element where people can meet freely and engage in personal and direct communication with one another.

What is it then that we can learn from the study of the civic spaces of historical periods? Lewis Mumford points out how closely the changes which overtook civic centers have followed those of a cultural, social, economic, or
political nature. As the conditions of the various ages were prosperous and peaceful, the civic centers were an important element in the functioning of the urban community. They were more than a physical part of the municipal plan but a type of symbol to the citizens, of the power that controlled then and the prosperity that enveloped them. They were as important an element in the total plan as any other individual part, both materially and morally. These centers were used by the population in a positive manner, for the performance of definite civic functions, as well as for the unplanned meeting of individuals.

The communal meetings, the commercial transactions, the cultural functions, and the spiritual revelations all combined to make the civic centers of the prosperous periods of history practical and efficient elements of the city plan. They served as a focus of everyday life and helped preserve a unity to the social structure of the urban areas. The fact that the centers functioned well in performing the duties that were expected of them, a factor attributed to the intelligence and talent of the designers, caused them to be popular with those who partook of their facilities and more valuable to the population as a whole. They served a function that can be performed by no other element of physical planning, that of combining the multiple activities of a complex society without disorder and confusion.

The duties and menial tasks of the citizens could be carried out without too much interference with other activities, making the spaces pleasing to be in, aside from the fact that they were attractive in their own right.

These spaces were not conceived as assembly lines for the combination of the various parts of society but
rather as a melting pot of personnel, ideas, and tasks; where one could offer his share and receive rewards from all others who had something to offer, whether it be commercial, cultural, political, or spiritual. It provided the opportunity for man to partake of the social associations which are in opposition to the solitude which he practiced in the structure of the family unit. It gave him an opportunity to participate in communal activities and benefit to the particular degree that he wished, while contributing that which he possessed. Urban planning must be of an inclusive nature, representing both sides of man's nature, that of an individual as well as a member of a large group. He can exist in neither a fish bowl nor cave but must find a harmony in the social structure that civic design presents.

The prime social idea behind the town, as behind the state, is, or should be, the satisfaction of the needs of the individual within the framework of the community.

Sharp Town Planning p. 53

It can be seen that a civic center, well designed and logically conceived, can in many respects, aid in the fulfillment of these needs of man in society.

A city is a business proposition and as such, it must pay dividends. But, even as a commercial establishment has a program of advertisement and window trimming, so must a city announce its heritage and display its prosperity. Just as a corporation must provide its employees with proper facilities for work and relaxation, so must a city provide the citizens and visitors with adequate and pleasant elements of their municipal system. All elements of social structure are composed of units for work, relaxation, education, and display, from
the individual home to the structure of national govern-
ments. The city is one of these social structures and must
provide civic center to supply the spiritual, physical,
and egotistical needs of its citizens.

In our age of specialization, it is possible that the
functions that were once performed by the civic spaces
are destined to be carried out in a different manner.
Perhaps those activities that were once carried out in
unison and with a common physical environment have been
so specialized as to merit individual and separated
facilities. These assumptions are probable but they are
reputed by many of the planning authorities and civic
critics of our age. Jose Luis Sert holds a very strong
opinion on the necessity of common areas.

A city should be composed of something more
than a sum of neighborhood units, industrial and
recreational areas, business centers, and con-
necting highways even if these elements be properly
planned. Visible expression of man's higher
aspirations should be found elsewhere in the
modern city. This would be conceived in a nucleus
of many urban activities, grouped to form the
civic center.

Sert Can Our Cities Survive p. 230

The civic centers are still a symbol of the unity that
is necessary even in our era of specilization. This
symbol is just as important as the pyramids, the temples,
the cathedrals, the palaces were in their particular times.
The civic center has come to be the nucleus of the modern
city which is required if the municipal organization
is to function in a unified manner.

The social nucleus, with its institutions serving
politics, education, and religions, is essential
to the definition of the neighborhood unit, and
no quarter can be called well designed unless
those functions have a central place in the plan
These institutions are the chromosomes which transmit the social heritage, and in providing a place for them, both their practical office and their symbolic functions must be represented.

Mumford Forms of Functions of 20th Cent.
Arch. p. 809, Volume 4.

Dudok’s Town Hall in Hilversum, Netherlands, is one of the best examples of adequate urban symbolism. Here there is an integration of the functions that must be performed and the spiritual relief that is necessary to make the social structure of a town complete. The people of the town have in this building and its surrounding an element to be proud of and point to as a symbol of what might be called urban loyalty. Giedion refers to this character of civic design as monumentality while Mumford describes as durable symbolism. Regardless of the terminology that is used in describing the purpose of a civic center, it is an agreed upon fact that they are an important, and even more, a necessary element of community design.

As cities have grown in size and the communal activities increased in scope, the civic center has come to serve a different function in the urban structure. Peter Beherendt describes a city as;

-a rather complicated organism, serving first for work, in its manifold ramifications, including the various activities of trade, commerce, and light industry, for communications, and for housing and recreation. As a living organism, the city practices these vital functions in permanent mutual interaction.

Beherendt Modern Building p. 211

As the focal point of these interactions, the civic center is the chief administrative, business, enter-
tainment, and cultural grouping of the city as a whole. Here is the meeting place of the city fathers and the workplace of the local government, the council chambers, the municipal offices, the government offices, and their allied departments. Here also are located the retail, commercial, professional, and wholesale firms which carry out the business activities of the town. Nearby are located the entertainment and cultural facilities such as shows, plays, music, art, sculpture, books, amusement, food, religion, and group meetings. It is in effect the meeting place of the entire population whether they are pursuing as occupation of business, pleasure, worship, or education.

Modern order is due to a change in every aspect of community life: morality with the introduction of protestisium, legality with the advent of representative government, socially with the introduction of democracies, individually with the breakdown of the family unit, industrially with the breakdown of the guilds and the introduction of the factory system, and scientifically with the spread of the physical knowledge. We are held in the city by our need of a collective life, by our need of belonging and sharing, by our need of that direction and frame which our individual lives gain from a larger life lived together.

Many cities of the past had definite patterns of shapes based upon the presence of a center of one sort of another. It was the cities that made these centers but, they in return acted as a stimulant to the activities of the city and made it more than an "aggregate of individuals". Patrick Geddes, highly regarded civic planning expert of the early years of this century expressed the need for civic center developments in
general terms:

There is a need for a permanent center in each city, where the inter-relations with the past, the present and the future of that locality, and the interaction of world events and local life can be constantly refreshed and made manifested to the ordinary citizens, as the very basis of citizen participation in community activities.
THE DEVELOPMENT OF CIVIC CENTERS
In pre-classic design, up to the time of the construction of the Acropolis of Athens, the important element of civic planning was the presence of open space. The space served to contain the activities, the people, and the atmosphere of communal facilities. Many objects of art, sculpture, and architecture were displayed in these spaces but the area was not confined by them. Civic and communal functions were relatively simple and the necessity for a complex center of high efficiency was not as important as the need for a wholesome and pleasant gathering place.

In the classical city, the expanding affairs of government and urban life required the introduction of the appropriate facilities. The agora or market space became the center of the political and commercial life, and about it were arranged the retail establishments and market booths. Accessible from the agora square, but not facing upon it, were the assembly hall (ecclesiasteron), the council hall (bouleuterion), and the council chamber (prytaneum). The agora was designed to accommodate all of the citizens who had business in the market square or attended public functions in the adjacent buildings.
This area devoted to civic functions consisted of about five percent of the total area of the towns and served as the focal point for all activities that were transacted by the residents. From the writings of Vitruvius, we get the following description:

The Greeks arranged their market places in the form of a square and surrounded them with vast double columns supporting stone or marble architraves above which run the promenades. In Italian cities the Forum takes another aspect, for from time immemorial it has been the theater of gladiatorial combats. The columns, therefore, must be less densely grouped. They shelter the stalls of the silversmiths, and their upper floors have projections in the form of balconies placed for frequent use and for public revenue.

Sitte "The Art of Building Beautiful Cities", p. 4

The plan of the Greek places were arranged to avoid interference between the movement of people across the open space and who assembled there for trade and business. Streets generally terminated at the agora rather than crossing it, the open spaces being reserved for pedestrian traffic and circulation. Because the cities were relatively small, the residences were not far from the open countryside about the town which served as an effective greenbelt where they could play, relax, or learn.

The Romans drew upon the Greek culture in the development of their civic areas but they were more calculating organizers in carrying out their plans. They were skilled engineers and aggressive city builders, excelling in technical achievements. However, they did not have the philosophy of the Greeks and because of this they reduced their town planning schemes to a mechanical formula. The Romans used their inventive genius to solve the
problems created by the congregation of large numbers of people. They developed systems of water supply and distribution, effective drainage systems, a method of centralized heating, and other elements of city planning which resulted in a more efficient city organization.

In the design of the Roman Forum, the planners adopted the same ideas used by the Greeks but achieved a more human scale in the total complex. The buildings were more varied in sizes and types and were all monumental. The streets were arranged to avoid too frequent openings in the plaza but the overall effect caused the residents to feel a part of the activity that went on around them. The Forum corresponded to the main room of a home and, as such, the planners attempted to maintain the same intimate and personal atmosphere in it. It was filled with all manner of elements of artwork which were placed in such a way as to contribute to the splendor of the area but not to encumber the midst of the area and detract from its functioning. Both the Greeks and the Romans advocated the combination of civic and other public buildings. In these times, the places that were frequented by the populace were placed below the citadels of power, to remind the people of the forces to which they should be thankful for the prosperity that surrounded them.

This fact was more evident in the later medieval towns, which were more a combination of camp, market, and sanctuary. The necessity for protection controlled all of the physical planning of the towns, and thus resulted in a decrease of the entire urban area, including the civic spaces. The stabler elements of the culture were represented by the Monastaries and the fortresses and many of the municipal functions were removed from the hands of the people, resulting in an
overall decrease in civic affairs. These cities were designed for the pedestrian where every man was a neighbor and every building within walking distance. While the activities of business and commerce became more complex, educational and administrative facilities were reduced and the scope of physical processes were condensed into a stricter confine. The fortress towns of Europe became the centers of the social structure to which the people looked for guidance and protection. They had little or nothing to say about the manner in which they lived but could only respond to the conditions that were presented to them.

The city wall became the limit of the urban activities and the citizens ventured beyond them only when necessary. Such towns as Edenburg, Segovia, Verona, and Rothenburg were conceived upon the theory of the control of the church and the people were compelled to look to it for their livelihood. The fact that the developments about the religious structures became larger, resulted in the introduction of organized commercial elements to civic life. The establishments of guilds led to the introduction of class distinction and a more formal system of popular representation. Cathedral, town hall, and market place now became the nucleus of the new free towns. Symbols of the power of the church and the people faced each other across a square in a similar manner to that present in the classical age. These squares were expressive of a social system that was later to evolve into the system that produced the cities of today. Here, all of the people gathered and the activities of a mercantile, political, or religious nature took place.

The civic centers of these medieval towns were in good scale and were planned for the activities that were to be carried out in them. Nuremberg, Florence, Venice, and other commercial cities saw the formation of a new social order, a wealthy mercantile class which has to depend
upon the wants of the population and thus had a more sincere interest in their welfare. Commerce increased between communities and civic activities increased proportionally. The mercantile economy expanded and the power of the feudal lords declined. With the advent of a new social class, that of the noblemen who were nothing more than wealthy merchants, the power of government again shifted to the few and the interests of the many were lost. The new economy was dominated by the possession and control of money, which was spent for the joy of these few and nothing for the improvement of the conditions which were used by the many. Congested areas were transformed into total slums, containing neither cultural, recreational, nor educational facilities. These feudal communities were soon grouped into nations, some becoming capitals, and the cathedral squares of the individual towns ceased to be the main nucleus of the new social structure. New elements of more important nature were needed as the political and economic machinery became more complex.

One of these events which caused quite a change in civic design was the introduction of gunpower and its subsequent repercussions. Professional armies took the place of the citizen soldiers and with the threat of armed might, kings achieved a semblance of unity. The baroque cities of the 16th and 17th century were designed for marching armies and wheeled vehicles. The once small intimate areas that made up the civic centers developed in a linear form and great avenues appeared, flanked by public buildings and focused on palaces, barracks, or other symbols of executive power. Streets converged at strategic points and wide boulevards were made where armed might could be displayed to impress the multitudes. The pedestrian became a spectator rather than a participant and the old market place where movement once came to a halt and meetings took place was transformed into a dizzy traffic circle. The dominant feature became the formal end of a
visual axis. This focus was no longer the church, an expression of common faith, but rather the palace, the seat of one sided power, where all avenues of the Baroque city met. Paris and Versailles might be called parade cities of this order. Possibly the strongest results of this era was the advent of a preference in civic design of the straight street over the curved avenue.

