

Future of Pleasure

A Search for Renewal



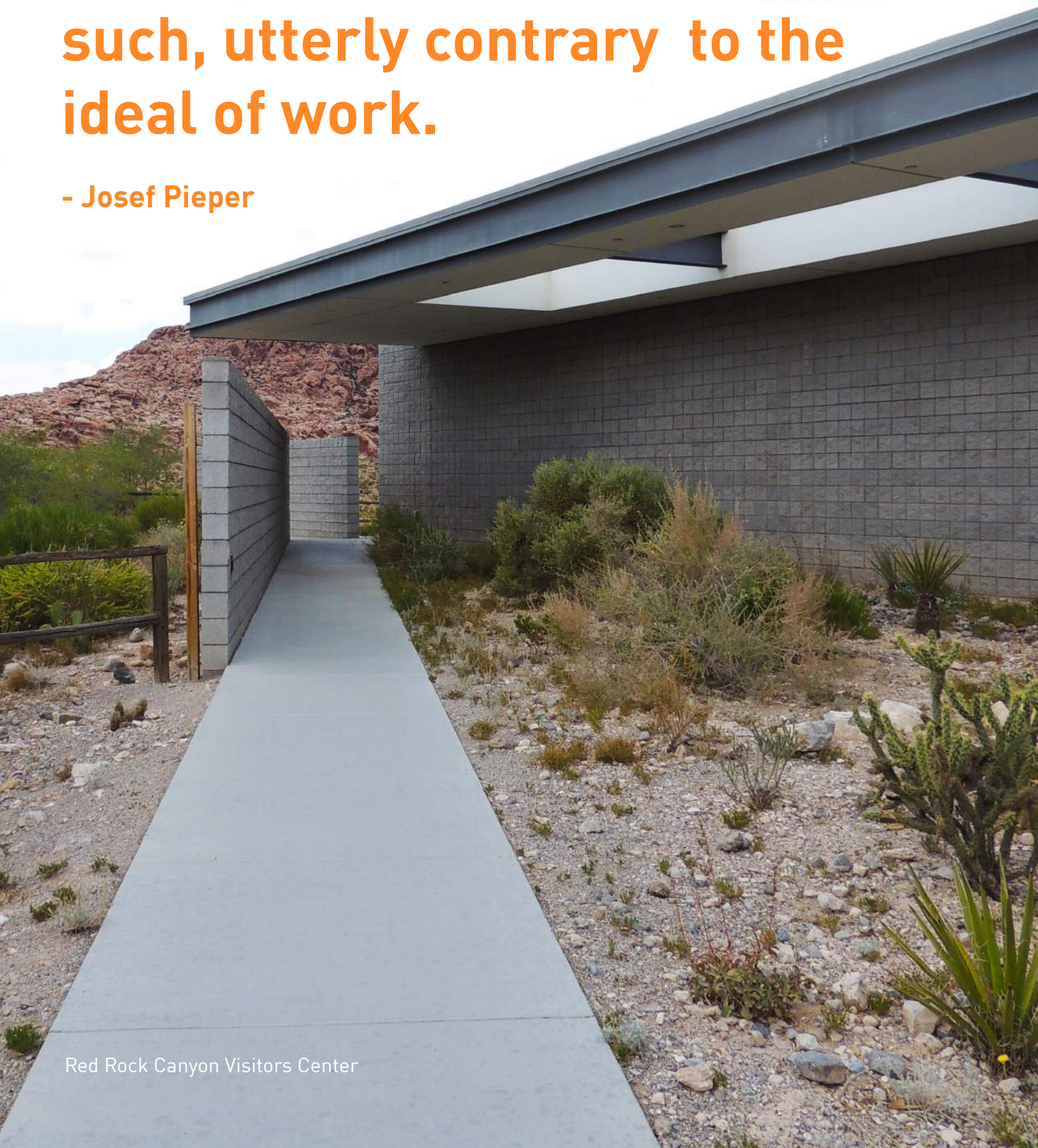
Forward

Leisure is a complicated subject that dates back to ancient societies and cultures. It carries different meanings in different parts of the world, but most importantly it carries different meanings to different individuals. Pleasure is an inward condition that is influenced by external factors in a continuous feedback loop. Every person is comprised of a completely unique and complex web of memories and personality traits that influence how they will react to a particular physical space. How one individual associates an emotion with a particular image will differ from the next.

What will the future hold for such personal experiences? How can architecture respond? A few decades ago it was predicted that advances in technology would reduce the need for human labor to such a degree that people would have an excess amount of time for leisure. However, today, it seems that technology has only served to blur the line between work and play. The physical environments that we choose for pleasure have to provide a spectrum of sensory stimulation. There are those that relieve us from boredom, and on the other end, those that relieve us from stress. This report explores the connection between the individual and their desire for and engagement with different leisure environments.

It is . . . an attitude of mind, a condition of the soul, and as such, utterly contrary to the ideal of work.

- Josef Pieper



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Overview

As the third component of a four year research project, *The Future of Pleasure* completes an original body of work conducted in collaboration between Valerio Dewalt Train Associates and summer research scholars from the University of Wisconsin Milwaukee School of Architecture and Urban Planning. This four part project, comprised of key insights and trends in workplace, education, leisure, and urban living environments, is part of VDTA's commitment to research based design.

Design research draws connections between seemingly disparate ideas from qualitative and quantitative data in an effort to understand hidden relationships that hold the keys to "innovation". By bridging practice and research, architectural design solutions are better informed, more resilient, and active rather than reactive.

In an increasingly global and interconnected world where personal and professional lives are becoming more blurred, how will twenty-first century society find renewal? Architecture and the built environment are charged with responding to social and cultural trends to provide spaces that stimulate, entertain, and renew. The research of *The Future Pleasure* seeks to synthesize the major social and cultural trends influencing spaces for renewal in order to develop design strategies that can be incorporated into practice.



Hakkasan, Las Vegas

Abstract

This report explores the complex and mysterious connection between environmental sensory inputs and human emotion. The five senses are a direct link between the three-dimensional world and the brain. With an understanding of these sensory systems, designers can begin to create spaces that reinforce concepts of renewal on a multisensory level. It is also important to note that renewal is defined as a spectrum that ranges from recovery from stress to recovery from boredom.

Through a series of site visits, interviews, and readings, we have identified six major typologies of leisure and six major meta-trends that encompass these typologies. While each typology has trends, environmental qualities, and activities specific to their use, we have discovered several common threads that are important to creating pleasurable leisure experiences across the spectrum. Because this is the future of pleasure, much of our findings focus on the Baby Boomer and Millennial generations.

Furthermore, the study of Las Vegas presents itself as an important thread in this research. Over the last decade, Las Vegas has become a destination for escape, release and renewal, transforming itself from 'Sin City' to 'Family City' and now to the 'Experience City'. As an extreme example of global trends in entertainment and leisure environments, Las Vegas serves as a lens through which to study the connection between architecture and the neurobiology of pleasure.



The 606 Trail

What is Leisure?

Leisure is defined as the portion of a person's life that is marked by: (1) freedom from the necessity for carrying on paid work or other obligated tasks; (2) the opportunity to engage in pursuits that bring a sense of pleasure and self-enrichment, or meet other important personal or social needs.¹

This study of leisure is focused on the individual and how he or she experiences renewal. There are three perspectives on leisure and the individual: time, activity, and state of mind. Leisure is also influenced by external forces, such as social situations, demographic characteristics, accessibility, and the built environment.²

The physical environment of leisure spaces has a significant and direct relationship with how a person experiences pleasure. Space is a well-defined area that has strict boundaries while place is produced as individuals project significance based on their personal associations and memories.

Thus, "a sense of place is associated with an emotional and affective bond between a person and a particular space and may vary in intensity from immediate sensory awareness to long-lasting, deeply rooted attachment."² In many cases, the physical amenity is less important than the meaning that people associate with places where they experience leisure.

The words leisure, recreation, and play are often interchangeable in leisure research. Recreation refers to activities voluntarily performed in leisure, for pleasure, or to attain well-being and self-satisfaction.³ Similarly, the term play is defined as a purposeful experience of casual and informal free-time activities.⁴ The difference between play and recreation is that play involves physical activities while recreation incorporates passive pursuits.

A reoccurring concept is that people engage in leisure activities to obtain pleasure and self-enrichment, or to meet other social needs. Ruth Russell argues that leisure is unique from other human experiences as it provides a single benefit—intrinsic rewards. Intrinsic rewards are those that come from within a person.⁵

The types of leisure activities that each person engages in will be affected by the individual's demographics, social-economic trends, racial and ethnic influences, gender, sex, and lifestyle.

1 Kraus, Richard G. *Leisure in a Changing America: Trends and Issues for the 21st Century*. Boston, MA: Allyn and Bacon, 2000. Print.

2 "Chapter 1." *Dimensions of Leisure for Life: Individuals and Society*. Champaign, IL: Human Kinetics, 2010. N. pag. Print.

3 Gray, D. and S. Braben. "Future Perspectives". *Parks and Recreation*. July: 53;1974.

4 Brownlee, S. "The Case for Frivolity". *U.S. News and World Report*. February: 45; 1997.

5 Russell, Ruth V. *For Fun and Profit: The Transformation of Leisure Into Consumption*. Philadelphia: Temple University Press, 1990. Print

History

The first written records of 'leisure' in human history are found in documents authored by the Greek philosopher Aristotle.¹ The philosopher pondered about the concept of free time and developed a set of reasoning for engaging in leisure activities. In Ancient Greece and most other ancient cultures, only the upper classes could participate in leisure pursuits as their slaves, and other household personnel did all the work. Aristotle recommended to the members of the upper class, specifically males, to pursue fine art, music, poetry, literature, and philosophy during their unobligated time. Leisure in this society was seen as a purposeful action for learning.

During the subsequent cultures and eras, leisure remained a social symbol—the status of wealth and social standing.² The elite members engaged in leisure activities by retrieving to their villas or states outside of the city. While the working class who could not afford to purchase a home on the outskirts of the city lived and remained in proximity to their place of work.³ Thus, as Robert Bruegmann argues, urban sprawl is a natural process where large cities reach a point of maturity, and those with financial resources escape the congestion of city life.⁴ Bruegmann's argument was supported by Tom Albright, who mentioned during an interview that city dwellers "go to the country to escape from that and to get rest and normalize [themselves]."⁵

A major change over the past century is the growing number of citizens that have achieved the financial means to participate in the once exclusive luxury of the wealthy. This change began after the Industrial Revolution, which improved economies, and increased worker salaries and free hours in Western societies.⁶ With the extra salary, free time, and consumption of goods, the middle classes began to focus on leisure activities. It was common during the nineteenth century to take walks and stroll in parks, malls, and cemeteries.⁷ These activities were free of charge, and more people were able to engage in play and recreation.