It is this feature which carried most strongly into the 19th century city. Its effects are seen in the new industrial cities which became endless extensions of similar blocks. Business, industry, and progress became the aim of life and any element of monumentality or civic pride was lost in the mad rush of speculation. Industrial facilities demanded urban areas, and even the town hall was overshadowed by the invasion of technical enterprises. Civic centers were condemned because of their lacking a source of immediate profit, and the transformation from the radial plan to the gridiron left little chance for the creation of any sort of social nucleus, an element deemed so important in earlier planning systems. There were some attempts to maintain the position of the Palladian image of a group of public buildings in the center of a city in the place once dominated by the palaces but this resulted in the so called cult of the civic centers in the United States in the 20th century and caused numerous islands of classic order to be placed arbitrarily in the undirected urban growth. Concerning these monumental centers, Arthur Gallion writes:

The civic center conception itself was one of removal, from the life of the community rather than a functional entity within it. Removal from channels of enterprise, civic affairs, had an air of divorce-ment. The grandiose buildings were imposing, not inviting. They held the spellbound citizens at arms length. They did not fit the city, its life, its habits, or its manners; theirs was an air of disdain rather than dignity.

Gallion The Urban Pattern p. 82
Civic centers became a popular theme, open spaces landscaped in a formal manner, fountains distributed about the plazas and gardens, public buildings limited only by the size and ambitions of the city, topped off with a decorative element which terminated a long and broad vista. All of this activity was performed in sort of a vacuum. An air of detachment prevailed in the planning, an isolation from the affairs of the people and the community activities. It failed to occur to the planners that the entire development of a city was essentially a derivative of human needs and wants.
THE DESIGN OF CIVIC CENTERS
Having established the need for civic centers in the modern urban developments, it then becomes important to establish the design criterion that will control the creation of these centers. Joseph Hudnut defines civic design as:

A sociological, economical, technological, psychological, ecological science, but even more, a science dealing with humanity.

Hudnut, "Architecture and the Spirit of Man", p. 47

Architecture surpasses engineering in its capacity to solve the complex problems of civic design in that it takes into account human attitudes as well as physical necessities. Cities are for people; trade, commerce, transportation, and architecture are for people, not merely for their physical value. An existing community is a living thin. It possesses a present to be analyzed, and a future to be planned, but it also contains a past which is reflected in its forms and attitudes. Man's physical environment mirrors the social, technical, and economic conditions of his surroundings. The human sciences have tended to lag behind the physical ones and good intentions on the part of the few have been frustrated by the many. Lewis Mumford is of the following belief
The future of our civilization depends upon our ability to select and control our heritage, from the past, to align our present attitudes and habits, and to project fresh forms into which our energies may be freely poured. Our position as designers and creators depends upon our ability to re-introduce old elements and introduce new elements.

Sticks and Stones p. 184

Thus we are met with a two fold problem that of supplying the proper physical qualities to the civic center as well as the human attributes that make it a place of actual and spiritual efficiency. The designer has at his command two tools of planning, with which to solve this problem, one being the practical method, the other being the use of aesthetics. These two sides of civic design are inseparable.

The practical approach to civic center design deals with the functioning of the elements of the area, the facilities that are to be included, the inner-relationships of the various facilities and functions, and the effect that these units have on the surrounding community. It deals with the architecture of the center, the transportation to and from the center, and the harmonious activities that are carried on between the various parts. It must also deal with the very strong and troublesome problem of the economics of such a civic development and improvement. Essentially, the civic center elements can be divided into three basic groups:

Business or commercial
   Shopping Center
   Offices
   Wholesale warehouses

Civic group (main administrative, cultural and social center)
   Town hall
   Public buildings
   Educational and recreational buildings
The functions that each of these units serve are essential to the urban community as a whole as well as to the other units. The planning of the individual buildings is an architectural problem while the relationships of the buildings is in the field of planning. The chief problem in present centers is one of overcrowding. As the demand for floor areas in the various units increase with an expanding metropolis, a greater influx of people causes an increase in traffic and results in a higher demand for external spaces. The part of the planner is to analyze the physical requirements of the center, channelize the motor traffic so as to leave areas where the pedestrian has priority, limit the density of the buildings, and provide parking spaces for the vehicles as well as open spaces for the individuals. The solution of these problems begins with a survey of the present facilities as to circulation, building use, density, and social background.

Civic centers should be designed as separate elements of an urban pattern while at the same time maintaining an integrated relationship to the entire plan. This prevents the center from dissolving into the surrounding area and maintains its self identity. The center as a whole should give a feeling of urbanity, of highly organized space to contrast with the more personal elements of a neighborhood unit or the highly efficient and technical appearance of an industrial area. Because the center is to serve both of these parts of the city, it must be in harmony with both. The principle through transportation arteries of the community should be detoured around the center. The main purpose of the transportation facilities in the area of the center is to bring the citizens to the center to transact
whatever business the facilities of the center service.

Human nature is such that an individual will risk his life in crossing a street before he will mount a ramp or enter a tunnel to breach danger. This does not imply that the center should be planned so that a street need never be crossed for the modern man is conditioned to accept his challenge with the motor vehicle. It does mean, however, that it is unwise to introduce too much of a conflict between the pedestrian and streets.

There may well be roads running through the center and up to the buildings. Roads may run through the enclosed spaces themselves, and may even link up one space with another; but these roads should not form the principal street patterns of the entire urban area. What is important about streets is where they lead, the people they combine or separate, the currents of activities they assist or retard. Layouts in which the buildings are carved up like from solid blocks to leave channels for vehicles and pedestrians, or in which they are designed as long architectural streets terminating on a focus, will soon become extinct under the pressure of a more rational system of planning. The tendency today is to make the center a composition of a series of spaces about which the buildings are located and the vehicular traffic is introduced into these spaces.

In a small concentrated center, there will be little internal sub-division necessary, the whole area forming one functioning precinct. The idea of precinctial planning system is a relatively new design approach. It is an attempt to discover the functions and inherent character of the different building groups, and to incorporate these groups in the plan in a series of precincts around which the traffic is made to circulate. This approach is
more intimate and human than the more popular strip form of planning but it is none the less functional, for the normal method of circulation within a group of buildings is by foot. One exception is that service roads to the buildings should never be sacrificed for the pedestrian.

The development of the precinct and the civic cell should result in the road ceasing to be the element about which the buildings are composed. The buildings adjacent to the main town road on the perimeter of the central area will tend to look inward towards their service roads and the heart of the center, rather than outwards toward the traffic arteries. This is also true of all buildings in their individual groupings. As the roadways are freed of building lines and free of numerous intersections, they will tend to develop into broad compositions in their own right, a composition in which landscapes will play an important part, and in which the buildings of the central area will appear as freely disposed masses rather than as continuous street frontages. The total result will be a more efficient system by which to provide the necessary civic facilities of an urban area with the highest comfor to those who must utilize them.

The most important problem that arises when considering a precinct system of civic design is that of auto parking. With the instigation of the circumferential road system, the problem of parking on this ring becomes very pressing. It is important to disperse the area required for auto parking as they are a common requirement to all parts of the center. They are, however, not spaces about which buildings should be grouped for no-one can contend that rows of parked cars afford a satisfactory base for a special composition. Cars must be taken out of civic spaces, for not only do they ruin the appearance of the scene, but they also conflict with the primary use of the development; a space for pedestrians.
In a center of this type, there are two types of autos that must be dealt with; those belonging to the occupants of the buildings of the center and those of visitors. It is the duty of the building owners, whether they be private parties or the municipal government, to provide adequate facilities for the occupants of the buildings and as much for the visitors as possible. The strongest guide to the planning and design of parking spaces in a public area is accessibility. The parking areas must be dispersed over the whole of the center so that they are always within a reasonable walking distance of any center of attraction, whether it be business, recreation, or education; usually limited to a 10 minute walk. Many small areas, accommodating in the neighborhood of 100 cars, are infinitely better than a few large congested ones, because, apart from the factor of dispersal, they are easier to use (less maneuvering and less walking), easier to maintain, and they cause less disturbance to the adjacent streets. The parking areas should be easy to find and of easy access and egress. Their entrances and exits should not be on the main roads so that slow moving vehicles are not pulling out or slowing down in a main traffic stream. Another advantage will be that sight lines for the motorists will be improved on both the main and the secondary arteries. The important item is that, as far as possible, the cars should be intercepted by parking areas on the perimeter of the center.

The efficiency of the center itself depends upon the relationship and planning of the individual units of the center. The basic types of spaces needed are: principal meeting space, where the town hall and municipal buildings are situated; spaces serving as the forecourt to entertainment buildings, like theaters, cinemas, restaurants, cafes, etc.; and spaces for shopping, around which the office buildings and retail shops and service facilities may be grouped. Many of the functions of the individual units will overlap but some of the areas, such as the
municipal and the shopping areas have obviously distinctive functions.

A center of a town is a composition in its own right and requires a dominant element, such as a single building, a group of tall buildings, a group of outstanding small buildings, a building set off by its surrounding, or a combination of these elements. A monument or public building blithely placed in the middle of the traffic of a city suggest the characteristic paradox of the style of city planning set forth by the Ecole des Beaux Arts and started in this country by Daniel Burnham, chief architect of the Columbian Exposition. The monumentality of a well designed civic center is on the other hand the visible expression of man's higher aspirations that Sert refers to. This is a design consideration that is more important to the spirit of the entire community than it is to the functioning of the center itself.

The need for a dominant space is also important, a place to be in rather than an object to view. It is one of the intangible elements of design which hinges on the talent of the city planner and even more so of the architect. The dominant space of the center will form the chief meeting place for the inhabitants, a place towards which they are naturally attracted, a place where they will take the most pride in, and where they will spend the most money, thought and care. The quality of space in civic centers has changed through the ages just as the center themselves have changed.

Camillo Sitte, in his book "The Art of Building Beautiful Cities", or better known as "City Building According to its Artistic Fundamentals", has made a very complete study and analysis of civic spaces and the conditions that brought them into being. It is a keen analysis of city forms from the aesthetic and social point of view, which led to the sound planning that he did in the early part
of this century. From this report we find that of the many types of spacious qualities that were achieved prior to the advent of the industrial revolution, all were based on valid fundamentals of the ways of the particular times and that the irregular or adaptive planning stemmed from a strong functionalism. It was only with the introduction of the affected architecture of the Baroque period did the spaces begin to have less meaning to those that frequented them.

The square, with its confined space has been present in the plans of designers in all forms through the ages, from the grand plazas for Greece, Rome, Venice, and Florence, to the very intimate areas of Nuremberg, Frankfurt, and the other Northern European cities. They were all diverse in physical details but all were planned to serve a definite function and achieve a certain desired character that was pleasing to those who used them. Some were merely the removal of a block in the gridiron system, some an open space between two parallel avenues of traffic. The more interesting were, however, those in which the planners used their special talents to achieve as much interest as was possible under their limited conditions. This was done by opposing the openings into the area with blank surfaces, by placing the openings in places other than the corners of the area, or by making the area completely inclosed with entrance being obtained either under or through the surrounding confines. Many attempts were made a including elements of form into the inclosed spaces to give the composition an extra dimension. In the case of the Piazza del Duomo at Pisa, the main buildings of the center were located in space which was confined by the remainder of the city. Another improvisation of the standard system was to place a building in the space of the central square and then introduce additional confined space within the limits of the building itself.
In more recent times the use of space as an element of design has lost all proportions to the scale of the municipal areas. Tremendous axial vistas gave the feeling of unlimited dimensions and ceased to be a part of any sort of individual unit of civic design. The placement of civic structures in unlimited expanses of landscaped area with little means of access were equally bad. At the other extreme were the complete denial of the necessity of a feeling of space with the design of civic developments as street facades. These practices have been used during the last century and it is now necessary to adopt the lessons of the more successful methods to counteract their distasteful effects.

The dominant spaces and the dominant buildings may or may not coincide. The important thing is that the space must be kept in constant use in order for it to be alive visually; this depends to a great extent, upon the attractive powers of the architecture. Just as the space can accent the buildings, so can the buildings assist the space.