A second significant change in the United States occurred after the end of WWII as the economy and social norms and cultural attitudes improved. The key changes occurred from 1950-1970 as there was a dramatic increase in leisure activities and less emphasis in Protestant work ethic, which in "sociological theory [is] the value attached to hard work, thrift, and efficiency in one's worldly calling."⁸ Then during the 1960s and 1970s U.S. citizens became aware of the growing threat to the natural environment and various federal programs were established to combat pollution, poverty and racial discrimination, and to increase access to outdoor recreation environments for millions of Americans.⁹

By the 1980s, Harris Polls and other research statistics claimed that working hours had increased from 40.6 hours a week to 48.4 in 1987 while leisure hours available to Americans had declined.¹⁰ Also, government spending decreased after taxpayers had demanded a tight federal budget. As a result, copious public recreation and park agencies were forced to reduce staff, programming, and maintenance budgets. Thus, recreation departments adopted aggressive revenue-seeking methods that capitalized leisure as an industry and regarded participants as customers.¹¹

Consequentially, a growing gap between the upper classes and lower economic classes became increasingly evident during the 1990s as recreation and park agencies thrived in wealthy communities and lacked in poorer areas. During this time, leisure-service professionals began to offer more socially oriented programs. The U.S. entered the twenty-first century with high employment and economic prosperity, which translated to positive growth in the leisure industry. Today, the current trends focus on the idea of the individual and his or her experiences, age cohort, culture, and sexual identity. Technological innovations continue to define leisure activities and experiences, and it will continue to play a significant part in the future.

There is also an increase recognition of leisure as a health-related field.¹² Lastly, there is a social move to change gender-related values towards alternative lifestyles, which affects the leisure industry and its intended target customer.

1 Kraus, Richard G. "Early History of Recreation and Leisure." *Recreation & Leisure in Modern Society*. Sudbury, MA: Jones and Bartlett, 1998. 49. Print.

2 Kraus, Richard G. "Early History of Recreation and Leisure." *Recreation & Leisure in Modern Society*. Sudbury, MA: Jones and Bartlett, 1998. 53-56. Print.

3 Kraus, Richard G. "Early History of Recreation and Leisure." *Recreation & Leisure in Modern Society*. Sudbury, MA: Jones and Bartlett, 1998. 58-59. Print.

4 Bruegmann, Robert. *Sprawl: A Compact History*. Chicago: Chicago UP, 2006. Google Books. Web. <<https://books.google.com/books>>

5 Albright, Thomas. "Future of Pleasure: Interview with Tom Albright." Personal interview. 9 July 2015.

6 Kraus, Richard G. "Early History of Recreation and Leisure." *Recreation & Leisure in Modern Society*. Sudbury, MA: Jones and Bartlett, 1998. 66-67. Print.

7 Kraus, Richard G. *Leisure in a Changing America: Trends and Issues for the 21st Century*. Boston, MA: Allyn and Bacon, 2000; 60-64. Print.

8 "Protestant Ethic | Sociology." *Encyclopedia Britannica Online*. Encyclopedia Britannica, n.d. Web. 13 July 2015. <<http://www.britannica.com/topic/Protestant-ethic>>.

9 Kraus, Richard G. *Leisure in a Changing America: Trends and Issues for the 21st Century*. Boston, MA: Allyn and Bacon, 2000; 39. Print.

10 Kraus, Richard G. *Leisure in a Changing America: Trends and Issues for the 21st Century*. Boston, MA: Allyn and Bacon, 2000; 42. Print.

11 Kraus, Richard G. *Leisure in a Changing America: Trends and Issues for the 21st Century*. Boston, MA: Allyn and Bacon, 2000; 57-58. Print.

12 Kraus, Richard G. *Leisure in a Changing America: Trends and Issues for the 21st Century*. Boston, MA: Allyn and Bacon, 2000; 98. Print.

A Brief Timeline of Leisure in America

1858 - 1947

Colonial Period

In the early American colonies, work was paramount and there was little time, energy, or money to support public entertainment. Gradually, social gatherings with music, games, and dancing were commonly linked with other civic occasions.

Early 1800s

Nineteenth Century America

A gradual expansion of popular amusements, such as theater, music, and dancing, gained popularity in cities on the east coast and in the south. Negative associations of play begin to disappear.

Early 1900s

Twentieth Century America

The beginning of the twentieth century was marked by a growing economy and recreation opportunities. Many municipalities purchased land outside of the cities to make parks.

1760 - 1820

Industrial Revolution

Industrialization allowed a reduction in work-time in the west. This redistribution of time has been accompanied by different categories of leisure hours, such as free evenings, the weekend, paid summer vacation, and retirement.

1850 - 1930

Public Recreation Movement

This period is characterized by governmental and voluntary agencies development of organized recreation activities and facilities. They believed that structured recreation would produce positive social outcomes. The primary outcomes were the establishment of the adult education movement; the development of national and state parks; the creation of voluntary organizations; and playgrounds.

1970s
Counterculture

It is a hypothesis that workers seek leisure as the work environment failed to provide self-actualization and the opportunity for rewarding self-expression. In many ways, leisure was seen as the search for happiness that was brought on by anti-war sentiments.

1990s
Privatization

With more privatization of recreational programs, wealthier families stop participating in shared public facilities. These affluent families rely on private leisure resources and opportunities. Television, video games, and other electronic devices also contributed to the increase in home-based leisure.

1920 - 1930
Great Depression

The economic depression caused mass unemployment and involuntary idleness for American workers. The federal government instituted emergency work programs related to recreation including the construction of swimming pools, playgrounds, picnic grounds, and parks.

1980s
Leisure Cutbacks

Automation and technological advances did not cut back work hours for the affluent sector of the economy as was predicted. Furthermore, government cutbacks in the budget for leisure programs caused many community programs to switch to a strategic market approach where participants became customers.

2000s
Leisure Commodity

The growth and dominance of commercial recreation results in higher participation and revenues earned than any federal recreational facility. An interest in therapeutic recreation and lifestyle services also increases.

Kraus, Richard G. *Leisure in a Changing America: Trends and Issues for the 21st Century*. Boston, MA: Allyn and Bacon, 2000. 49-88. Print.

Kraus, Richard G. "Early History of Recreation and Leisure." *Recreation & Leisure in Modern Society*. Sudbury, MA: Jones and Bartlett, 1998; 60-90. Print.

Types

Robert Stebbins formulated a theoretic framework called the Serious Leisure Perspective (SLP) to synthesis the tree main forms of leisure. The organizational structure shows their distinctive features, similarities, and interrelationships. The three categories are: serious leisure, casual leisure, and project-based leisure. Serious leisure describes the type of activities that are sufficiently interesting, fulfilling and substantial for an amateur, hobbyist, or volunteer to develop a career in this field after acquiring special skills, knowledge, and experience. Project-based leisure: Short-term, reasonably uncomplicated, or occasional creative undertaking carried out during a person's free time. Lastly, casual leisure which is immediate, intrinsically rewarding, relatively short-lived pleasurable core activity, requiring little or no special training to enjoy it. The serious leisure and project-based leisure are grouped together under the heading of 'serious pursuits.'¹ This report will focus on casual leisure as it deals with the pleasure component of the main topic related to the built-environment.

Activities that are typically related to leisure are described as relaxed and undemanding. However, contemporary leisure activities in the United States have become experience oriented and thrill seeking, such as sky diving, zip lining, and theme park rides.² Leisure activities are behaviors people do in their free time and have numerous health benefits. In general, these activities:

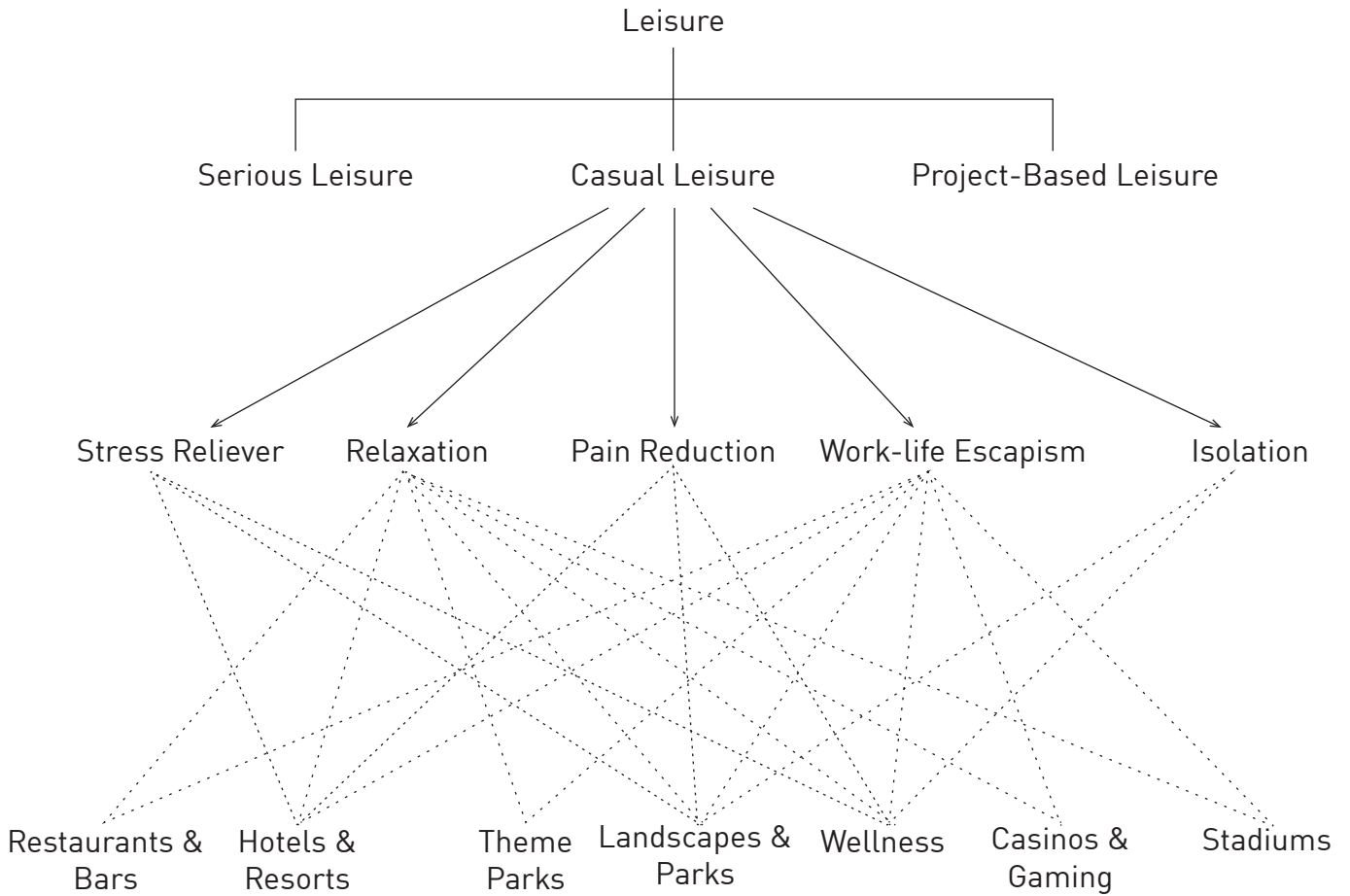
1. Reduce overall stress
2. Provide a sense of purpose
3. Provide different experiences
4. Increase sense of empowerment and self

In addition, recreation activities can be further classified based on the following:

- Active or High Speed: physically demanding
- Passive or Low Speed
- Home-based
- Away for home

¹ Stebbins, Robert. A, *Serious Leisure: A Perspective for Our Time*. Transaction Publishers, 2011.

² Russell, Ruth V., and Lynn Marie Jamieson, *Leisure Program Planning and Deliver*. Champaign, IL: Human Kinetics, 2008.





Navy Pier

What is Renewal?

Stress is the process by which an individual responds psychologically, physiologically, and often with behaviors, to a situation that challenges or threatens well-being.

Restoration and renewal can be construed as a broader concept that is not limited to stress recovery situations, or to recovery from states characterized by excessive psychological and physiological arousal, but could also apply to recuperation from under-stimulation, excessively low arousal, or boredom.¹ Mechanisms other than viewing nature that aid in recovery are often more complex, such as physical exercise and achieving a sense of control through 'temporary escape'.

This section explores renewal from an emotional and biological perspective. Sensory systems connect the physical environment to our brain, which influences our emotional reaction to that environment based on personality, memories, and cultural associations. Renewal is a personal and subjective endeavor. People desire different experiences and will have different reactions to those experiences. Yet having a multi-sensory environment in which to react to is important to providing pleasure.

¹ Ulrich, Roger, Robert Simons, Barbara Losito, Evelyn Fiorito, Mark Miles, and Michael Zelson. "Stress Recovery During Exposure to Natural and Urban Environments." *Journal of Environmental Psychology* 11 (1991): 201-30. Print.

By focusing on the individual rather than the average – and by understanding this person in psychological instead of merely demographic terms – new insights into leisure behavior will be possible.

- Mayo and Jarvis

The Architecture of Renewal: Engaging the Five Senses

Esther Sternberg, author of *Healing Spaces: The Science of Place and Well-Being*, studies the biology of stress and the environmental psychology of stress relief. Until recently, environmental psychology was considered a soft science. Although there are still many unknowns about how and why people respond to certain environments on an emotional level, MRIs and PET scans are beginning to help tease out which environmental factors are creating which responses. Positive experiences and environments trigger parts of the brain that are rich in endorphin receptors, and endorphins are what make us feel good. There is no way to measure the level of endorphins in a person's body, but imagery provided by MRIs and PET scans allow us to see when endorphin rich areas of the brain are activated during positive stimulation, such as floral scents, hearing the sound of the ocean, or seeing an image of a natural landscape. Environments that provide more positive stimulation through the engagement of multiple senses will trigger more endorphins to be released in the brain.¹ Light, color, sound, scent, and touch all combine to create a rich positive experience.

However, positive stimulation is slightly different for each individual with the exception of a few universal positive visual triggers found primarily in nature. Neurological studies tell us that different parts of the brain are activated when a person is in a threatening vs. a non-threatening situation. A threatening environment is characterized by confusion, or the brain's inability to easily make sense of the space. In *Healing Spaces*, Sternberg uses the analogy of the maze vs. the labyrinth. The maze is stressful because there are too many choices, we don't know how to get out, and feel trapped. The labyrinth leads us on a simple, calming path without the overwhelming unknowns and confusion that the maze creates.² Way finding is a simple example, but how do we characterize an architectural environment that is stressful or renewing?

Dr. Tom Albright's research at the Salk Institute in La Jolla, California partially focuses on the brain's response to visual stimuli and imagery in the three-dimensional world. What he describes as universally pleasing are those things in our three-dimensional world that mirror nature because natural imagery is part of our evolutionary make-up.³

A study was conducted several years ago where people from across the world were shown two different images, a landscape painting and the Mona Lisa, and asked to identify which one they liked more. The vast majority of people chose the landscape painting. Tom Albright states quite simply during a personal interview that gradual contours and lines are found in the natural world; for example fields of grass where the variation in angles of each blade is not great. Certain areas of the brain are organized to be particularly adept at identifying these patterns and this ability has evolved over the course of human existence. Centuries of humans have identified landscape features that are optimal for building a house, such as an open field and higher elevation so that you can see your surroundings. Those optimal features are important because they offer a selective advantage and therefore those are the things that we see as beautiful and pleasing.

[1] "TLN Blog: Exploring the Connection between Nature and Health: Interview with Dr. Esther Sternberg, Author of *Healing Spaces: The Science of Place and Well-Being*". *Therapeutic Landscapes Network*. N.p., 16 Sept. 2009. Web. 13 July 2015.

[2] Sternberg, Esther M. *Healing Spaces: The Science of Place and Well-being*. Cambridge, MA: Belknap of Harvard UP, 2010. Print.

[3] Albright, Thomas. "Future of Pleasure: Interview with Tom Albright." Personal interview. 9 July 2015.



Red Rock Canyon Visitors Center

Leisure should be measured in terms of attributes, rather than actual destinations.

Spectrum of Renewal

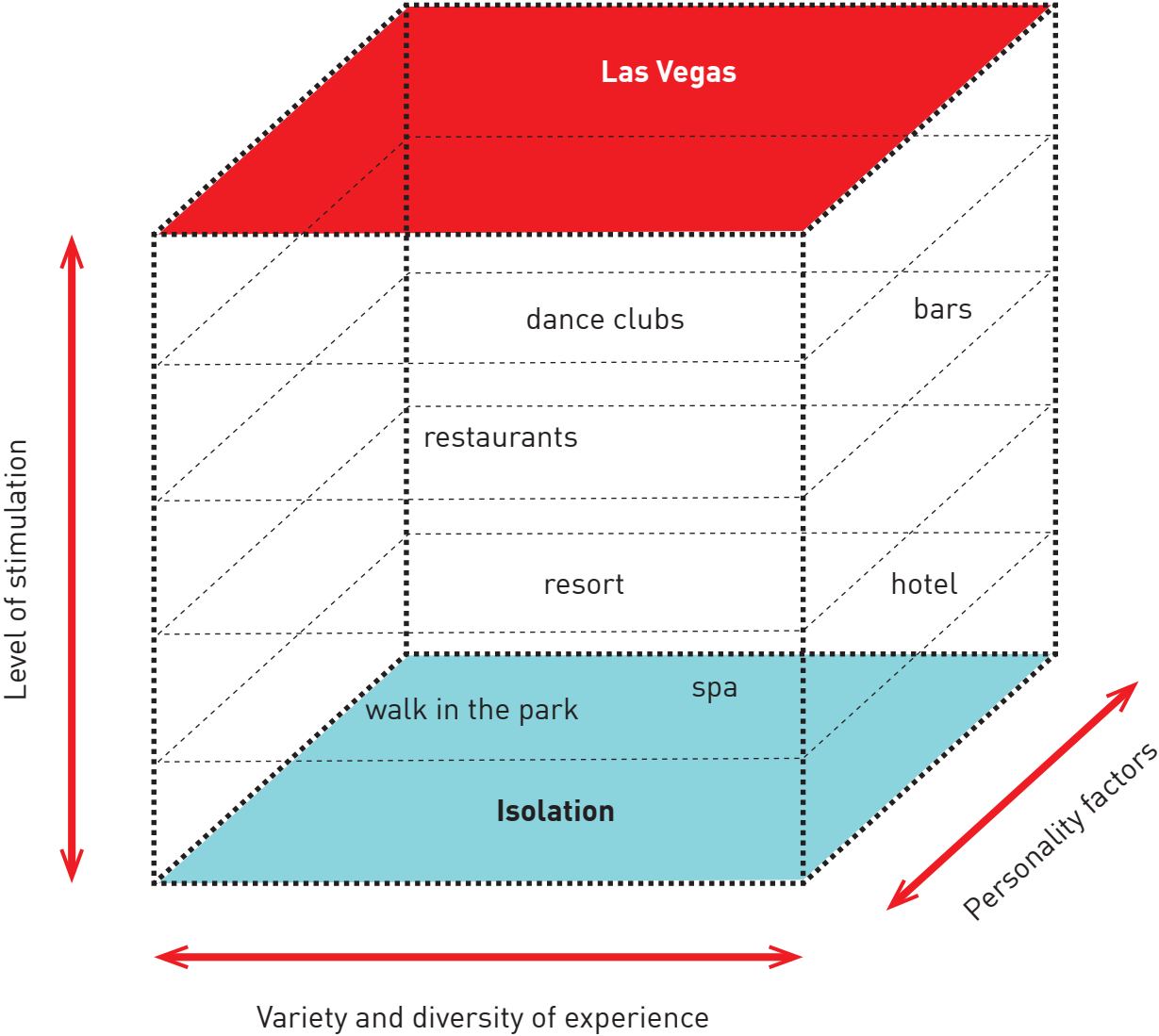
Stress is the process by which an individual responds psychologically, physiologically, and often with behaviors, to a situation that challenges or threatens well-being. Restoration and renewal can be construed as a broader concept that is not limited to stress recovery situations, or to recovery from states characterized by excessive psychological and physiological arousal, but could also apply to recuperation from under-stimulation, excessively low arousal, or boredom.¹ Mechanisms other than viewing nature that aid in recovery are often more complex, such as physical exercise and achieving a sense of control through 'temporary escape'.

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Spectrum diagram



Leisure and Personality

Consumers may perceive the same destination as offering totally different experiences based on their personality. For example, one tourist may see a trip to the beach as offering a tranquil environment in which to relax, do nothing and recuperate from work, whereas another may envisage active water sports such as sailing, snorkeling and scuba diving.¹ It is important to note that the effects of personality on actual leisure choice are fairly weak due to numerous outside constraints on preferences.

The two diagrams of Leisure Constraints to the right are modified from their original versions from *Consumer Psychology of Tourism, Hospitality, and Leisure*. Both diagrams begin to explain how personality affects leisure preferences, but that the actual leisure choice will be affected by a series of outside constraints. The Model of Leisure Constraints diagram shows how leisure preferences are made based on internal conditions of the individual. As the diagram moves right, those preferences become negotiated as a person becomes influenced by outside forces, such as the preferences of their travel partner, education, financial status, and location. The Model of Leisure Constraints Integrated with Personality Factors is a modification of the previous diagram showing the influence of personality factors. Whether or not a decision on a leisure choice is made depends on the ability of a person to negotiate their preferences with outside constraints. Personality comes into play as a source of motivation affecting preference.

Push and Pull Factors

Push factors (motives)

The need to escape and the need to socialize or break from routine.

Pull factors

Attributes of the leisure activity or destination.

Plog's Model

Psychocentric

Persons who are less adventurous, inward looking, who prefer familiarity in their surroundings and concentrate on popular destinations.

Allocentrics

Persons who are adventurous and prepared to take risks, who frequent destinations which appeal to their sense of adventure and novelty.

The 'Big Five' Personalities

Neuroticism: physical appearance

Extraversion: need for socialization

Conscientiousness: maintain health

Openness: open to new experiences

Combination: need for fun

¹ Crouch, Geoffrey I. *Consumer Psychology of Tourism, Hospitality, and Leisure*. Wallingford: CABI Publ., 2004. Print.

Intrapersonal

Individual psychological states and attributes (stress, religion, etc.).

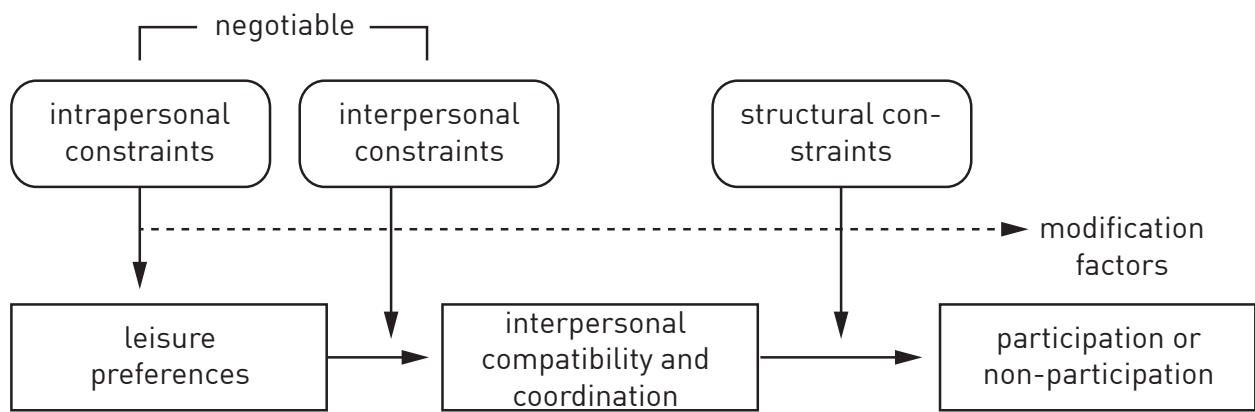
Interpersonal

Involves the interactions and relationships between individuals (partners' influence).