It is wise to put the buildings that are used only periodically in such a location that they will not cause the main space to be dependent on their use for a livelihood. Museums, auditoriums, libraries, monuments, churches, and schools are in this group of buildings which would not give a main space sufficient activity. The council chambers and town hall as well as the shopping center are more logical choices as aids to the spaces. The municipal buildings are the indoor meeting places of a town while the civic space is the outdoor one.

Once the main focal point of the town has been created in the form of an important open space, the remainder of the center can be dispersed around their individual spacial elements according to the best functional and aesthetic
arrangement. One important consideration is, however, not to put all of the important buildings around the one main or focal space. This is bad for two reasons; there is a conflict between the physical forms of these elements and the remainder of the center will tend to become dull without the attracting ability of the buildings which are frequented the most. The combination of entertainment buildings which are used in the evening can well be combined with some shops, thus assuring the area of the most possible use and also resulting in the highest efficiency in the use of the parking areas and other supporting elements, as well as giving the space the necessary liveliness that is brought about by the presence of human beings.

The proper design of these open spaces brings into play all of the talents of the planner, the architect, and a new member, the landscape architect. Using the tools of physical planning, these people have the job of making the space efficient, pleasant, and easily maintained. It is their duty to define the space so that those in it are always aware of their exact position. They must also combine the various spaces, whether they be important or not, so that the circulation in one is not hampered by the presence of the others. They have the opportunity to project or recess the spaces with the use of optical walls and barriers, visual foci, and circulation patterns. Many experts have argued the merits of the right angle in planning as opposed to a freer arrangement to achieve the desired spacial effects. This is something that is to be left entirely up to the discretion of the designer. Concerning the right angle, Le Corbusier says:

The right angle is the progical sign of the ordering and organizing spirit. Some critics reproach organized town-planning and architecture for its lack of accident, the unforeseen, and unexpected. Alignment on the streets and enclosed light courts or wells are forms entirely contrary to human well
being. What is needed is a harmony between the old and the new, between the buildings and the open spaces, between the man made and the natural.

Le Corbusier   Concerning Town Planning    p.77

The right angle is the essential and sufficient implement of action, because it enables us to determine space with an absolute exactness.

Even in our times, monuments of academic conception are a part of civic design. In today's city, however, these are out of scale and lost in the confusion that is modern urbanism. Dominant elements are necessary which will be apparent to those driving by or even flying overhead. One of the purposes of the civic center as a whole is to provide the community with this needed monumentality. Civic centers need more than a central location. They need all of the additional emphasis and conspicuousness that the site and architecture can offer.

In considering the element of scale in the planning of a civic center, the guiding criterion is that the center is approached by some means of modern transportation with its particular speed and dimension, but the center itself is for the pedestrian. In the planning of the center, the only scale that we can use is that of the people or the community as a whole. The human element becomes the module of design and it stems from knowing man as an element of society. Planning should first satisfy man's human values, taking man's welfare as a measure and the human characteristics as a module. Today, the natural frame of man is lost and cities have fallen short of their main objectives, that of facilitating human contacts. Man is again becoming the important aim of planning scale after the eras of the grandious and the mechanical.

Present day planning strives to make a clean cut distinction
between the efficiency of the urban and the natural quality of the rural. On the other hand, it attempts to provide open spaces and natural qualities within the framework of the community. These two elements are interdependent. In order for new developments to have clarity, there must be a clear relationship between them and their natural surroundings. Sun, space, and trees are some of the fundamental materials of city planning and they bring with them the essential elements of freedom to the urban scene. When men are deprived of the qualities of nature, they are left to exist with only the artificial frame of his own creations. The use of landscaping will do much to reduce the harsh effect of pure technicality, particularly the unpleasantness of large vistas of parked cars.

A healthy, workable, and economically practical community center can also be a devastatingly inhuman one. It must have appearance, harmony, visual repose, variety without confusion, of view within as well as out and beyond, of space, and trees, and the harmony of the natural and the technical.

Hamlin, "Architecture, an aid for all Men", p. 44

The design of a civic center for an existing community entails some problems that are unique to that particular town and which cannot be discussed on the basis of general civic center design. The selection of a site in a town is not a matter of taking the one that will serve in the best and most profitable manner. The functions of the citizen and departments of the municipal organization have been well defined through the years and have resulted in the establishment of specific areas for specific duties. This does not mean that changes cannot be made to improve conditions but it does introduce a factor that is not present in new town planning. This leads more or less to a limited selection of sites on which to develop an improved civic center for the town. It becomes the job of the planner to adopt the present facilities and utilize them in his design to the
best advantage, keeping in mind the elements of civic center layout that make these civic improvements worthwhile. This has to do mainly with the selection of the site and street layouts. The removal of present streets is not nearly so major an operation as the introduction of new avenues.

Another problem, one which the architect is more concerned with deals with the present character of an established community. It is the duty of the designer to adopt all of the technical advantages of modern building methods while creating a center that is integrated into the present town structure. This by no means indicates that he should attempt to imitate the details of the present civic design but it does mean that he should maintain the character of the surrounding area. In replacing old town centers, it is important to adopt a plan in which the space and functions are the controlling elements and not the traditional motifs and street patterns. Even in a relatively small town, a single building does not form a strong tradition that must be copied by all that follow. Rather, it is a mark of architectural vitality that each period should choose its own symbols and its own expressions, all designed so as to act in harmony with that part of the past that is to remain. It is true, however, that to make an effective reconstruction in accordance with modern principals, it is better to design as entire area as a complete, harmonious unit rather than as the filling in of areas between the old with those functions that are lacking from the present civic structure.

Municipal services have extended from gas and water works to include cultural facilities, recreational areas, and civic functions that were previously not considered and thus no provision was made for them in the municipal structure. The random introduction of these elements tends to cause the chaos which is present in modern civic areas. This chaos has the disadvantage of making the city less efficient, less attractive, and less profitable. José Sert has an
optimistic viewpoint on future civic design:

When properly planned cities appear, they will restore civic centers to their own scale. These will summarize the aspirations of their populations. Crowds will find in them appropriate gathering places, readily accessible, and free of confused congestion.

Sert "Can Our Cities Survive?", p. 232

These are the aims of planners and architects in the development of civic spaces.
PART II A CIVIC CENTER FOR PLYMOUTH, MASS.
The town of Plymouth, made famous as the permanent settlement of the Pilgrims, is the county seat of Plymouth County in southwestern Massachusetts. It is located about thirty-seven miles southeast of Boston on the eastern shore of Massachusetts Bay. At present it has a population of about 14,000 people and depends mostly upon industry and tourist trade for its livelihood.

Plymouth is an old town. It has old buildings, old planning, and old ideas. The people of Plymouth are proud of the historical significance of their community and they are equally proud of the historical symbols that the town possesses. The symbols are a constant reminder to the citizens as well as to the visitors of the heritage that is unique to the town and the surrounding area. The interest in the events of the past is reflected in the pagentry that is conducted in the community; a living memorial to the spirit of those who founded the town. While the advent of the modern industrial era has done much to distract from the town as a memorial, the monuments and historical buildings that do remain retain in them a spirit of profound interest and historical significance.
To describe the historical elements of the town is to describe the notable events in the foundation of the traditions upon which the town dwells and in which it takes such a great pride. The historical significance stems from the date of December 21, 1620, when, after an attempt to establish a colony in what is now Providencetown and the signing of the famed Mayflower Compact, the landing part of the Mayflower mounted Clark's Island in the harbor and after keeping the Sabath, prepared to embark toward a slight, sandy headland on the main shore, at the base of which was a greenish, syenite boulder, weighing about seven tons, brought from far to the north in the glacial drifts, and known ever since as Plymouth Rock. The landing part was composed of eighteen men, twelve of the Mayflower's company and six of the ships crew.

The locality was explored and found devoid of inhabitants, for they had all been swept away by a recent deadly pestilence. There were large cleared fields, which had been cultivated, numerous springs of clear sweet water, an ample brook flowing into the harbor south of the rock, and a high hill a few hundred yards back. A return was made to the ship and a full report was made to the ship's company. On Monday, December 26, 1620, the Mayflower arrived and anchored a little insider the long Plymouth beach, where she remained until her departure the following April. After further investigation the spot was chosen for permanent settlement.

Plymouth Rock now lies on the exact spot where the Pilgrims landed. It is in a little cove in the center of the state waterfront reservation made in the tercentenary year. This location was formerly covered with wharves, coal yards, a power plant, and other structures which are prevalent in a seaport. The rock is lapped by the water at high tide and is covered by what is referred to by the citizens of the town as "a splendid, columned, granite portico" designed by
INAPPROPRIATE SHELTER

UNNATURAL SURROUNDINGS
McKim, Mead, and White. It was presented on the three hundredth anniversary of the landing of the Pilgrims by the National Society of the Colonial Dames of America.

In an attempt to raise the Rock during the War of the Revolution, for removal to the town square, the upper part became separated from the lower. This portion was carried to the town square where it was placed at the foot of a pole, which was an emblem of liberty, civic and religious, and bore a flag with the motto, "Liberty or Death". In 1834 it was again moved, this time to the front area of Pilgrim Hall, the town's monumental building dedicated to the memory of the Pilgrims. Here it remained for more than 40 years, its incongruous position away from the water being a fertile source of misunderstanding to visitors. In 1880 it was reunited with its other parts on the shore under a monumental canopy, the predecessor of the present portico. It is presumed to look much the same now as it did to the first white men who saw it. There is no doubt as to the identity of the Rock due to the documented identification by one Elder Thomas Faunce, who was born in Plymouth in 1647 and died in 1746. A few years before his death, at a time when removal or covering up of the rock was under contemplation, he made a vigorous protest at what he termed the desecration of an object of deep veneration, based on tales told to him by his father who came over on the Anne in 1623, and by some of the elder Mayflower passengers.

The atmosphere of antiquity is carried out by the presence of the many monuments and memorials to the pilgrims. On Cole's Hill, overlooking the Rock, there is a large sarcophagus which contains the remains of the one hundred and four members of the Mayflower's company that died during the first winter. Here there is also a statue in tribute to the Indian friend of the pilgrims and to the women of the Mayflower. In nearby Brewster Garden, stands another
statue dedicated "To those intrepid English women, whose courage, fortitude, and devotion brought a new nation into being." This particular park in located on either side of the town brook, now much narrower from what it was when it afforded a haven for boats and schooners.

The intimate quality of the colonial settlement is preserved even today in the character of Leyden Street, the first planned street in the town, the town square, the old Burial Hill, and the numerous old houses that are located throughout the town. On Leyden Street is the site of the first or "common house" raised in Plymouth. Mourt's Relation furnishes an interesting account of the laying out of the street:

Thursday the 28th (old style) of December so many as could, went to work on the hill, where we proposed to build our platform for our ordinance, and which doth command all the plain and the bay, and from whence we may see far into the sea, and might be easier impaled, having two rows of houses and a fair street. So in the afternoon we went to measure the grounds; and first we took notice how many families there were, willing all single men that had no wives to join with some family, as they thought fit, so that we might build fewer houses; which done, and we reduced them to nineteen families.

To greater families we allotted larger plots; to every person half a pole (16 1/2 feet) in breadth and three in length, and so lots were cast where every man should lie; which was done and staked out.


At the top of Leyden Street is the Town Square, containing the old Town House, built in 1749, and several of the older churches of the community as well as the site of the home of Governor Bradford, second governor of the colony. Above and beyond this square stretches the verdant slope consecrated from the earliest years of the Colony as a place of sepulcher.
OBSTRUCTED VIEW

BURIAL HILL
In one field a great hill, on which we point to make a platform and plant our ordinance, which will command all round about. From thence we may see into the bay and far into sea.

On this hill were located the watch tower and the old fort, built in 1621 and used as the meeting place for worship and civic affairs after the summer of 1622.

Plymouth contains many old houses which anti-date the Revolution and those which are still in their original form and setting are The Kendall Holmes house, built in 1649; the Leach house, built in 1679; the Howland house, built in 1666; the Shurtleff house, built in 1698; the Crowe house, built in 1664; and the William Harlow house, built in 1677. Of these, the latter is perhaps the most interesting for it is constructed from the timber that once was a part of the old fort. The Richard Sparrow house, built in 1640 houses the workshop of the Plymouth Pottery Guild.

In 1627, Isaac De Rasieres, an officer from the Dutch Colony of New Netherlands, now New York, visited Plymouth and in a letter to Holland sends the following description of the appearance of the place:

New Plymouth lies on the slope of a hill stretching east towards the seacoast, with a broad street about a cannon shot of eight hundred yards long, leading down the hill with a street crossing in the middlesouthwards to the rivulet and northwards to the land. The houses are constructed of hewn planks, with gardens also enclosed behind and at the sides with hewn planks, so that their houses and court-yards are arranged in good order, with a stockage against a sudden attack; and at the ends of the street are three wooden gates. In the centre, on the cross street, stands the Governor's house, before which is a square enclosure, upon which four patereros (steenstucken) are mounted, so as to flank along the street.

Upon the hill they have a large square house, with a flat roof, made of thick sewn planks, stayed with oak beams, upon the top of which they have six cannons, which shoot iron balls of four and five pounds and which command the surrounding country. The lower part
they use for their church, where they preach on Sundays and the usual holidays.

Rogers "A Brief History of the Pilgrims" p. 12

Thus was the character of the town in the early years of its founding and so it is, with due concessions to the advent of the industrial era, in our day.

The entire town of Plymouth is not, a monument to the historical significance of the landing of the Pilgrims. It is basically an industrial town and its physical character today reflects the rapid expansion caused by the demand for commerce, and industry in New England. After the first 100 years of its development its population had grown from a few families to about 2000 persons, most of whom were engaged in navigation, commerce, or agriculture. During the 19th century, with the introduction of a stage route from Boston and other centers, the size of the community continued to expand and by 1830, the population was more than 3,500.

This rapid growth has caused the town to become more like a mid-west development with little order or arrangement. It has none of the qualities that are present in other New England towns that were planned around a common area and which maintain a unique character to this day. Plymouth is a thriving community but the significance of its development and founding is lost in the chaos of the present age. The expanding industries and subsequent increase in commercial establishments, along with the tremendous influx of tourists, have tended to reduce the monuments that are located in the town to a point of insignificance.

The physical qualities of the town are that of an overgrown small village, maintaining a certain amount of intimate character but these are overshadowed by the strong elements of a large and prosperous urban development.
In addition to its historical association and its old records, the town has a fine public school system, a public library, many churches, excellent water system, police and fire department, a modernized hospital, and a high quality of public service. There are 18 miles of fine bathing beaches, a few hotels, and various other accommodations for tourists.

In its religious denominations holding regular services are represented the Unitarian, Congregational, Baptist, Methodist, Roman Catholic, Episcopal, Advent, German Lutheran, Christian Scientist, Latter Day Saints, Jewish faith, and the Salvation Army and the Bible Students' Association. The numerous fraternal organizations are the Old Colony Club, organized in 1769, the oldest social organization in America, the Plymouth Women's Club, the Plymouth Antiquarian Society, the Cordage Men's Club, the Plymouth Country Club, the Girl's Club, the Boy's Club, the New Center Club, and the Manomet Village Club.

Of parks great and small there are six, plus the Town Forest and the Myles Standish State Forest. There are bathing beaches, both on the sea and inland, several play grounds, and a municipal reservation on the shore which is open to motorists, and is very extensively used by touring parties from all parts of the United States. Over 300 ponds of sparkling clear water lie within the town's boundaries, and these, together with its woodlands offer almost unlimited facilities for hunting and fishing, while salt water fishing is equally available.

At Pricilla Beach, six miles south of the town, the Plymouth Drama Festival is located, and in a sixteen building plant, teachers and students work together in the invigorating climate of the sea-shore. More than 1,600 people have been brought to Plymouth for this purpose. The theatre colony is one of Plymouth's interesting places for the sum-
SEAWALL

PRESENT WHARF
mer visitor, as rehearsals are constantly in progress for plays to be given in this theatre and other affiliated summer playhouses on the Cape, under the same management.

As the landing place of the Pilgrims, Plymouth has an interest which attaches to no other spot in America, and the number of visitors from all parts of the country and from numerous foreign countries increase with each year. It is estimated that more than 125,000 strangers visit the town each year. It is not alone on account of its history that Plymouth is attractive to people from far and near, for the beauty of its scenery, the healthfulness of its air, the purity of its water, the number of lakes within its limits, the variety of its drives, and its unbounded resources for the sportsman and the pleasure seeker have become more widely recognized with each passing season.

Plymouth and the adjoining towns of Kingston and Duxbury nearly encircle a harbor of almost unrivaled beauty, a source of endless pleasure to the summer visitor. There are good sand beaches for surf and smooth water bathing, safe waters for sail boats and motor craft, and endless opportunities for fishing sport. The presence of these features along with the very attractive hinterland make the town very popular and are appreciated so much that it is estimated that there are at least seven thousand dwellers in shore and lake cottages during the summer months, thus swelling the population to about 20,000.

Even though the presence of the natural features cause the tourist trade to be one of the largest sources in income to the town, Plymouth is primarily an industrial center. As in so many old seaport towns, the character of the industrial life is vastly different from what it used to be. It was once predominantly seafaring, but today it is manufacturing. In 1831, there were a total of 200 vessels employing
1,312 seamen sailing from Plymouth and engaging in foreign trade, fishing, whaling, coastwise traffic, and general business.

The town today has diversified industries. Its mills and factories are devoted principally to the production of high grade woolens, cordage, tacks and rivets, and zinc products. A limited amount of fishing trade is still carried out in the port but a majority of the canning facilities that were formerly used to save the fishing industry are now being used by the large cranberry industry which is now active in the surrounding area and in which many of the residents of Plymouth are engaged.

The great cordage works at the north end of the town are said to be the largest hard fiber rope works in the world; employing a staff of 800 personnel with an annual output in value of over seven millions. Their imports of raw materials from Yucatan in their own steamers make Plymouth the second port in Massachusetts in custom house entries. Other plants are woolen mills, an iron foundry, and factories for the manufacture of zinc, nails, tacks, rivets, and insulating wire, besides the usual smaller shops for miscellaneous activities. It can be said of the town's production of cordage, metals, and textiles that they are interested in quality rather than quantity. The town ranks sixth in the state in the value of its output.

For all of its physical qualities, Plymouth has no civic center. It has no common or open area where the citizens can meet for the transaction of their duties. It has expanded without any definite plan and because of this, many factors of good urban planning are not present. Elements added to the town were done so in the way of individual structures, conceived as the need arose resulting in a separation of allied function and services. This has left no area available to the town for the execution of common functions, interests, and pursuits to take place. The activities are
dispersed along the main axis of the town with little or no relationship to one another.

A majority of the commercial, cultural, and municipal facilities are strung out along this main axis, resulting in the lack of any sort of a focal point to the entire development except perhaps for a small bend in the main street. The expansion of this civic development is limited by the hills to the west and the sea on the east. The area between the hills and the sea has not been used to the best advantage and the main development serves as an effective screen between the urban activities and natural advantages of the site. It is even impossible to see the coast from the top of burial hill because of the intervening structures. From the street, one is more conscious of the hills than you are of the ocean. Burial Hill is predominant enough to serve as a visual focus but it too is lost in the chaos of the commercial.

Behind the facade of the commercial development, the residential sections of the town have developed. The area between main street and the coast was the first to be built up and contains the sites of some of the earlier homes. Those homes of historical significance that still remain are located, however, in various other parts of the town. The old town square has been left in the wake of the expanding urban core and now maintains a position of insignificance off to one side. Several of the streets north of the town brook maintain the character of the old village but this effect is lost with the introduction of motor traffic and on street parking. All connection between the historical elements is this area and those located about the base of burial hill are broken by the main street and its buildings. Visually the town has only one dimension while physically it has two.

The parks along the ocean and town brook are of little significance to the visitor as well as to those who reside in
the town. The rock, the other monuments, and the old buildings are lost in the over developed confusion. The space containing these monuments is very well kept but is very remotely located. The only indication as to the location of the historical elements come either from the tourist information bureau or the guide books. If it were not for the many signs directing visitors to the rock, it would go unnoticed by many of them. The total effect of the town is one of over growth and density, of random architecture and insufficient parking, of lack of design and worse still, of lack of planning.
The objectives of a civic center for Plymouth, Mass. are to improve the facilities, commercial, municipal and recreational that exist in the present community, to accent the historical monuments and architecture, as well as the natural beauty of the site and the surrounding area, and to preserve the character of the old town with as much directness as possible into a wholesome development where the people may work, play, and learn.

The physical planning of the center is concerned with the establishment of a visual and actual focus of the town. The natural element to be accented is Plymouth Rock. It is this object that stands as a symbol of the historical background of the town. The rock is hidden now and it is the aim of the design to re-establish its importance in the layout of the area. An attempt is made to relate it more directly to the other monuments and buildings of significance, such as burial hill, the old town hall with its neighboring churches, and Brewster's Garden. These elements will be developed so that they are accented by their surrounding rather than being hidden by them. They will be returned to the place of importance that they merit.
Another aim of the design is to redevelop the commercial, municipal, and cultural units of the town in such a way that they function well as individual units and as an integrated center, relating to the existing community. Such features as the rock, the old houses, the monuments, the old town hall, and the old churches will be maintained in their natural settings, devoid of the effects of the congestion that now surround them. The park will be developed as the showplace of the town, with an improvement in the circulation to sites of interest.
The general program for the civic center for Plymouth is based primarily upon a relocation of the present commercial and municipal facilities in such a way as to correspond to the objectives. It deals with two elements of civic center design; the commercial and the civic elements. An important factor that is unique to the town is the importance of the rock and the other historical symbols. The elements of the program are intended to serve as the nucleus of the town's communal activities, both for the residents and for the visitors.

Civic Group:
Administrative facilities
Town offices
County offices
Court facilities
Fire station
Police station

Cultural facilities
Library
Museum
Auditorium
Historical displays
Parks and Historical monuments.
Yacht Club
Religious facilities
Business and commercial group:

Shopping center
  Department stores
  Retail shops
  Amusement center
  Service shops
  Public and commercial services

Professional building'

Hotel
THE GENERAL PLAN
The general plan for the civic center is one of relocation, redesign, and improvement. The area to be covered extends from the town brook to the railroad and town wharf, and from the burial hill to the coast, an area of about 50 acres. This includes a portion of the present commercial area and the residential development between the main street and the parks along the shore. All of the present commercial buildings in this area are to be removed in an attempt to unify the area between the rock, the old town square, and the burial hill. A majority of the residential structures will also be removed, leaving only those on middle street in such a manner as to preserve the historical atmosphere that they possess. All of the historical monuments in the area will remain and be accented by the planning that is to go on in the vicinity.

The plan consists of the establishment of a central park area between the rock and burial hill to serve as center for the display of the historical heritage that is present in the town. Included in this area will be the cultural
development consisting of a museum, a library, and a municipal auditorium, working as a unit with relation to the historical monuments. To the north of the park area, between it and the industrial area, will be the combined commercial, amusement, and municipal facilities. These are planned to be the center of the functioning of the town, with appropriate service facilities and adequate room for expansion.

The existing roads of the town have been modified to allow for a more acceptable solution to the problem of integrating the present facilities so that the activities of one will not hamper those of its neighbor but rather aid them. A concentrated commercial center, with adequate subsiderary facilities, an efficient, direct municipal plant, and a pleasant and economical cultural center, combined with the appropriate open areas will give Plymouth the visual focus that so badly lacks at the present time.

It is this visual element that is the aspect of the design that the town or its residents can expect to get the greatest spiritual benefits from. It is this space that will tend to attract people to the center and make it easier for them to transact their duties once they have arrived. It will give the entire development an accent that will serve to unify and consolidate the surrounding area. Most of all, it will make the center of the town a beautiful place to work in, do business in, relax in, or more yet, to be in.

The park areas of the civic center serve a variety of functions. They are more than mere undeveloped areas as is the case in so many of our modern cities. The task of open space is just as important to the functioning and visual appearance of the center as the more apparent built up elements. The parks serve to assist the architectural units in fulfilling their duties to a higher degree of efficiency. They are the features
of civic design that do not give any material return but are in a more definite way responsible for the spirit and character of the entire development.

The first task of the park areas is the creation and preservation of a unity in the civic center. They provide a link between the separate visual masses that has the effect of creating one organization out of a series of small elements. It is a supplement to the movement of pedestrian and motor traffic to and from the center as well as within the center. The element of formality in the center is expressed by the architecture and the service and traffic elements of a purely utilitarian nature. These alone give the effect of a very functional area in which all of the activities of the human beings who must be there are dictated by the physical surrounding. A more informal relief from the functional effect of the center is necessary and this is provided by the space and atmosphere of the natural areas.