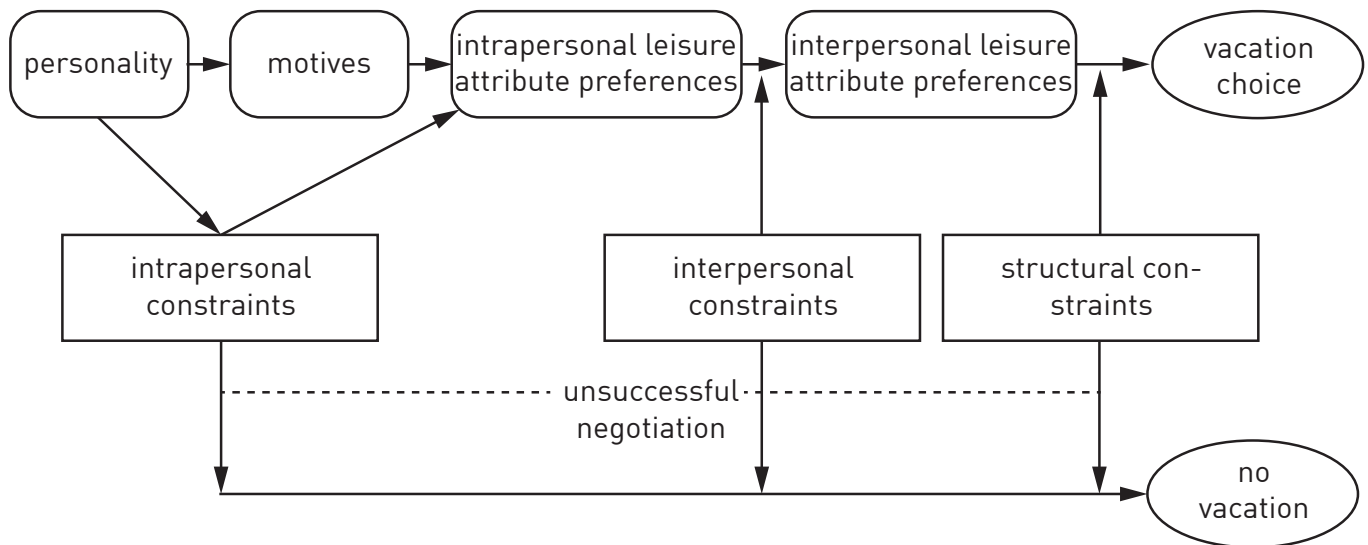
Structural

Financial resources, availability of time, family life stage, season, climate, etc.

Model of Leisure Constraints



Model of Leisure Constraints Integrated with Personality Factors



Environmental Psychology

Neuroscience investigates the relationship between the brain and behavior, sensory processing and memory. The brain acquires information about the world through the senses and then organizes, interprets, and integrates that information. These memories form the basis for our actions and reactions to various sensory stimuli. ¹

The field of psychology is primarily concerned with understanding human behavior along three major dimensions: branches, levels of analysis, and contexts. ²

1. Branches of psychology:

cognitive: sensory inputs of perception, memory, language, and thinking

environmental: human behavior and their physical environment

social: behavior influences by other people

economic: consumption of products and services

2. Levels of analysis:

Senses: biology and physiology to understand the body and the brain

Thinking: cognition, learning, involvement, reasoning, and intelligence
Feeling: motivations, attitudes, personality, emotions, moods, beliefs, and the role of affect

Behavior: lifestyle, intentions, persuasion, decision making, choice, and satisfaction

3. Contexts:

The situations in which psychology might be studied. For the purpose of this research, psychology is studied in relation to the consumption of tourism, hospitality, and leisure.

Pleasure in leisure is a before, during, and after experience. Many people derive significant pleasure from the planning process leading up to an activity or event. Acquisition of leisure represents the core benefit to the consumer and is usually very experiential, hedonic, and complex. Pleasure is continued throughout the post-trip through sharing and recounting of memories. As discussed in this report, pleasure is part of a holistic lifestyle. When people are not working or learning they need time for restoration in order to maintain balance in mind, body, and spirit.

¹ Albright, Thomas D. "Neuroscience for Architecture." *Mind in Architecture*. Neuroscience, Embodiment, and the Future of Design. By Sarah Robinson and Juhani Pallasmaa. Cambridge: MIT, 2015. 197-243. Print.

² Crouch, Geoffrey I. *Consumer Psychology of Tourism, Hospitality, and Leisure*. Wallingford: CABI Publ., 2004. Print.

The Brain

The brain acquires information about the world through the senses and then organizes, interprets, and integrates that information.

Acquisition

Appealing to the senses

Organization

Facilitate perception and the creation of neuronal maps

Use

Elicit internal states (focal attention, motivation, emotion, and stress)

Aspects of Perception

Visual patterns that show regularity between contour orientations, such as parallel lines and radial patterns, are ubiquitous in the natural world and facilitated by the organizational properties of the visual cortex. Therefore, manmade structures that follow these patterns are pleasing to humans on a neuronal level. These patterns are easily processed and perceived by our visual systems.

Rhythmical order in patterns sink below the threshold of our attention while irregularities lead to an arousal of attention.

Repetition gives us rest because we are not required to scrutinize every part of it. Comfort is derived from the ease of visual processing.

Memories

The brain assigns value, affect, and potential utility to acquired information, and stores that information in memories. These memories form the basis for our actions.

Sensual Plasticity

The sensitivities of our sensory systems are adaptable to our environment and can be recalibrated. Frequent change in the environment can interfere with a person's ability to acquire, organize, and use information from that environment.

Albright, Thomas D. "Neuroscience for Architecture." *Mind in Architecture. Neuroscience, Embodiment, and the Future of Design.* By Sarah Robinson and Juhani Pallasmaa. Cambridge: MIT, 2015. 197-243. Print.



The Salk Institute

Interview with Tom Albright

How do people respond to different environmental conditions based on the five senses in a way that triggers pleasure or renewal? Based on what we read in the chapter excerpt “Mind in Architecture” you sent us at the beginning of the summer, it seems that there are certain visual rules that are universally pleasing to humans?

Well I have to apologize because the article I sent you is a little bit superficial in that it doesn't directly relate to the topic you're interested in here, but it does address the relevance of the brain to human responses to the physical environment. The problem with the emotional response in mitigating stress is probably one of the more difficult areas for us to understand. For instance, in way finding, there is a lot known about how the brain creates mental maps that help reduce the likelihood that people will get lost. That is kind of a low hanging fruit kind of example because it's fairly easy to understand what characteristics inhibit a person's ability to create a mental map. What triggers a particular emotional response is much more difficult to understand. This building for instance (the Salk Institute), I've been working here for almost 35 years and I have a very strong emotional response to it. Part of that has to do with my history here, but a lot of that has to do with the design of the space, and I can start to break that down and say when you walk from the parking lot and come down the steps there's this beautiful symmetry to it and lines of convergence.

The way I think about the space—and I don't know if this is what Louis Kahn had in mind—is that it's laid out like a theater and if you look at it from the court yard—and I haven't actually measured it—I think it's based on the golden section. The angled pieces there are like curtains drawn back from the stage and on that stage everyday plays out the greatest act of nature—the sun moving across the sky and every day it's the same and every day it's different. This is an institution that is devoted to the study of nature, and the way that Kahn designed it is like he created a stage for the study of nature here. I find that, that metaphor creates a very strong emotional response in me and to other people. I can relate to that symbolism personally and people's desire to understand the world in which we live. It's almost like a religious experience, and I'm not a religious man, but there are so called sacred spaces that people go to. Like the great cathedrals in Europe; you walk in and it's sort of overwhelming; that seems to be a common response people have when they enter these spaces. Some of that has to do with the volume of the space, the stillness, smell of the air; it's a multi-sensory experience. I can describe all those sensory features but a lot of that has to do with the symbolism in the space that people have a very strong emotional response to. But it's a very hard thing, in terms of neuroscience, to get your head around.

Would you say that because everyone has their own personal history, memories, and personality that everyone is going to have a different relationship or response to their environment?

I think that to some degree that is true, but I think that there are many things that are common. You could argue that it has something to do with evolution and our biology, but you could also say that people in a common culture grow up with common values and there are symbols in those cultures that we all appreciate. Take these cathedrals for example; in the United States many people are Christians, so these symbols and metaphors in the design of the building are a common culturally generated knowledge that we associate with. Evolutionary aesthetics is easy to speculate about because there are little known facts. However, somebody did a study where they asked people from all around the world which painting they preferred, a landscape or the Mona Lisa, and most everyone likes landscapes. The argument is that people like landscapes because over the course of human evolution it was important for people to be able to identify a good landscape to build your house and so there are certain kinds of landscapes that are more preferred. You want to be able to see what's around you and be up a little higher so you don't want to be in the middle of a forest but you do need some trees to provide shade, and so on and so forth. Again, it's a just so story, but it seems to make sense that we should have a brain that is particularly good at detecting those kinds of environments because there is a selective advantage to being able to identify a good landscape.

There are lots of different definitions of beauty . . . A lot of it has to do with the society you live in and what that society tells you is beautiful. However, there is a consensual beauty found in nature that comes from our biology and evolution.



The Salk Institute

My argument is that those things that we have evolved into being able to detect are those things that we come to call beautiful. There are lots of different definitions of beauty and different people will tell you different things and much of that is learned over the course of your life. A lot of it has to do with the society you live in and what that society tells you is beautiful. However, there is a consensual beauty found in nature that comes from our biology and evolution.

In the article “Mind in Architecture” you spoke about certain patterns that people find visually appealing, are there other proven physical characteristics that everyone finds pleasurable?

The simple truth is that gradual contours and lines are found in the natural world. If you look at fields of grass, the variation in angles is not great. This is part of what I work on in my laboratory, where certain areas of the brain are organized to be particularly adept at identifying these patterns and this ability has evolved over the course of human existence to enable us to identify things that are really important in nature. Because we have those particular things identified in our brain we like to decorate our world with those things. In the book “Sense of Order” the author postulates that the things we find pleasing are those that are easy for us to understand. My argument is that the things that are easily understandable in our three-dimensional world are these kinds of things that mirror nature because that’s what we evolved with.

There is a set of experiments that I’ve done that explores how the brain fine-tunes itself to certain features in different environments.

If the properties of your world shift suddenly then you want your visual system to tune itself to the environment that you’re currently in. This applies to architecture. If you look at Marie Antoinette’s bedroom versus the Farnsworth house, I would find Marie Antoinette’s bedroom very overwhelming because it’s so busy and baroque with lots of flowers and curls everywhere, but if you were raised in that environment then you would find it pleasing because it would be reinforcing to you in an emotional way.

And getting to this topic of what makes people happy, I think familiar statistics that you grew up in are important. However, if you move from one environment to another your visual system will adjust to that new set of statistics. And there is an advantage to that of course, in order to survive in that new environment, but it may never be emotionally satisfying.

We just came from Las Vegas and it’s an environment that is very un-relaxing and overly stimulating, but people really like it because it’s exciting. How does this type of place fall into your research?

I think you covered it very well when you first explained this topic of study at the beginning of our conversation. There are certain extremes that people try to seek out. If you’re in a place where your life is chaotic and complicated you want to normalize yourself by going to a place of retreat that’s quiet. If your life is dull you want to go do something exciting. Are you familiar with the Van Allen Institute? There is a project in

New York City that studies why people like to leave the city. People who live in New York City like to go up state or to Long Island on weekends to get away. They don't usually go to Las Vegas, or Atlantic City either. I think that's because they have all forms of excitement right there in the city. Another topic the Van Allen Institute studies is the addictions of the city; those things that people get completely engrossed in. We typically associate addiction with drugs and alcohol, but I think of addiction as a sort of continuum. People get obsessed with lots of different things. We call it an addiction when it becomes disruptive to other things in your life. TV is an addiction. People spend an enormous amount of time sitting in front of a TV and they argue that it makes them happy, but so does smoking pot. At any rate, there are many forms of addiction that the city provides and so we go to the country to escape from that and to get rest and normalize ourselves. It is a very interesting question; why do we have to escape in order to rejuvenate ourselves?

I've thought about this topic a lot and I think it's a very important one, but it's a very difficult one to come to terms with from a neurobiological perspective. I think the way you phrased the subject at the onset describes it well where people find renewal in different experiences across the board from quiet retreats to Las Vegas. People seek to fill a void in their every day environment.

There is a text by the architect Christian Norberg-Schultz called "Genius Loci: Towards a Phenomenology in Architecture" that talks about buildings and places that have a very powerful affect on people and it's very hard to put your finger on what exactly that is.

This building for example (the Salk), I can talk about its sensory properties because I know about sensory systems but it doesn't really explain the spirit of this place or why this particular place is so special to me emotionally. I think some part of it has to do with visual imagery. We want our buildings to stimulate thought, to cause us to imagine things that we wouldn't normally imagine, and to imagine possibilities of things that we've never seen before. I think that is consistent with the city and the statistics of that environment where you go to the country for a different environment and it causes you to imagine things that you wouldn't in the city. In contrast, if you live in the suburbs and you are accustomed to those kinds of environmental statistics you go to the city and it awakens different possibilities for you.

I was on the board of the Academy of Neuroscience for Architecture and Esther Sternberg was also on the board at the time. Her book "Healing Spaces" should be a good source for you because it talks about the biology of stress and how the environment can create or mitigate stress.

Coming from Las Vegas we are interested in fakeness. Can the brain distinguish between what is fake and what is real in our physical environment and does that affect our emotional response?

That is a great question and I have a whole theory on this subject and it's becoming increasingly a problem because we build fake stuff everywhere. I build things, so I know how things go together.

There are certain extremes that people try to seek out. If you're in a place where your life is chaotic and complicated you want to normalize yourself by going to a place of retreat that's quiet. If your life is dull you want to go do something exciting.

Ledge stone walls are a very popular building material for banks and chain stores because it gives the building a natural feel, and people love that, but I see right through it. I know that there is concrete block behind that wall and it's not actual stacked stone. I wonder to what degree this mimicking nature is satisfying emotionally if we are able to see through it. I was in Mexico in December and I was in a restroom where there was a light cast down on a blue tile wall. It was really beautiful, this wash of light, but I couldn't see the source of the light, and so I thought for a second "is that a light bulb up there?" It turned out that it was a real light well, but I had this thought that I would perceive it differently and it would be less satisfying to me if I knew that it was fake.

There is another member of our board who works on this subject that you might be interested to talk with. His name is Fred Marks. He's interested in how architecture affects circadian rhythms, the rhythms of biology that your body goes through during the course of the day. Our bodies are synchronized by the sun, so if you are in an environment that does not give you access to the light it messes up your circadian rhythms and causes you to be tired at the wrong times. Fred Marks is interested in this problem and how we can create environments that tune into people's circadian rhythms. A lot of companies have gotten interested in this. Airlines have taken an interest in this where they put different LED lighting in the plane to drive your circadian rhythms.

My question to Fred is that if we create an artificial environment that is intended to mimic a different environment, does it have the same affect?

In the book “Fahrenheit 451” the characters live in the future where the walls of their house are video screens that project different environments like trickling brooks and meadows, but does the image of that environment have the same affect as the real environment if we know that it is fake? Is a natural environment’s ability to alleviate stress undermined by the knowledge of its fakeness? I don’t think anybody has actually done research on this. This is an important topic going forward because there will be more and more efforts to deceive the brain by some kind of thing that we think is satisfying.

Does this have anything to do with an individual’s level of education and exposure to different environments? In Las Vegas people find the Venetian spectacular because maybe they’ve never been out of the United States.

I think that is definitely a part of it. If you are unaware or don’t think about it then the fakeness doesn’t bother you. Similarly, it has a lot to do with what you are accustomed. With technology it is hard to say what will be the future because it changes so rapidly. My 18-year-old son probably thinks about the world in a completely different way than I do because he grew up accustomed to technology that I didn’t have at his age.

Technology was present during a critical part of his brain development, 16-18 years old, those years are going to be fundamental to what you become accustomed. The same with where you decide to live. People who grew up in a city tend to want to live in the city, but take vacations to the country to get away from their addictions in the city. Likewise if you grew up in the country you will tend to want to live in the county and take trips to the city.

Are there other senses besides vision that are important in a restorative environment?

This is something I’ve thought about a lot as well and vision is our dominant sense. Most of our architectural experience is visual but these other senses come into play. An environment that gives you emotional restoration or excitement will be primarily a visual experience. However, those who are blind have heightened senses of sound, smell, and touch bringing the other sensory characteristics of a building into importance. Although most people are dominated by their visual sense, with an understanding of the brain, you are in a better position to design in ways that engage the other senses to reinforce an emotional reaction. Awareness of things in your environment is not always conscious. Companies do this all the time where they appeal to their customers’ emotions without them being consciously aware of it, and because of this customers will be loyal to particular brands without really knowing why. There are those things that we are aware of in our environment that we subscribe to and appreciate and those that we are not aware of that are also important to our experience of the space.

This is kind of a new territory, linking together neuroscience and architecture. Yet these concepts have been around for centuries. In ancient Hindu societies the Vastu Vedas helped guide the construction of pleasing environments based on symbolism, mysticism, and culture. Architecture is a product of culture but it is also a guide to what a culture wants to be through symbolism and metaphor. The purpose is to design places that improve the human condition.





Office Poll Experiments

Purpose

The main questions we were trying to answer dealt with the subject of pleasure and renewal and the unconscious motivations behind pleasurable experiences. During the research phase, we came across multiple sources citing information about the individual preferences and difficulty of generalizing about the particular future of this industry. Being aware of the limited information available related to the neuroscience of leisure architecture we decided to conduct original research both outside during site visits and inside the office. On the site visits, we interviewed visitors and employees, and in the office we conducted surveys and interactive activities. The purpose of the research methods was to gather samples of data and to analyze the results to obtain conclusive evidence for the validation or invalidation of the information we were examining.

Hypothesis

Before conducting the interviews and surveys we did not have a particular hypothesis about what we were going to find, but we expected the results to fall within ranges of the existing data. The office surveys were based on the physiological method called ZMET, which “is a technique that elicits both conscious and primarily unconscious thoughts by exploring people’s non-literal or metaphoric expressions.”¹ In these physiological surveys we were unsure of the outcome, but trusted that the methodology would produce meaningful results.

Materials

When we conducted the site interviews on, we used three hard-copy forms, created by us, to record visitor experiences and views (see Appendixes for forms). We recorded the interviews with our smartphones and then transcribed that information digitally. For the office polls, we utilized an online survey platform to collect results, and we sent the URL link to the participants using the work’s e-mail. We then analyzed the data using Microsoft’s Excel program. Materials used for the interactive activity included colored drafting dots, posters, sticky notes, markers, and pictures. Also, we recorded the visual experiences with a professional camera.

Procedure

Before starting any research, we developed a list of sites in Chicago that exemplified each of our six categories—hotels and resorts; restaurants and bars; landscapes and parks; stadiums and arenas; casinos; and wellness. We then crafted three forms to aid us in analyzing each site and record interviews with guests and employees of each location. Once we had all the needed materials, we visited each site and observed everything about the built environment, from the sensory output to the human interactions, for about ten minutes. Then, we targeted diverse visitors and engaged in conversations with them. We obtained their permission to ask a few questions about their experiences in these spaces.

Once we had a good sample of responses, which averaged about four individuals per site, we looked for employees or management personnel. When they agree to talk with us, we asked questions regarding their experience with each place, their opinions of why people like the space, and their recommendations for fixing the shortcomings of the place. We conducted site visits for about two weeks, both during working hours and after work, and then analyzed all the data together.

As the site visits ended, we were not satisfied with the results and decided to conduct more research on personal preferences within the office. We decided to do daily polls for about three weeks by a third party's online page. Each morning we would craft a question based on the ZMET method and wait for the responses, analyze the results, and use those answers to craft the next set of questions. This procedure was unique as we would think about the subsequent questions only after having analyzing previous data. By the end of the third week, we collected all the results and worked backward to find a common thread and hidden connections. We developed two diagrams to discuss the results, and we presented our findings to the firm.

In conjunction with the daily surveys, we had two interactive sessions with the firm's employees. They were asked to take an online personality test, which is based on the Myers-Briggs model, and share the results.² The results were then compiled into a single infographic drawing, and this was then shared with the firm during a social event. The next interactive event took place two weeks after within the same social setting.

This time participants were asked to choose or vote on a series of pictures mounted onto three separate boards. Each board had a theme or general questions related to the participant's leisure desires, free-time, and feelings for materials. We analyzed these results and used them to provide subsequent questions during the daily polls.

Results

Site visit analysis mostly focuses on parks and landscapes—Millennial Park Lurie Garden, Maggie Daley Park, Washington Parks, and Lincoln Park Zoo, and we visited them during working hours. Within this category, we found out that residents and visitors love these places, with the exception of Washington Park. Washington Park is located in an area that is not readily accessible to guests; mainly locals enjoy this park. When we visited, the park was relatively empty except for three fishermen. Also, the parks were inclusive, and we observed many diverse individuals in these places. One of the complaints that we heard from users were the lack of shading devices and shading trees, which we also corresponded without observations in the Las Vegas Strip. Most participants said they would return again to the particular sites and share their experiences with others.

Office surveys produced vast amounts of data, and all the results and supporting documents can be found in the Appendix. In general, most questions provided more than five top answers, which most of the time were below 30%. Thus, this relates back to the ideas that everyone has a different perspective on what is enjoyable and how they want to enjoy their unobligated time.

For instance, we asked the participants what they associate with luxury, and about 15% said a car. The other answers were divided in the following way, 55% named a noun, 32% provided a word or phrase, and 13%. Thus, we can assume that most people associate a luxury with an actual physical object, and this related back to the importance of architecture and how it can enhance or detriment the user experience. As stated previously, the all survey results were complete with a comprehensive set of diagrams which gathered both literal and non-linear connections between words and concepts. The following diagrams are the results from the office polls.