Trees, plants, water, sun, and shade are all elements that are friendly to man and as such should be a part of civic centers. When properly used as tools in the hands of the designer, these elements will accent the physical elements of the center and provide a more wholesome atmosphere to please man and stimulate the best in human nature. They should be in harmony with the architectural shapes, sculptural values, and colors. Only through a closer connection between the man made and the natural can these areas be made superior to the harsh, confused, and ruthless commercial developments of the present.

The provision of pleasant and appropriate natural areas in the center will encourage their use and the use of the adjacent buildings. The different type of areas are an indication of the different types of activities that are undertaken in them. The closed court of the shopping development
suggests a unity of purpose and efficiency of movement that
the activities require. This is in contrast to a free de-
velopment in the parts of the center where the activities
are not as strict. The degree of freedom of placement of
the buildings in the space is dependent upon their functions,
the demand for high efficiency and the degree of accessi-
bility needed. The shopping center demands a high degree
of efficiency, the amusement center, municipal buildings,
and hotel require a lesser degree, and the cultural center
and free park area need a very little degree of utilitarian
planning.

The use of landscaping and planting will make the functional
areas more agreeable to be in and pass through. Service
courts, parking areas, and roadways will all be more inte-
grated parts of the center if they are planned in such a
way as to become pleasant areas rather than merely necessary
elements of the design. The usual large gathering spaces
will be made more enjoyable if they are broken up into
smaller units for more intimate activities and into a
more personal scale. This will relieve the congestion
caused by the lack of popularity of certain areas and the
denser use of others.

Probably, the most important duty of the park areas of the
civic center in Plymouth is to serve as a natural background
for the numerous historical monuments and buildings that are
included in the plan of the center. One of the prime criter-
ion for the redevelopment of the commercial and municipal dis-
tricts is that the existing elements of historical value will
be made more accessible both visually and physically to those
who wish to view them. The main park area will serve to
connect all of these elements into one group so that the
significance of the total history of the town can be felt.
The unifying task of the park is then two-fold; to relate the
various parts of the new civic development and to combine
the sites of historical interest.
The main park or small area is centered upon the rock and the historical examples that surround it. The rock is the symbol of the historical heritage of the town so it is this object that merits the most predominant location. Included in the open area are the historical buildings that remain preserved with their own relationship to one another so as to complete the effect of their importance and character. All of the open area is planned to facilitate a free movement of visitors who wish to view the sights, extending beyond the main street of the town to include the old burial hill, the old town hall, and the other significant buildings in that area.

Not only are the pedestrians aware of these buildings as they wander through the area, but also the motorist as they drive by. The entire development ties together the various buildings and monuments so as to give a complete impression. Throughout the area are places where the visitors can relax and enjoy the view, meditate upon its significance, or merely pass the time in complete awareness of his natural surroundings. This main area also gives the town a sense of internal freedom and spaciousness that is not present today. The view of the sea can be appreciated from all parts of the center and its presence gives an added feeling of openness.

The inclusion of the cultural center into this park relates it more closely to the other parts of the center and yet separates it from the activities of city life. It takes advantage of the peaceful atmosphere of the open space and the easy movements of the natural developments as well as the attractive forces of the rock and its surrounding area. It can control the historical buildings in the area without interfering with their character. Also, the surroundings serve as relief and inspiration for the academic activities of the center.
The development of the area around the hotel and amusement center has a more formal appearance based on the utilitarian aim of the area. The hotel, yacht club, theater, and restaurants are all commercial establishments and must function with a degree of efficiency and with a minimum of maintenance cost. The entire entertainment and tourist area has a feeling of freedom that suggests the type of activity that it supports. The hotel is placed to take advantage of the views of the sea as well as the developed area of the town. The area that surrounds it serves to separate it from the business development, although not to the extent that it is an individual unit, devoid of any connection. The use of walks, paths, and planting areas makes it a pleasing and inviting unit without detracting from its operating efficiency nor imposing its commercial nature upon the park area. Access to the hotel from the main part of the town and to the other elements of the entertainment center is direct and functional, yet restful and pleasant.

The yacht club and neighboring restaurant are separated from the rest of the development for the reason that its main purpose is to serve the tourists and the harbor, and not the town. They are easily reached by both the pedestrian and the driver but in such a way as to not interfere with the activities that surround it. They are screened off from the cultural development and the commercial center alike, with a semi-direct union between it and the hotel. The nature of the activities of the club make it possible for them to be closely related to the natural elements of the sea and the features that it presents. This fact further validated their separation from the natural developments that are present around it.

Like the yacht club and the hotel, the theater and restaurant take full advantage of the view to the sea. Access to them is direct and inviting. They serve as a barrier between the informal activities of the recreational and cultural elements of the center and the more formal municipal
and commercial developments. The area surrounding these buildings is one of a more planned nature so as not to separate the functions of them from the commercial center in such a way as to make them difficult to reach. The planned space serves as a relief from the high density of the commercial development and thus attracts the citizens to them and encourages their use.

The municipal buildings and shopping center, being the most utilitarian of the parts of the civic center, are located in a position that is more directly accessible to the town as a whole as well as the prominent visual position. They express the efficiency of the activities that take place in them. The space around and within the development serves to assist the activities but at the same time offer a relief from the purely functional aspects of the buildings. These areas are planned to make the use of the buildings and the fulfillment of the duties of those who frequent them a more pleasant task.

The municipal building, being the center of all civic activities, is placed so that it is visually related to the whole of the development. It is adjacent to the park area, giving it a feeling of freedom, monumentality, and control of all functions that go on around it. It is also related directly to the more dense and utilitarian planning of the shopping center. This makes it easily accessible to those who have business to transact there. Due regard is paid to the relations of the elements of the municipal and county bodies that require direct access to the street, such as the police department and its allied services. At the same time, those parts which are more indirectly related to the main traffic flow of the town such as the court rooms and offices are placed so as to take advantage of the park area. The surroundings express the type of activities that are transacted in the adjacent buildings.
The commercial center is the most concentrated and highly specialized of the civic center. Its planning is based upon the functions of the various elements with relationship to one another, as well as the individual units. The use of planting is here used to relieve the congested conditions and to maintain the overall character of the entire development. The relief that is provided along the main street contrasts to the facades of the buildings, giving the entire street a more intimate feeling and human scale. The position of the vehicle is reduced and the comfort of the pedestrian increased. Within the center itself, the court area is planned to break up the size of the area and feeling of complete inclosure. In no case does it detract from the activities that occur in the area but rather assist them. The planting acts to separate conflicting movements of traffic and provides relief areas for those who are using the center.

The use of the natural elements throughout the civic development aids in the fulfillment of its functional obligations while at the same time making use of the facilities as pleasant as possible. The result is a complete interplay of the open area between the buildings, of paths for circulation and spaces for visual and physical relaxation. The space accents the buildings and harmonizes with the architectural forms. An attempt is made to give the entire center a human scale through the use of natural elements, organic patterns, and individual features.

Parking areas for the civic center are scattered over the entire development so as to be accessible from all directions and closely related to all buildings. Each building group has sufficiently planned parking area to serve the demands of both the people who work in the buildings and those who use them. The largest single area serves the shopping center during the day and the theater, restaurant, and amusement center in the evening. The hotel, municipal
cultural center, yacht club and adjacent restaurant all have separate parking areas. In addition there are parking facilities provided for tourists at Plymouth Rock, the old town square, and along the seawalk. The areas are placed for the convenience of the people who are using the adjacent buildings or visiting the displays. They are basically on the perimeter of the civic center to keep much of the local traffic out of the development. Drives for light service are included in the public parking areas while heavy deliveries are directed to special service areas.
As the county seat of Plymouth county, the town of Plymouth contains both the municipal facilities for the town government and the county offices and judicial department. The civic center thus becomes more than the focal point of the municipal government and its controls, but also for the entire area. At present, both the town and county have individual accommodations, separated by the congested commercial development of the town. All activities which call for a combination of the resources of the two organizations are hampered by this physical separation and the result is a decrease in the efficiency.

Both the town and county governing bodies are functions independent of one another. They operate under different administrative structures and perform different functions for the area. There are many instances, however, where these functions overlap and the combined efforts of both agencies are necessary. Problems of schools, public utilities, transportation, elections, welfare, planning, and law enforcement are common to both. Each must supply the necessary departments for performing those duties that
they are responsible for under their individual charters, but a cooperation between them will make the jobs easier and probably achieve better results.

The cooperation between the town and county departments does not suggest that one will perform those duties that are delegated to a similar part of the other. Each unit of governmental structure; town, city, county, state, has its own obligations to the citizens and must provide the necessary departments to fulfill these obligations. These activities must not infringe or interfere with the responsibilities of any other governmental organizations, regardless of whether it be of a greater or less importance. County departments have no control of activities within the limits of an incorporated community, unless they are delegated to do so by the municipal authorities. Likewise, the town authorities have no control beyond their corporate limits.

The fact that both the town and the county must perform all of the duties that are within its authority requires that complete individual facilities be provided for each. In some cases this may result in a duplication but the necessity is present never the less. A close co-operation between the departments whose functions overlap will result in an improvement of the services of each. This can be accomplished by providing a closer unity between the facilities provided for them, where the activities of each will benefit the other.

The character of the municipal government of New England is unique only to that part of the country. In its original conception it is distinctive and in the way this system has progressed to the more complex systems found today. The following is a description of a typical New England governmental structure by William Roger Greely, architect, and taken from his paper "The Fora of Democracy" which appeared
Only in the towns of New England is each citizen given the privilege of standing up at the periodic town meeting and debating with his fellow citizens the current governmental issues. Unfortunately, this privilege is neglected today. As a result of this and the growth of population, the towns have given up their direct democracy for a representative meeting. Thus it is, that in this section of the country, the local governments can be divided into three forms, the direct democracy, the representative assembly, and the two branch city system.

In colonial days, the meeting house was the headquarters of both church and state. Here, the town fathers voted money for highways, schools, common defense, and even minister's salaries. In such meetings, the commons was located directly before the town house and was for the use of the public in discussing the issues of interest. All of the business was transacted in one meeting by a homogeneous group.

The simplicity of the government is reflected in the town halls. A vestibule, an auditorium, a gallery, and a belfry to house the curfew bells were the main elements. An admirable example is the Old State House in Boston. There is in this simplicity a protrial of the resourcefulness of the citizens in governing themselves. If a new road were to be built, the citizens voted to do it and then built it themselves.

Today, with the large growth in population, and the increased complexity of the governing bodies, the requirements are very different. The specialization of the town offices means that each official must have his own office, provided with all of the necessary human and mechanical services necessary to perform his duties. The sequence of the offices is most important with priority given to those facilities which receive the most use. The simple town hall has become a fairly complex business building.

Plymouth has adopted a limited form of represented government to control the municipal activities of the town. The main controlling element of the town is a board of six selectmen, elected by the citizens in general elections, and in whose hands rests the power of control of the municipal
activities of the town. Under this board are many separate offices and committees with delegated authority. The important ones are:

Town Clerk
Town Treasurer
Collector of Taxes
Town Accountant
Assessor of Taxes
Superintendent of Schools
Public Works Department
Water board
School board
Park Commission
Planning Board
Board of Registrars
Town constables
Public Safety Commission
Housing Authority
Zoning Board of Appeals
Advisory and Finance Committee
Airport Commission
Fire Department
Police Department

Many of these offices do not operate as full time positions for the town and as such, do not need separate facilities in the town building. There is the need, however, for space to store the records and materials used by these groups as well as the provision of appropriate meeting places for them when the time arises for them to gather. In Plymouth, the selectmen, the town clerk, treasurer, water dept., dept. of public works, planning board, and dept. of weights and measures all require individual and permanent facilities. In addition to this, provisions must be made for the police and fire departments of the town.
The police division of the town consists of the following personnel: Chief, three sergeants, sixteen patrolmen, eight provisional temporary officers, two women school traffic officers, police clerk, lock-up keeper, and police surgeon. They patrol the entire area of the town and are assisted in this task by the law enforcement departments of the county and state.

The fire department personnel consists of chief, deputy chief, chaplain, surgeon, five captains, nineteen men, and fifty call men, available on a volunteer basis. The department possess sufficient modern equipment to equip and combat urban and forest fires. It consists of six engines, two ladder trucks, chiefs car, patrol car, and two line trucks as well as seven pieces of various types of forest fighting equipment.