A third set of results related to the interactive activities given to the office employees. The data collected from the personality tests showed a typical cross section of the typical results in the United States for people that have taken this same test. There are 16 personality types or 16 combinations of the four letter options—(E) extraversion or (I) introversion; (S) sensing or (N) intuition; (T) thinking or (F) feeling; and (J) judging or (P) perceiving. Each of the 16 types is then divided into four categories: analysis, diplomats, sentinels, and explorers. The most common type of personality in the office by 20% was the Consul (ESFJ), who is described as being a popular individual that support his or her friends and loved ones. In the U.S., this personality type is the second most common types. The second most popular personality type in the office by 15% was the Debater (ESTJ), who is described as a smart individual with a liking for an argument for arguments sake.

As the four letters imply the two most popular personality types in this office differ only by one letter—(F) for relying on their feeling to take a decision, and T for taking all emotions out of important decisions. Furthermore, most results fell into two major factions—the analysts and the sentinels, which in general terms tend to not get along with each other. The office results were lacking in the explorer category; only 7% belong to this group. There were no virtuoso (ISTP) personality type or entertainer (ESFP). This can be attributed to the nature of the office which deals with architecture-related work that requires particular analytical and administrative skills. The explorers belong to the (S-P) sensing and perceiving family, which in general terms are spontaneous, utilitarian and practical, and masters of tools and techniques. On the other hand, the sentinels belong to the (S-J) sensing and judging family, which account for 42% in the office, are cooperative, practical, hard-working, meticulous, and traditional, and excel in logistical or administrative fields. And the second larger faction, the analyst, account for about 32% in the office, and they belong to the (n-t) intuition and thinking family. The analysts prefer rationality and impartiality, and they are independent, open-minded, strong-willed, imaginative, and strategic thinkers. Lastly, the last faction that accounts for 19% of the office employees belong to the diplomat category or (N-F) intuition and feeling. The diplomats tend to focus on empathy and cooperation, and they are cooperative, imaginative, harmonizers, empathic, and influential individuals. (For more information about reach personality type and the distribution of this office see the appendix).

Figure 1
Tree diagram: architecture of questions

This diagram shows the relationship between the poll's questions and answers, and subsequent question and the continued association between concepts. All questions begin and end within the category of leisure. The connections represent the responses to questions asked related to the previous word. (See appendix for questions, results, and analysis)

Figure 1
Tree diagram: architecture of questions

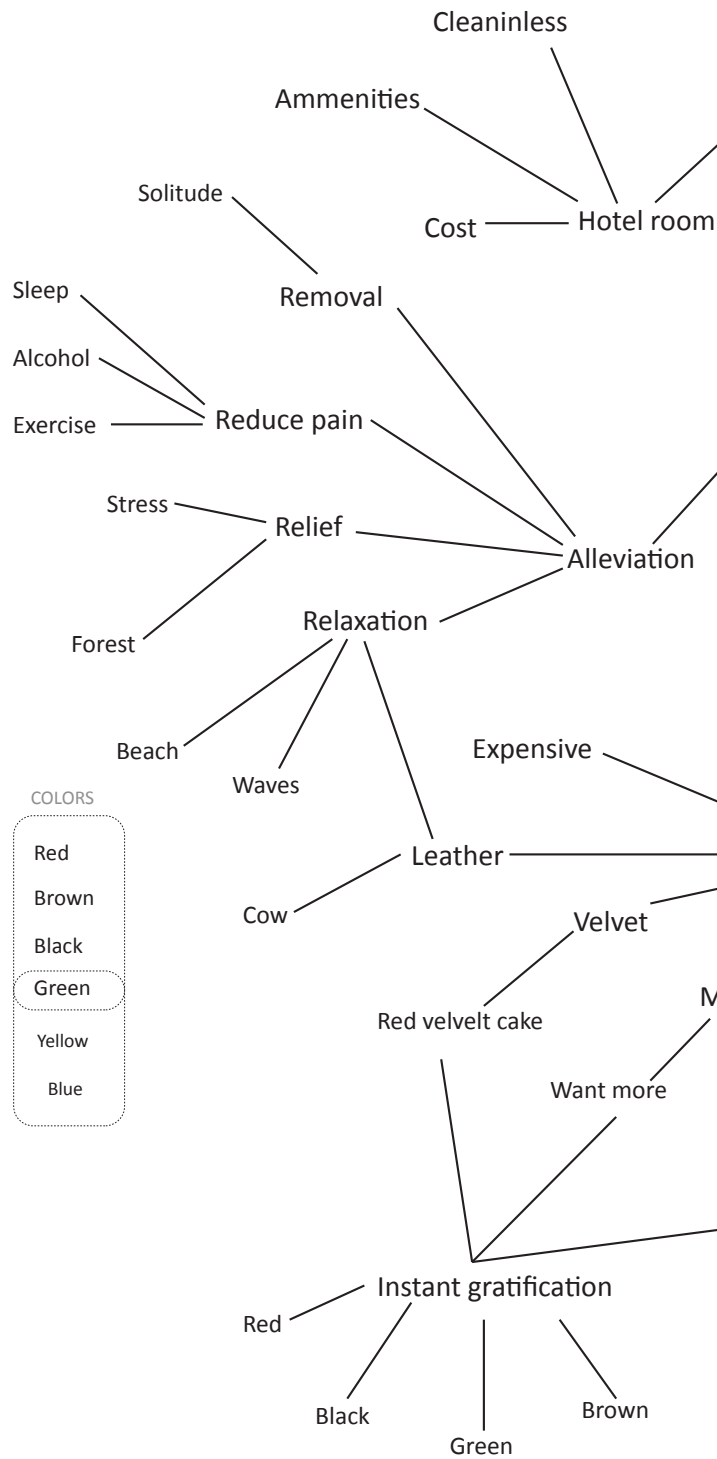
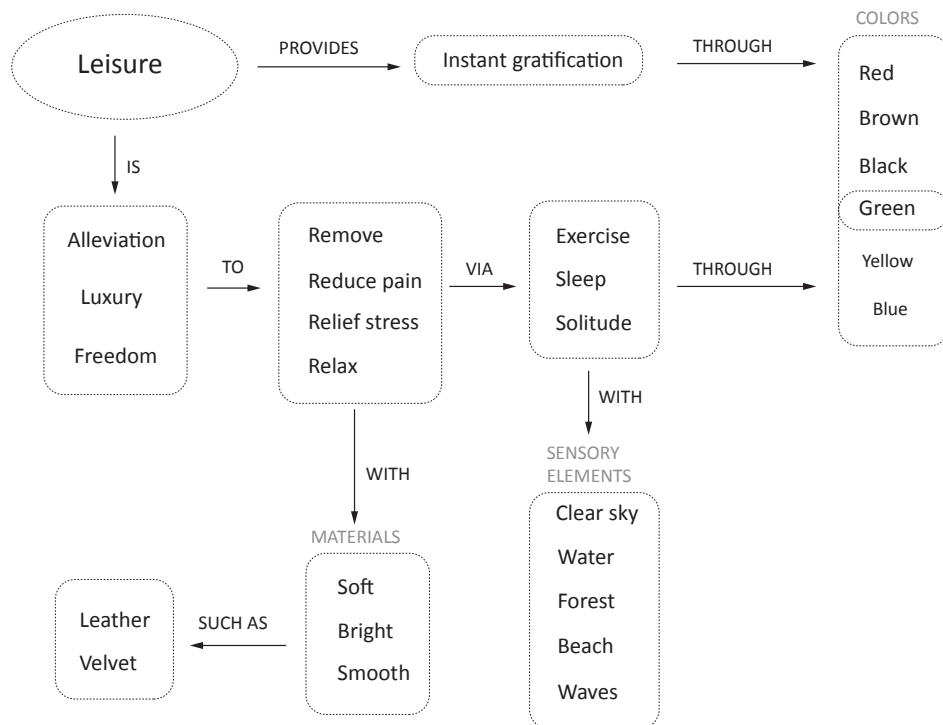


Figure 2
Interpretation of the Tree Diagram

Using the tree diagram from above, this chart further analyzes the literal and unconscious connections between all the words and how they fit together to create an overview of what leisure means to the collective office.

Figure 2
Interpretation of the Tree Diagram



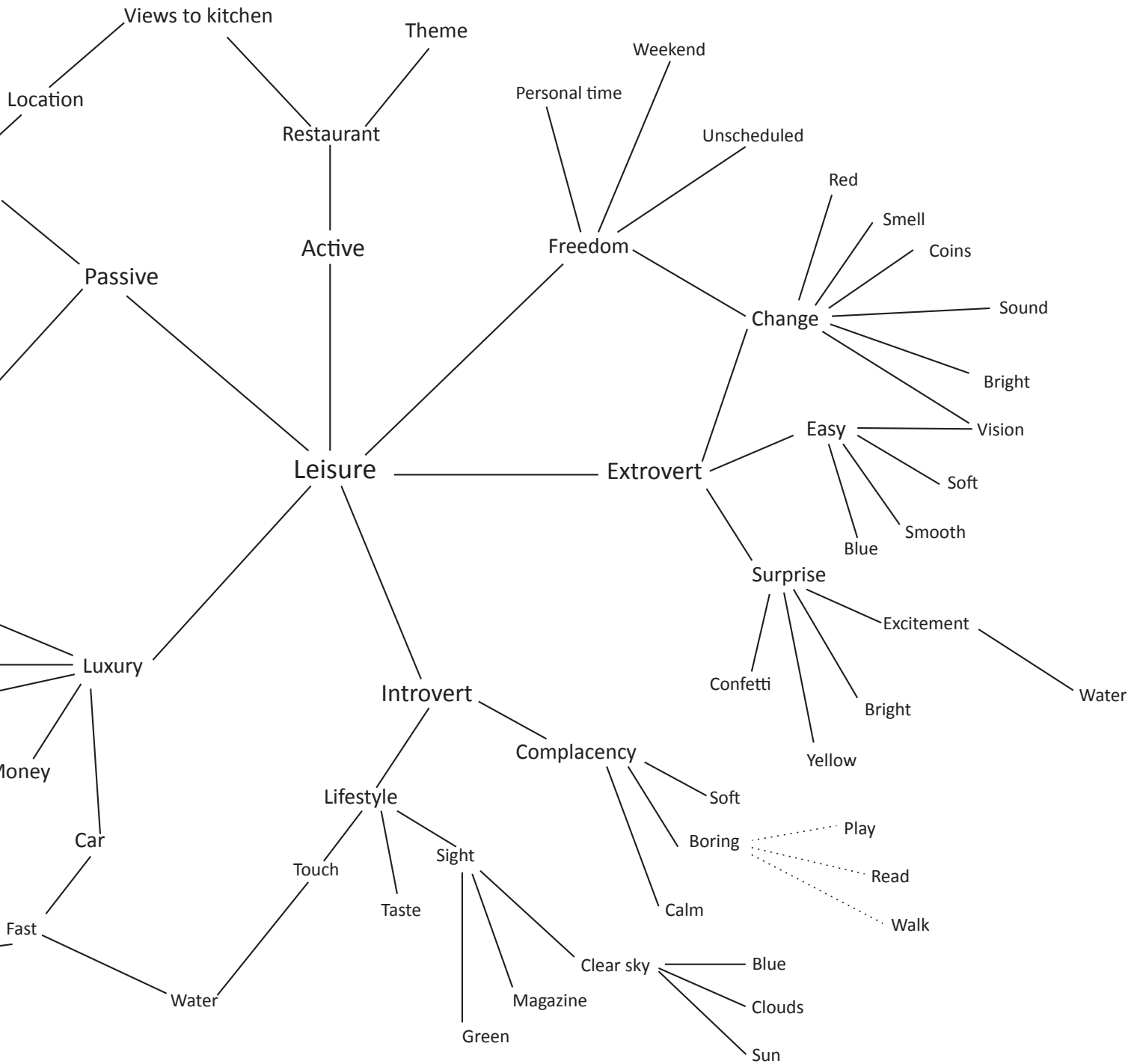
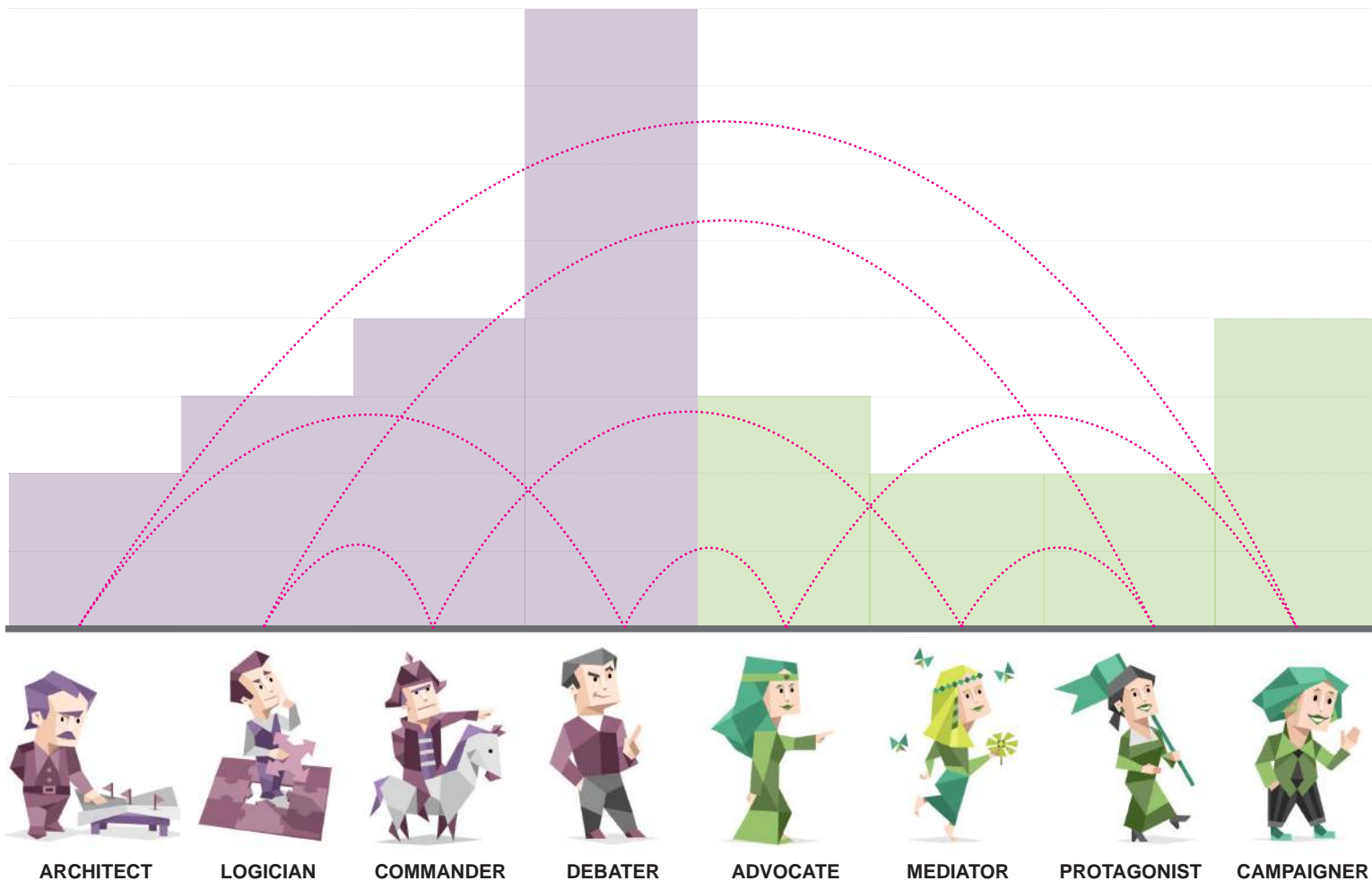


Figure 3
Personality Test Infographic

This graph demonstrates the relationship between the 16 personality types and their shared characteristics, and similarities to other personality types. The red lines connect each personality type to their ideal or harmonizing partner.

Conclusions

In conclusion, we confirmed the general information about people's subjective interpretation of leisure. We determined that almost everyone in the study preferred to renew in natural environments over staying in either extreme isolation like a desert or over stimulated like a casino. The results were not as impressive or groundbreaking as we would have liked.

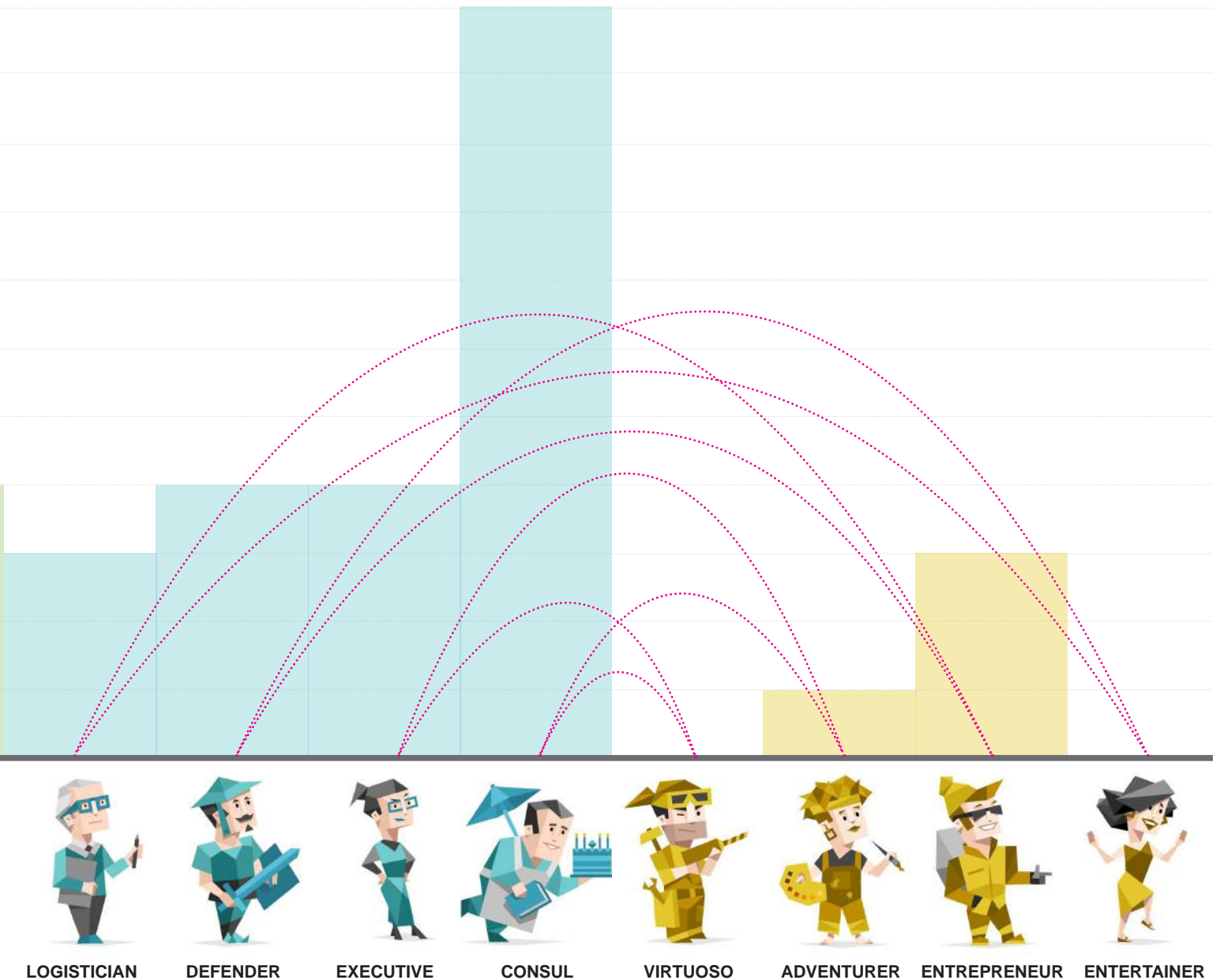


If we were to redo the research component, we would have more interviews with owners and designers involved in key projects to get their unique perspectives as to why those spaces are unique. Also, we would have made the office polls smaller and at a later time, possibly after the return from the Las Vegas and San Diego trip.

This would have allowed us to have focused the questions and probably have more definitive results. Conducting original research aided us to prove existing data and allowed us to understand and logically arrange the subject matter.

1 "ZMET®." Olson Zaltman. N.p., n.d. Web. 16 July 2015. <<http://olsonzaltman.com/zmet/>>.

2 "Free Personality Test | 16Personalities." 16Personalities. N.p., n.d. Web. 16 July 2015. <<http://www.16personalities.com/free-personality-test>>.





Maggie Daley Park

Six Meta Trends of Leisure

There are many leisure typologies with their own set of trends specific to their use. However, several reoccurring themes presented themselves throughout all of the categories. We have identified six meta trends that are broader concepts spanning the spectrum of leisure.

01 **Experiential**

This is the most broad, but most influential theme throughout our research. Experiential refers to the activity and resulting set of memories associated with leisure rather than materiality.

02 **Authentic**

Recently the use of natural materials, openness in design, and culturally specific use of metaphors are used to create a sense of authenticity in various environments. People have expressed a desire for the unique.

03 **Personalized**

With the aid of technology, people are looking to cater leisure to their specific needs and desires. Interactive and adjustable features are important in elevating the user experience of a space.

04 **Personal Values Oriented**

There is a rise in a purpose driven mentality among consumers, especially younger generations. As such, leisure consumers are looking for activities that support a larger lifestyle value that is holistic and reinforcing to their personal identities.

05 **Connection with Nature**

The presence of nature is becoming important across the spectrum. People are aware of the value and benefits of being connected to their environment. Incorporating a connection to nature helps enhance the multi-sensory experience of any environment.

06 **Technologically Relevant**

Technology changes so rapidly that it is impossible to determine where it will lie in the future. However, it is critical that leisure industries stay relevant and offer current technologies to customers. It is important to be constantly changing and evolving.



Navey Pier

Six Typologies of Leisure

Through research and direct observation, we have compiled a list of six major typologies of leisure and key trends specific to each. These typologies form a spectrum of activity level and renewal.

01 **Restaurants and Bars**

Restaurants and bars are important short term escapes and sources of pleasure. Often seen as third-places, these typologies are easily accessible and available on a day-to-day basis.

02 **Hotels and Resorts**

Hotels and resorts encapsulate many smaller leisure industries, but their primary service is to provide a home away from home. Comfort, luxury, and convenience are critical to a positive guest experience.