The offices of the county are in five groups; the administration, the welfare departments, the judicial department, the secondary offices, and the law enforcing department. The various departments are broken down as follows:

**Administration;**
- Auditor
- Recorder, clerk, and abstractor
- Treasure, tax collector, and tax assessor
- County Commissioners

**Welfare**
- Aid to dependent children
- Aid to blind
- Aid to Crippled
- Board of Health
- Soldiers Relief
- Emergency Relief Administration

**Judicial**
- Clerk of the Courts
- Common pleas court
- Prosecuting Attorney
- Probate Court
- Library
- Coroner
Secondary Offices:
Automobile title department
Board of Elections
County Engineer and form agent
Supt. of Schools

Law enforcing dept.
County sheriff's office
County jail

The municipal building for Plymouth is planned to bring together the departments and functions of both the town and county governments. Each has its own facilities to serve their specific functions that are delegated to it. The advantages of combining them in a single physical unit is the removal of the need of duplication of certain services and common areas. The combining of the two governmental bodies in one building group will unify them as a single focal point of both the town and county, as well as the immediate civic center area.

The department which can be combined or at least located in close proximity to one another are the town police and the county sheriff with their necessary law enforcement facilities. No two other units of the government depend so much upon the co-operation of the other. By relating them physically, the efficiency of their operation is improved and the cost of their activities reduced. The possibility of confusion and duplication of services demanded is reduced when both are aware of the activities of the other. Certain parts of the law enforcement departments can be shared by both the town and county representatives, such as the jail, the detention rooms, garage, and service units. This will result in a reduction in the initial cost of the building and a decrease in the maintenance of the unit.

Other elements of government that have close connections are the town and county school departments, planning board
engineering department, welfare department, and board of elections. These departments can and should work together. The remaining department of the two administrative bodies work in a more independent manner but they still require the assistance of all of the other departments. The judicial department of the county government is probably the most important and the largest of this group. It depends heavily upon the cooperation of the law enforcement department as well as the various boards and committees. All of these facts tend to support the combination of the town and county offices into one architectural unit.
Just as the municipal building is the focal point of the administrative activities of the community, the cultural center is the nucleus of the educational and avocational events. It provides the facilities and atmosphere for the residents and visitors take an active part in the activities or have a passive enjoyment of them. There are opportunities for serious enjoyment, the furthering of hobbies or the appreciation of functions that are conducted. It is available to all groups, such as schools, youth clubs, and adult organizations, as well as to individuals.

The prime aim of the center is to develop and encourage the use of the facilities that it offers. The center makes it easier and more enjoyable for the people to improve themselves in whatever direction they see fit. It provides a healthful and pleasant surrounding in which the activities of the center can be carried out, each element as an individual unit but supporting the others by their presence and facilities. It is the hope that the close physical relationship of the units will have the effect of increasing the popularity of these facilities which are in lesser demand.
The center will contain the town library, the museum, and the municipal auditorium. By combining the three organizations into one center, the unnecessary duplications of various elements is removed and each can take advantage of the facilities of the other. The museum does not need a separate art library in the building. The arts and crafts classes conducted by the museum can use the same facilities that are used by the groups preparing dramatic presentations in the auditorium, and the open court formed by the center can serve as a meeting place for the users of all three units. The entire center will work in close connection with those historical organizations and museums maintained in the old buildings in the town.

The center is located in the south portion of the civic development between the rock and Brewster Gardens. The arrangement of the three units is such that will work as independently as possible without any necessary duplication of services. There will be a single service area and two parking spaces, one adjacent to the library and auditorium and the other which serves the visitors to the rock. The atmosphere of the history of the town is preserved by the old houses that will remain in the adjacent park area. These are related in such a way as to be easily accessible from the center without interfering with its activities. Service to the museum and auditorium is combined into a single service court, adjacent to a common storage area. This area provides a link between the two units where traffic can flow between them and material can be transferred as the need arises. The art and crafts shops are located near the service area and are in a position to process and erect displays, store materials and equipment, and use the materials in the construction of stage settings. Service to the library is of a more limited nature and is combined with the public parking area. The walks within the center are large enough to permit special delivery and maintenance trucks to approach directly to the buildings.
OBJECTIVES AND PROGRAM
LIBRARY:

The library unit of the civic center is probably the most popular and most frequently used of the three elements. Its presence will do much to assist the popularity of the museum and auditorium and it in return will benefit much from the presence of the others. The library is popular because it is completely non-partisan, serving regardless of race, religion, political affiliation, class, or group interest. It contains general material which is of interest to all as well as more detailed references for more specific study. It serves the individual and group function alike, providing the necessary facilities for the easy pursuit of all activities. Its popularity depend a great deal upon the pleasantness of the facilities and the ease of use of the material.

Libraries got their start in New England in the private reading rooms that were started in the 18th century. They were supported by memberships and they have very high
standards even though their economic basis was unstable. From them developed the public libraries, brought about mostly by the popular desire for mass educational opportunities, the growth of philanthropy and reform movements, and the demand for the services that they could perform for business and industry. The development of libraries paralleled that of the public school systems in this country.

The free public library is a phenomenon of modern social development, the old scholarly facilities being maintained now by the institutions of higher learning. Even under these conditions, however, the modern library has a very small portion of the public for its clientel. This has caused the libraries of today to search for new ways to attract the public to them. They have revised their general program in such a way as to interest and benefit a larger percentage of the general public. The result in that the duties of the library have increased to include many other fields of general education.

The most important duty in modern society is to stimulate the self education of the public in the comprehension of modern issues. They provide the necessary material on current events so that the public will be better informed and will make intelligent decisions when they are called upon. To do this the library must stimulate the use of the facilities that they provide and not just contain the material within itself. Tempting buildings, free access to information, and a feeling of individuality on the part of the reader will help as will the preparation of exhibits and displays. The establishment of longer and more convenient hours when the public may use their facilities and the provision of better physical conditions will all help to interest the public in the use of the library.
The introduction of special services other than the housing of documented information brings the advantages of the library to a larger portion of the town's citizens. Reader guidance for those who are unfamiliar with the library will introduce a new group to its facilities and contents. Adult education programs will cause those people who take advantage of the programs to be brought in close physical contact with the other elements of the organization and perhaps foster their extended use. In some cases these educational programs will take on the aspect of a university extension program while others will be of a more informal and general nature.

Other advantages that the modern library provides include the presentation of lecture programs on topics of general interest to the residents of the area. Many of the political, social, and cultural discussions in the town will be planned and presented through the library. The library is also beginning to provide audio-visual equipment to various groups for presentation at group meetings or for use by individuals. The practice of lending recordings, maps, photographs, and educational films extend the field of influence of the library over a greater number of people. Working in conjunction with the museum they have a lending program for prints and art objects to be used by the individual for study or appreciation. The use of microfilm copies of bulky reference material has done much to increase the amount of information that a small library can present; material that previously was found in the large municipal libraries, but which is very helpful in the programs that the library sponsors.

The general problem of a library is essentially a simple one; a study of three elements, the books, the readers, and a means of bringing the two together. The better the connection is the better the library will work.
The open spaces, reading rooms, storage and stack areas, administrative and work elements, and public serve parts are all aimed at making it easier for the reader to find the books that they desire. The reader, rather than the books should be the controlling element in the design. The service is aimed at three groups of readers, the adults, the young people, and the children and each require special facilities. There are generally three types of readers that include all of these groups. The adults and young people are either short time readers who are interested in spending a while relaxing with some light reading in a pleasant atmosphere or are more serious readers who come to the library for a specific purpose, and require such facilities as index catalogues and quiet reading areas. The children are usually very eager and should be separated and closely supervised.

The use of open stacks in small libraries where the reader may make his own selection without assistance of personnel of the library are more successful in that they decrease the duties of the staff as well as giving the readers a greater feeling of independence. This system calls for the presence of complete library control by the staff for the presence of open stacks tends to be a tempting situation to kleptomaniacs. It is, however, still less expensive that closed storage of a majority of the resources of the establishment. The reader problem is actually the least difficult calling for a simple and direct means of circulation, pleasant and adequate reading rooms, and the provision of adequate service facilities such as checkrooms, toilets, etc.

The administration of a small library is usually a more difficult problem. The libraries are usually understaffed and as a result, it becomes the duty of the designer to plan for a maximum amount of control by a minimum number
of staff members. The children require the most concentrated amount of control but provisions must be made for continuous visual control of the main reading rooms, as well as the availability of assistance to the readers. The staff of the library are also required to be in charge of the maintainance of the resources of the building and seeing that the books and other materials are in proper order. This includes the control of deliveries, the cataloging and display of new additions, and the improvement of the general efficiency of the center.

In general, the reading rooms take up the greatest amount of the space in the library, about 60%, with 10% for circulation, 8% for stack space, 22% for work space and offices, and a limited amount of outdoor space delegated to multi-purpose use.

The present library in Plymouth is located in the old development that is to become park area. There is also a branch library located in North Plymouth. The activities of both units are controlled by a twelve man board of directors and appropriations are made by the town's selectmen on the recommendation of the board. The main branch has a staff of three full time and six part time employees. They are:

**Full Time:**
- Librarian
- Children's Librarian
- Cataloguer

**Part Time:**
- General assistant in charge of records
- General assistant in charge of circulation
- Three part-time assistants
- Part-time janitor

The library was open to the public for reading and lending a total of 297 days in 1952 at an average of 66 hours per week. Even the presence of the long hours prevented, however,
a decline in the total circulation from the previous year. This is due partly to the fact that the building was closed for a period of time to allow for necessary repairs and building renovation. The results are still unsatisfactory and quoting from the Librarian's report in the annual town report of 1952:

"Although the new metal shelving has alleviated the crowded conditions to a certain extent, there is still inadequate storage area, in spite of the continual discarding and the annual book sales."

"Annual Report of Town Officers of Plymouth" 1952

The number of volumes possessed by the library at the end of last year was 20,270, an increase of about four hundred over the previous year. There is a registration of 4,159 of the towns citizens with a total circulation of 69,345; 29,773 of which was in the junior department. The library also held several types of general activities including book reviews to various social groups by the librarian, special classes on the use of the library for school groups, exhibitions of the work of several local artists, and an annual book sale of the volumes that were being withdrawn from circulation.

The facilities of the present library are insufficient to supply the demand of the residents of Plymouth and it is logical that an increase in the population of the area or in the interest in the functions of the library will make these limited facilities even more inadequate.
MUSEUM:

The museum proposed for Plymouth is not only a historical showplace. In the present town, many of the objects and documents of historical significance are being shown in old buildings which in themselves are historical showplaces and are thus more appropriate places for the display of the smaller documents. These displays have much more significance when they appear in the period surroundings that the old architecture possesses. The old buildings that are remaining in the park area will be used for this purpose and will work in close conjunction with the museum.

The purpose of the museum is to serve as a center for the many art colonies that are in existence in the town and surrounding area. It will contain a certain amount of the historical elements of the town but it will not be devoted entirely to this cause. Its prime function will be to serve as a meeting place for students, artists, and spectators
who are interested in all forms of art, both old and new. It will have facilities for display, education, and participation. Thus the realm of the museum has changed basically from those which are popular today. It is not a revolutionary difference but rather an evolutionary one, brought about by the demands of those who frequent the establishments. In addition to exhibition spaces, the modern museum requires the presence of lecture areas, class rooms, and studios, as well as a limited amount of free space for more informal types of activities. The exhibition of traveling displays of art and design as well as the display of local works is more important than the establishment of an extensive permanent collection. In the Plymouth museum, the important permanent collection will deal with the articles that deal with the history of the town and the surrounding area.

The planning of the museum calls for a re-evaluation of the tasks that the building must serve. The prime function remains that of a space for the exhibition of works of arts and crafts. Because of the many different types of displays that can be expected in the museum, a high degree of flexibility in the arrangements and sizes of the display spaces is necessary. These spaces must have the ability to expand and contract as is necessary. Probably the only permanent exhibit will be the historical one, the remainder of the museum being devoted to the less static types of display, including transit shows, local works, installations of timely interest, selected recent accessions, objects of the week, materials illustrating current events, and even perishable works of nature.

The important element in the design of museums is the displays that it houses and not the building, or the lighting. These displays should not be sacrificed under any circumstances. The individual spaces should be designed to accent
the articles and to make those who view them at ease, with complete freedom to travel in an individual way and speed. The building should be of such a character that the visitor can be aware of the layout without the aid of complicated directions and be able to find his destination without aid. This usually calls for a decrease in the scale of the individual units and a unification of the various spaces. A rule of thumb in the delegation of areas in a museum is that the area devoted to display purposes should be about equal to that necessary for circulation, administration, and service. The introduction of the educational and participant activities poses another problem.

It is a good plan to be able to delegate certain areas to serve a multitude of functions. This is dependent upon the amount of flexibility in these areas and the types of activities to be carried on. Exhibition spaces that can be transformed to serve various activities are a very valuable and economical part of a small museum. The ability to remove displays and display equipment leaves the space free to be used for such activities as lectures, appreciation classes, auctions, and receptions. Certain activities such as arts and crafts classes will require special facilities and are an addition to the museum.

Since the Plymouth museum is included in a complete cultural development, the facilities of the other elements of the center are available for the activities of the museum and there is no need for a duplication of facilities. This removes the need for an extensive art library in the museum or a large lecture space. The main library can work in close conjunction with the museum and provide limited material as it is requested. It is necessary to provide for the storage of loan prints and lecture material such as
slides and plates in the museum but most of the references can remain in the library where the facilities are planned for this purpose. It also results in a more active participation between the units of the development.

With the presence of the municipal auditorium, it is unnecessary to provide extensive lecture facilities in the museum. Those activities which will have a large attendance can be scheduled for the auditorium. This will add to the list of activities to be held in this building and tend to justify the creation of such an extensive structure. The craft shops and studios are also elements of the cultural development which can be used by both the museum and the auditorium. The museum utilizes these facilities for the arts and crafts classes while the auditorium requires them for the preparation of stage settings and special features. The shops are also available to the servicing of the center and are used for maintenance and improvement of the fixtures of the center.

The museum itself is developed more on the basis of those which we are more accustomed to, as a place merely for display. The task of the museum is one of education and they fulfill a social function rather than the possessor of rare and valuable objects of art. The public demands the availability of instruction in art and art history, a much greater self participation, and a more informal presentation of art objects. The museum works in closer connection with the artists, teachers, and architects of the community.

The placement of the museum in a relatively un-congested area has several advantages. It provides for the presence of more fire protection in that there is a decrease of the danger of spreading fire from the older sections of the town.
It also frees the building from the dirt, noise, smoke, gas fumes, vibrations, and other city nuisances that tend to detract from the activities of the building. Finally, the open area provides space for expansion and outdoor displays. The only hazard is that the museum be placed too far from the areas of general circulation of the town, and thus make it difficult for the visitors to reach it.

The museum in the Plymouth civic center is placed in the park so that it will have the effect of being removed from the congestion of the main business and municipal area. It is located in such a way, however, so as to be easily accessible to the visitors from all parts of the town. The entire park area becomes the outdoor display area for the museum. The area directly about the building will be used to display sculpture and other objects of art while the general park area will hold the historical buildings and monuments which will be supervised by the museum directors.

Present Museum facilities in the town of Plymouth are limited to the presentation of historical material. Pilgrim Hall, Antiquarian House, and several of the other old houses that are open to the public are suitable showplaces for the display of the objects of colonial life. There are no facilities, however, for the fulfillment of the other functions of a modern museum. Art education and appreciation classes are limited to the schools while art and crafts classes are conducted for young people in the municipal play grounds during the summer. There are no provisions for the display for works of art and the work these classes is presented in the windows of the local merchants establishments while the adult works of the amatuer artists of the area are presented in the town library. This fact has tended to discourage the establishment of any extensive artist colony in connection with the town and it is lacking because of it.
THE MUNICIPAL AUDITORIUM

The program of activities of the municipal auditorium is probably the least formal of any of the elements that go to make up the cultural center. Seldom are its facilities used by the same group for any continued period of time and the types of events that take place in it cover a wide range of interests. All of the organizations and social groups of the town are free to use it and everyone is invited to the activities that take place there.

The "little theater" groups, musicians organizations, debating societies, and lecture programs will all bid for the use of the auditorium's facilities. Many other individual programs such as political rallies, school programs, and special meetings will use the building on a more irregular basis. The combination of these various activities required that the auditorium be of a very flexible nature with regard to audience size, staging facilities, and function
procedures. There must be accommodations for both group presentations and individual speakers; for both formal programs and audience participation.

Working in connection with the dramatic group at Priscilla Beach, the auditorium will provide a decent place for the presentation of their productions. The summer theater of today has an unfortunate origin. Most of them were started by ambitious groups of young actors with little funds and good intentions, who attempted to establish theaters in the cheapest possible space. The results were usually bad enough to handicap even the experienced actors. The season usually lasts ten weeks and all of the materials for the productions are made by the members of the cast. A different production is presented each week in an attempt to maintain the public's interest. In recent years these summer theaters have become more and more popular, starting up where ever there is a colony of reasonable summer population. Barns, city halls, dance halls, roller skating rinks, and other large buildings were converted into theaters. At present there are houses in Cohasset, Dennis, Provincetown, Nantucket, Ogunquit, and Chatam.

Another popular summer activity is the presentation of music fairs of festivals. These are presented by the local musicians organizations in the parks of resort areas. They are usually sponsored by the chambers of commerce of the towns. One of the reasons that these activities are not presented for the enjoyment of the residents of the town during the winter months is the lack of indoor facilities. Present facilities are usually most inadequate to accommodate all those who wish to take part or attend.

Likewise there are no adequate facilities for the presentation of lecture series on topics of current issues. There is no place where the citizens may go to discuss the topics which affect their lives and in which they should have a say. The
presentation of adult-education programs of intense interest to a large portion of the population are impossible to arrange. Visiting lecturers, church organizations, social gatherings, and school groups can all use the facilities of a flexible municipal auditorium.

The building must be planned to accommodate group presentations and individual performers to various size groups. The stage, the back-stage equipment, and the seating area must be such that it will be suitable for all events. It will depend mostly upon the relationship of the two fundamental parts of the theater, the stage and the auditorium. The backstage facilities such as dressing rooms, work areas, storage rooms, green room, and off stage areas must be adequate for the presentation of a large group production, with facilities for all members and activities of the program.

The problem of the stage is more difficult. It is necessary that its physical dimensions and character change with each type of presentation. It must be of sufficient size to accommodate large groups but also must have the ability to reduce in apparent size as the number of participants decreases. The reduction will be from a full dramatic company to an individual speaker. A definite means of separating the fore-stage and back-stage area will provide the necessary division of the areas.

The design of the auditorium is based on presenting performances to be seen and heard by the audience with maximum comfort and minimum distortion. The success or failure of a performance is a personal thing and depends upon the close association between the individual spectator and the actors or performers. The provision of comfortable seats and pleasant areas for between acts breaks will do much to improve the popularity of the theater. The sight line of any individual in the auditorium should clear the head of the person in the second row in front for a comfortable view.
of the action or speaker. The spectator must also be able to see a large portion of the width of the stage and a minimum of twelve feet of the rear wall in order for him to comprehend the total effect of the performance.

The use of continental seating is recommended for added comfort and improved conditions. Continuous rows of seats with sufficient room between them so that no-one need rise to allow others to pass is an improvement over the limited length rows of the American system. The spectators have an opportunity to relax during the performance and have an easier means of getting to and from their seats. It also results in better seeing conditions and the individual is not bothered so much by the presence of those around him.

The provision of adequate acoustical qualities in the auditorium depends upon the four conditions of good hearing:

- Adequate separation of successive sounds
- Low background noise
- Proper distribution of sound
- Adequate intensity

The fact that the size of the audience will vary with the different types of performances presents the problem of adapting the acoustical treatment to serve the average use, with special provisions being made for the extreme conditions. The proper use of reflective and absorptive materials will assist in providing correct conditions for a majority of the activities.

The third important part of the civic auditorium is the foyer and circulation space. The presence of easy and uncongested access into the building is necessary for the smooth movement of traffic. The foyer space is used for ticket sales and entrance control while the lobby and circulation space is for use before and after performances and during
intermissions. The open area formed by the buildings of the cultural center can also be used by the audience between features. Both the interior and exterior spaces should be easily accessible from the seating area of the auditorium and sufficient in size to accommodate the maximum audience that the building will house. These spaces can also be used as informal gathering places for the people to meet and discuss the performances they have witnessed or the issues that have been presented to them.

Other elements such as committee rooms, special halls and club rooms, administrative facilities, and art and craft shops are necessary. They are to serve these as common facilities for the use of the entire center, thus removing the necessity of duplication in the planning. The entire center would be under the control of a common authority and the facilities of each unit would be available to all.

Because of its size, the auditorium is the dominant element of the center and serves as a focal point when viewed from the town or the surrounding park area. The task of keeping it in scale with its neighboring buildings is aided by the open space that surrounds and the planting that is included in this area.
COMMERCIAL CENTER
The form that the successful shopping center has taken is so mixed with the central area of towns, and so dependent on the habits of the towns people, that it is impossible to specify arrangements that will meet with unqualified approval. Success depends so much on the fancy of the shoppers that no planning can take place without an investigation of the shoppers habits, how he travels, what he has been accustomed to, how he orders, and how delivered.

Sale goods can be divided into three general groups, depending upon the demand for them. They can be closed at convenience, the day to day articles that are in constant demand; the demand good, those which are necessary but infrequently purchased; and the impulse goods which are those of a luxury nature. The arrangements of these basic units can do much to help the success of the center. The drawing power of the convenience can be utilized to make the impulse goods more popular. This is all a matter of the design of the center as to the relation of the various shops.
Through the ages, four basic types of shopping center arrangements have come into popular use, each with its own definite characteristics and its own definite use. They are the market, the shopping street, the department store, and the shopping precinct. All of these types are to be found in the town centers and function as a part of the civic pattern. A fifth and more recent type is the regional center. This is an individual unit however and has little to do with urban planning. The four types that are a part of the commercial part of an urban area are individual enough to be included in the same development. Some are more successful than others but all have their definite part.

The open market is the oldest form of commercial areas. Its use is limited in the present commercial developments because of the types of products that can be sold there and the other elements that tend to make it impractical. The market consists of individual stalls in an open area where the various articles to be sold are displayed. The area is predominantly pedestrian with vehicular traffic limited to service elements. All of the merchandise is displayed in the open and there is little or no separation between the shopper and the goods. This tends to decrease the efficiency of the area and limits the quality of the goods sold to only the cheapest and those in the highest demand. The fact that there is little overhead on the part of the promoter causes the price of the objects to be of the minimum. Because of the large amount of area necessary and the small group of customers that are served, this type of shopping facility is not popular in civic design where the space allotted to commercial developments is limited.

The second type of commercial planning developed from the market place. It is the shopping street and came into
being. The streets consist of rows of individual shops with display windows on the street side of the buildings and service facilities in the rear. With the rapid expansion of the commercial developments in urban areas this type of development became the most popular. It was possible for these shops to carry all classes of goods and they had two distinct advantages over the open market space; the goods to be sold were displayed under cover and there was adequate area for storage space on the premises. There is the disadvantage of a barrier between the goods and the customer but this is partially overcome with the use of display windows which tend to attract the consumer from the street.

Circulation along a shopping street can be done either by vehicle or on foot. The merchants prefer to be located on those arteries where public transportation facilities are located. It is the shoppers wish to circulate from side to side of the street and this presents a conflict between the movements of the various means of transportation. The presence of parked cars and moving traffic interferes with the safe and unrestricted circulation of the pedestrian. Neither is willing to concede to the right of way of the other. An architectural disadvantage is the conflict between the individual shops to gain the attention of the potential customers. The result is a variety of styles that only adds to the confusion and chaos.

There are several methods of overcoming the difficulties that are brought about by the use of this type of shopping district. The architectural problem can be solved by designing the entire area with a unified idea, a unified plan, and a unified style. This is a problem that lies entirely in the hands of the individual designers of such a development. It entails a balance of interest on either side of the street as to the types of goods sold so that
the demand for these goods will provide sufficient attracting powers. It also requires an improvement of the display windows of all shops so that the merchandise itself becomes the dominant element in the appearance of the shops. This will also require a re-study of the dimensions of the sidewalk area which will tend to become congested by the consumers that are engaged in "window shopping."

The traffic problem is not so easily solved for there still remains a conflict between the motor and the pedestrian traffic. It is impossible with the shopping street to separate the two completely but there are some methods that can be used to improve conditions considerably. One is the introduction of auto by-passes to remove all of the through traffic and as much of the local traffic as possible. The provision of parking facilities at either end of this type of development will tend to reduce the amount of local traffic even further as well as removing the hazards of on street parking in front of the shops. Even the provision of clearly marked and supervised pedestrian crossovers have not proved successful so a better solution is to reduce the dangers as much as possible. The removal of the public transportation facilities from the shopping street will further tend to relieve the congestion. These vehicles can discharge their passengers at off-street locations which are within short distances of the shops, a method which does not meet with the approval of the merchants. The provision of separate service drives and courts in the rear of the shops will remove the presence of delivery vans in the street which block the view and passage of both the motor vehicle and the pedestrian traffic. Imposing stopping limits on street parking spaces will discourage their use. If numerous short cuts are provided between the designated parking lot and the main shopping area, they will be more readily used by the customers who come in private cars. Regardless of the measures taken, however, there remains a certain amount of conflict between the people in motor vehicles and on foot.
The third individual type of shopping facility is that of the department store. This element is in effect based upon the combination of the principles of both the market and the individual shop. It is like a market in that it stocks all types of merchandise and goes even further in that it handles goods in all price classes, to serve a majority of a community's population. It is actually more than an individual shop, it is a series of shops under one roof with common storage, service, and comfort facilities. The department store combines window displays as well as extensive interior display areas. The stores are designed to encourage interior circulation just as shop to shop circulation occurs in the shopping street. Concentrated parking areas and simplified shopping procedure make the department stores popular but the necessity of a large volume of sales and the lack of competition tend to limit the extensive development of these buildings. They are usually included in larger commercial developments.

From the point of view of efficiency, safety, and comfort, the shopping precinct, the fourth type of shopping center, is the most important. This is a system by which the shops are reversed in their position relative to the street and face inward into an open court. The display windows face inward and all vehicles are excluded from this area. The precinct may take three definite forms, that of the alley, of the shopping street that has been closed to traffic, and the precinct that has been designed as such. This method allows for the free circulation within the commercial area with complete safety and without confusion. It allows for the design of the area in a more complete manner with all of the elements devoted to an efficient working of the circulation between the individual shops. There is a danger that the open areas will become too large and take on a feeling of emptiness but the introduction of additional
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design elements into this type of development will decrease this condition. With this scheme concentrated parking and service can be utilized as they were in the department store and thus help in relieving the congestion in the area around the center. The aim is to make the parking as close to the center as possible with free and direct routes between them and the center. It makes it possible to develop secondary streets in the area into combination parking areas and improve the conditions of the main arteries. These parking facilities should always be visible, convenient, and accessible to the center, and as close to the entrances as possible. Once in the center, the shopper is free to circulate to all points of demand without interference. It is important, however, to provide direct routes between those parts of the center which are used the most, providing for the aid that this attractive force will give to the shops that have a lesser demand. It is also important to arrange the individual shops in such a way that they will be in a logical position with respect to those shops about them.

The shopping center for Plymouth takes into account the advantages the assets of the last three types of shopping areas. The present commercial area is one of the shopping street type but is of such extensive length and contains such conflict between motor traffic and the pedestrians that it has proved to be very inefficient. The development of the auto by-pass around the town has removed much of the through traffic to Cape Cod which previously went directly along the main shopping street. The presence of a shopping street is characteristic of the New England towns of the area and as such, it is important that it be maintained. It is necessary, however, to improve the strip and in effect, move and condense it so that it will be more beneficial to both the shopper and the owners. The idea behind combining a shopping street and a precinct development is to improve the shopping facilities of the town so that they will be more accessible to the residents and they will be able to
use the entire development at one time rather than merely a portion of it. It also results in a relief of the very congested area that is now devoted to the commercial establishments of the town.

The introduction of a department store is justified on the basis of the size of the town, the amount of purchasing that it does, and the expected growth of the area in the future. By including it in the shopping center, it will act as a focal point for the shoppers and attract them to the area where they can then investigate the smaller and less important shops. It will serve as an individual unit in the center but parking and service areas that are used by its customers will also help the small establishments.

The professional building is another important part of the commercial center yet a very strong individual unit in its own right. Contained in the building are the offices of the doctors, dentists, lawyers, accountants, realtors, and the other professional men of the town. The building also contains the offices for the public utilities corporations, business representatives, and finance companies. In effect, the building provides facilities for a majority of the business and professional firms already established in the town.

At present, most of the available office space in Plymouth is located either above the retail stores or in old, reconverted residences. Anyone who must visit them is inconvenienced by their location and relationship to other offices and to the available parking areas. Many of them are inadequate for the services performed in them. The provision of adequate space in a single building for a majority of the professional firms increases the ease with which their services may be used. By placing the building in the commercial center, it is readily available to the shops and the business men alike, as well as being centrally located in the town. The facilities provided
by the shopping center are likewise available to the people who work in the professional building. Adequate and convenient parking facilities are located adjacent to the professional building. These facilities will also serve the shopping center should the center's parking lots become overcrowded during exceptionally busy periods.

Service to the entire commercial center depends upon the size and frequency of the deliveries that are made to the various units. For those shops which receive large deliveries at regular intervals, such as the department store, a service court is provided, removed from the circulation paths of the shoppers and screened from view. This removes the larger trucks and vans from the street during their delivery operations and makes it possible to perform their deliveries without interference and without obstructing traffic. The service court is related directly to the storage areas of the stores, assuring a quick movement of goods from the receiving area to the display counters. Deliveries of a small nature are from the secondary streets or the public parking areas. These deliveries usually consist of carrying small orders directly into the sales area where they are marked and put on display, removing the need for separate storage facilities. The time required to make such deliveries is of insufficient duration as to cause a hazardous traffic condition.
HOTEL AND ENTERTAINMENT CENTER
The hotel is primarily a direct response to the travelers need for lodging and entertainment. As a vital building type in our social structure, it serves as home, school, office building, and civic center. It contains all of the facilities necessary to cater to guests over prolonged periods as well as those who stay for only a short visit. It is a center for conventions, balls, banquets, formal and informal dining, gatherings of all natures, and entertainment. Its public facilities are available to the guests and the outsiders alike, with special provisions for large groups.

The commercial hotel found in most cities is a combination guest house and civic center in a single building. As much as one third to one half of its total space is devoted to public functions such as banquets, balls, conventions,
and exhibitions. A majority of these buildings are built around their convention facilities, which are valuable assets for attracting business and their presence encourages the use of the more profitable parts, the main group of which is the guest rooms. These establishments are usually located within the business area of a city where they are convenient to the shopping districts, the amusement centers, and the transportation facilities. There is a lesser importance placed upon the provision of good views and spacious accommodations in the guest portions of the buildings. Compact planning is required throughout the entire building and especially in the public areas which yield no return. The prime objective is to get the greatest number of facilities in the least volume.

The resort hotel has a different character. Its facilities are given over to the guests who are interested in health, sports and social relaxation. The size of all of the areas of the establishment are necessarily larger in that the guests are more dependent upon the activities that are offered by or sponsored by the hotel. Larger and more pleasant guest rooms, surrounding grounds, and public areas within the building are mandatory for the success of the venture. The hotel must provide outdoor terraces for dining and relaxing as well as those on the inside. The site and surroundings must be such as to attract the vacationers to it.

The hotel for Plymouth is a combination commercial and resort hotel for it must cater to both types of trade. The central location of the town in relation to the larger municipalities in the vicinity gives it good possibilities as a convention center. Groups from Boston, New Haven, and other New England cities are all close enough to take advantage of the facilities offered for the conducting of conventions with the added advantage that they will be away from the chaos and confusion of the larger urban areas.
Atlantic City and other coastal towns depend a great deal upon this type of trade. The fact that Plymouth is in the middle of the New England resort area requires that the hotel also provides facilities for those visitors who wish to take advantage of the opportunities for recreation that are in the area. The presence of good hotel accommodations will improve the position of the town as a tourist center. The attractive powers of the unique historical displays will be assisted by the provision of improved recreational and entertainment facilities. The hotel will also act as a meeting place for the business and social groups of the town throughout the entire year. Weekly luncheon meetings and planned social gatherings are an important of civic life and the availability of adequate meeting places is important to their success.

The planning of a hotel is aimed at the efficient meeting of the actions of the patrons and the staff. The activities of lodging, dining, drinking, banquets and assembly, lounges, shopping, business transaction, and circulation are served by the appropriate portion of the staff with their necessary equipment. Upon the degree of efficiency required for their profitable operation and the variety of customers that they cater to, is the arrangement of the public spaces dependent. The hotel must maintain adequate services to fulfill the wants of the guest as well as keep the physical parts and properties in good repair. Housekeeping facilities such as general room service, laundry, service shops, kitchen, engineering department, food, drink, and material storage, and administrative department are necessary for the fulfillment of the obligations to the guests. The ability of the staff to supply the guests with the desired service is important in the maintaining of a good reputation for the hotel.

The dining areas of the hotel must serve both the general public and the closed gathering. It must be sufficiently
staffed and have sufficient equipment to serve a capacity crowd without reducing the standards of its services. The presence of several types of dining rooms to accommodate the various demands is important. Some of these units can be combined to serve double functions, such as using the main dining room for the service of lunches, dinners, and also for the use as a nightclub, and the combination of the cafe and the cocktail lounge. There should be no more room devoted to dining room than necessary for they are never as profitable as the other parts of the hotel. A good view from them as well as pleasing interior spaces will tend to make them more popular. Service of all dining areas from one central kitchen will also decrease the cost of operation.

The guest rooms of the modern hotel is somewhat different from those of earlier establishments. The introduction of dual purpose rooms has removed the need of including the expensive and seldom used suites. The guest room of today is a combination bedroom and living room. The bed is transformed to be used as a couch during the day and the total area required is decreased. A reduction in the amount of storage provided in each room and the size of the individual bath facilities has also helped to economize on the total volume of the building. Guest rooms account for between 45 and 55 per cent of the total cubicage of a hotel building so any reduction in the individual room is a substantial one in the whole building.

The hotel is located close to the commercial center, the entertainment center, and the transportation facilities of the town, yet separated enough so as to take advantage of the natural surroundings. The building is designed in three basic parts to accommodate the different types of guests. The largest and most important element is the permanent part, open the year around, and containing the entertainment
and service facilities for all three parts. This wing fulfills the town's need for a commercial hotel. The important factors are the close proximity of the hotel to the commercial, business, and entertainment facilities of the town. There is also a greater need for the entertainment and comfort services that the hotel performs for the guests.

The second wing is only for summer use, when a larger capacity and different room accommodations are needed. To attract the tourists, these rooms take fuller advantage of the surrounding view and more directly related to the recreational areas. These guests will be served by the same public facilities and staff that are maintained for the commercial part of the hotel. The individual accommodations are more spacious and additional outdoor areas are provided. The third part of the hotel group is also of a seasonal nature. It is a series of small, individual dwelling units which are physically separated from the public facilities of the hotel, but close enough to be served by them. These accommodations are for family groups or guests desiring a greater degree of privacy.

The three units of the hotel are arranged in such a manner as to confine the outdoor activities of the guests and maintain a feeling of privacy without excluding the view and feeling of space of the surrounding area. Such activities as outdoor dining, lounging, sun-bathing, sports, and social gatherings are conducted in the inclosed court. The space is available to the guests of the hotel and to those people who use the public areas of the hotel.

Working in close co-operation with the hotel are the recreational and entertainment units of the civic center. The restaurants, movie theater, and yacht club are all planned to serve the tourists and residents of the town alike. Each acts to make the buildings of the center more attractive places to frequent and to work in. On the other hand, these less utilitarian units benefit from the
attractive powers of the shopping center, the municipal building, the hotel, and the Plymouth Rock.

The movie theater and connected restaurant are more a part of the commercial center. They depend upon the popularity of the shopping center and the hotel for their business, serving the shoppers and business men during the day as well as providing evening entertainment for the town residents and hotel guests. The restaurant is of an informal nature, supplying lunches, snacks, and supplementary meals. It depends almost entirely upon the presence of the surrounding buildings for its customers and has little attractive force in its own right. The theater, however, performs a more individual function and benefits more from its central location in the town and its proximity to the hotel. Both the theater and the restaurant use the same parking area that is used by the shopping center during the day.

The yacht club and the wharf restaurant are also related so as to assist one another. The fine sheltered harbor and the popularity of the surrounding seacoast among sailors makes the yacht club an important part of the civic center of Plymouth. The club itself is a haven for those seamen who choose to stop at Plymouth and also meeting place for the sailors who make Plymouth their home. The wharf restaurant serves a multitude of functions. It caters to the members of the yacht club as their social center, provides dining facilities for the town residents and hotel guests, and serves those visitors who make it a habit of conducting regular pilgrimages to good restaurants throughout New England. Both the restaurant and yacht club are located so as to be removed from the commercial center of the town and the historical development in the main park. They do, however, take full advantage of the views that the harbor and coast-line offer.
PART III - APPENDIX
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