03 **Casinos and Gaming**

As Las Vegas was a focus in this study, casinos are seen as a major source of escape and entertainment. Often times these establishments also combine to offer many experiences besides gaming.

04 **Landscapes and Small Structures**

Landscapes and natural settings are extremely important in restoration from stress. Much of our research alludes to the therapeutic qualities of nature. Openness to the outdoors also engages the senses and enforces mental, emotional, and physical health.

05 **Wellness**

Fitness facilities, spas, and salons fall into the category of wellness. This category is largely concerned with well-being. Wellness can be a social or isolated experience depending on the desires of the user.

06 **Stadiums and Nightclubs**

Stadiums and nightclubs serve as a major source of entertainment and stimulation. Athletic and large performance venues often provide relief from boredom and provide cherished experiences for visitors.



The Beatrix

01 Restaurants & Bars

Chef Driven

Star chefs along with high quality local food and service. This reflects an interest toward experimental cuisine and experience driven restaurant identities.

Casual

The use of natural and exposed materials is becoming more popular in establishing a casual and authentic dining atmosphere.

Create Private Space

Proper ambient noise and furniture arrangements can help create cocoons for a semi-private guest experience.

New layout

Views to the kitchen and food preparation areas are becoming more popular along with smaller and more intimate dining room layouts.

Technology

Access to power sources for mobile devices, ipad menus, apps and social media, and free wi-fi are becoming technology standards.

Guest Experience

Creating a “wow” factor with a holistic narrative and theme incorporating food, furnishings, materials, music, etc. help enhance the guest experience. Personalization helps guests feel comfortable and at ease.

Multipurpose

Day-to-night multipurpose and flexible spaces can expand a venue’s offerings to attract a wider audience.

Millennials

Millennials are becoming the focus of how restaurant and bar owners make decisions. Younger generations are willing to spend more on experiences.

Creating Interest

Simplicity will no longer keep the attention of customers. Guests are looking to be entertained and surprised.

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TYPOLOGIES OF LEISURE



The Godfrey Hotel, Chicago
Dolce Italian restaurant

Narrative throughout the design from food offerings to furnishings.



Aria, Las Vegas
Lemongrass restaurant

Intricate interior art installation-like design features create a unique atmosphere.

Rooftop views of the city combined with exclusive bottle service seating establish a sense of luxury.



The Godfrey Hotel, Chicago
10 Rooftop Lounge

An elaborate digital media screen entertains bar goers and serves as a “wow” factor.



SLS, Las Vegas
Center Bar



View of Trump Tower from The Godfrey rooftop

02 Hotels & Resorts

Wellness

Creating wellness is a brand identity for many hotels. Putting hotel fitness facilities front and center, incorporating sustainable practices, and the use of natural materials help support the concept of wellness as a holistic lifestyle.

Personalization

Personalization allows guests to change their space to meet their personal comfort level. Lighting control, visible or apparent light switches, easy to operate and intuitive for guests, nothing should require instructions or manuals.

Branding

Creating place that people can identify with. Restaurants and bars help create this identity. A holistic experience with branding that is carried throughout the entire facility.

Technology

Self-service check in/out, virtual hotel experience, and free Wi-Fi throughout the hotel as well as smart in-room controls and web apps for amenities.

Luxury

Having spaces that allow for privacy, a unique location, and high quality craftsmanship in all areas of the hotel. Luxury is in the level of ease and convenience the hotel provides as well as technology and privacy.

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TYPOLOGIES OF LEISURE



In-room technology automatically controls the ambiance with lighting, TV, and thermal comfort seamlessly integrated together.

Aria Hotel and Resort, Las Vegas
Hotel room technology



Guests can interact with hotel amenities and services through a cohesive branding interface.

The Godfrey Hotel, Chicago
Interactive brand technology

Customizable room features, integrated technology, pampering treats and gifts, and contemporary design create a sense of luxury.



Aria Hotel and Resort, Las Vegas
Luxury hotel room

Excellent views, contemporary design elements, and private apartment like features establish a luxury residential feel.



Trump International Hotel and Tower, Chicago
Luxury hotel room

Interview with George Jordan, Godfrey

Would you consider the Godfrey, a boutique hotel?

Lifestyle hotel or boutique hotel. A boutique hotel or independent hotel has to do with how many numbers of rooms a hotel has, and a boutique has less than 200 hotel rooms. We are independent—not affiliated with any brand—as technology allows us to do that. We are a lifestyle hotel. This is a place where people are going come and experience the vibe of this deck, of the restaurant, the spa, and all the things that I talk about. That is what really make a lifestyle hotel.

How does the adaptation of newer technology affect your business operations?

Technology is helping us a lot through social media. The way we market our hotels has completely changed. In the old days, if you wanted to get a great rate you had to call all hotels, negotiate a price, book it for 24 hours, and call the next hotel and do the same process again. You could spend five hours finding a room. Now you can go to a major trip website and choose your preferences, and results quickly come up. The way you book your room has completely changed. Brand loyalty is changing as well. I think the younger generations could care less if [the hotel] is a Hilton, Western, or independent. If you are road warrior traveling 180 days a year that is a little bit different because you want point rewards to take a vacation later on with your family.

Technology is changing everything, but the good news for our industry is that it turns out that it is best to do business face to face where you can see people's eyes and face, movements, and hand gestures. You cannot do that over the internet or conference call. You can exchange data and ideas, but ultimately the handshake and face connection is how business transacts. Fortunately for us, this job will continue to be for a long time. [In] leisure travel people still want to get away, [and] unless you are a robot people still need to get eight hours of sleep somewhere. If you go back in time before the internet, independent hotels could not have survived. Now I can be on Expedia or Travelocity, and I can be right at the top. I can market myself to the world. If I am good in social media and e-commerce, I can fill this hotel very efficiently. The brands cost a lot of money, and to have a name association you have to pay massive fees; about 10-11% of your revenue.

What is your take on technology and the hospitality industry?

There is technology that is disruptive, but there is also technology that is accretive—it helps you, and there is technology that is not ready for prime time. We believe in adapting to technology, but it has to be accretive and not disruptive. Certainly, it has to be ready for primetime. An example is to go backward in time to 1995 when Windows 95 came out, and we [were] sending emails, and people were amazed. It was a few years earlier that people were sending faxes, and it was the state of the art. Then, the first time people send pictures, people were blown away. People said that one day you would be able to see movie on the internet, but others were like 'nah, look how slow this is.'



IO Rooftop Lounge

And technology has just gone faster and faster, and the digits compressive and compressive. Now, we are on a device that would blow away Captain Curnow. Technology moves very rapidly, and hotels have to embrace it and move with the future. Those that don't [embrace it] don't [move ahead]. You can see this online in the hotel websites that were designed ten years ago. I mean, they are bad, really bad. I remember the head of one of the major brands, when I was over at the Drake, said 'this internet thing it's just a fad. It will never get more than three percent of your bookings.' Well, 90 percent of the bookings come from the internet. Very few people are calling. This is just of an example of how technology can be disruptive, but it is also a freedom and those who embrace it moves forward.

What do you see now that will be used in the future?

There are many things that are happening now. The smartphone of course it's the next level. I mean, many people say it's all about the mobile, mobile, mobile, and it is. I no longer type in my desk, I can pretty much see any document I want on the go. Everywhere I move about I can work, and that is the same for every guest here. It is ironic that people are walking on the crosswalk looking down at their phone, and they are going to get hit by a car. I see it happen all the time, but that technology allows people to work and play 24/7. It also means that you can relax a little bit more. The latest and greatest thing with the smartphone is what is called straight to room. It is exactly what it means; you can get a cab from O'Hare and on the way from the airport you can check into your room.

Right now, you still have to check-in at the front desk, and somebody has to give you a key to go to your room. Starting in early next year, Hilton and Marriott are rolling out where you can check in, choose your room, and get issue an encrypted token to the device to open the room door. The cell phone is held to the door, and the near field communication connects with the device to open automatically. You don't even have to take your phone out. Now, some guests will embrace it and some won't. Business guest will most likely embrace it as they don't care about the view or interacting with the front desk, but leisure guest might want take the time to talk with the receptions in order to get a room upgrade, etc. That is the next thing that is happening, straight to room.

Do you think the front desk will eventually become absolute?

Never because we are a high-tech industry, but we are also high-touch. People want to be able to review their folio, check-in luggage, or need directions. The role of the desk is going to change. We used to have phone operators in the front desk, but nobody uses them anymore. Things will always change, but would the people be there? I don't know. Is room service going to be around in the next 20 years? I doubt it. Room service, for the most part, doesn't make money for the hotel. It costs the hotel a lot of money because you need to have stuff around waiting for the occasional order, and run it up. In the end, that department loses money. Hotels only offer it because they have to, not because they want to. In the old days, people did say 'I'm going to do indoor dining,' and have it served in their room, but people don't want that anymore.

Social media is newly created—facebook, YouTube, Instagram, and many other platforms. These platforms are like the legs on a stool, and you need to use them together to be effective.

They do not want those heavy sauces and fancy dinners in their rooms. They check their bags, go down to the lobby and go to the restaurants there. Now, you do need it because there are the occasional female or business travelers that get to their room and don't want to go out. They want something delivered, but it doesn't have to be formal room service anymore. It could be like a brown bag delivered, and, in fact, the Hilton in New York City have gotten away with informal room service. They do what is called delivering. In their lobby they have one of those grab-and-go people, and you order what is on the menu and somebody goes and picks it up, bag it up and take it up [to the room]. It is more like takeout service delivery. Room services as we know it is probably going away, but even that is changing because you can order from your smartphone. Television in a room is completely changing the face of the earth because [the millennial generation] do not watch television like previous generations. A lot of younger people are watching video on demand, where you want when you want, anytime they want to. That is presented some challenges for hotels because we can do that in the room, but we can't do wipe away all of your selections, so the next guest doesn't get your account. We are working on that right now. The latest trend is to be able to stream content from your phone directly to the TV. We are watching that, and we are one of the first hotels in the country to use it on our Boston hotel. It goes directly from your phone to the TV, and it is called mirror. Technology is changing the way we watch television, and we put a telephone in the room for two reasons—emergencies and call down to the front desk. Aside from that, nobody is using the phones to call. In the old days, you would have many telephones in the room—by the desk, bedside, and bathroom. Mobile technology is changing a lot.

What is the main profit center in hotels?

The main profit center in hotels is still [the] rooms. It is very simple to understand; it is rate times occupancy. The higher the rate, the more money I make. If I sell a room for \$100 and other for \$200, it costs me the same to clean. Clearly the \$200 room it's going to make me more money; \$100 more. The next area of profit is food and beverages. We also make money through other mediums like parking. Some of the revenue streams have gone away and will never return to the phone. Internet revenue has gotten away too. I mean, some of the brands still charge \$30 plus dollars a day; it's robbery. We just give it away free, and that sets us apart. It is a comparative advantage.

How much has social media helped with advertising the hotel?

Social media is newly created—facebook, youtube, Instagram, and many other platforms. These platforms are like the legs on a stool, and you need to use them together to be effective. Like if I run a promotion, I will post it on the social media accounts. You need to make it go viral. It is all of these things combined that are going to drive the marketing. It is not about more or less [money]; it is about different. We have a person that manages social media to respond to people's complaints or posts. We created a website called Buildingthegodfrey.com. You can watch how this building was constructed from the steel to the opening day. In our website, we created something called IO TV, and we have a couple of videos of beautiful people having a great time out; it is viewed, and that becomes viral. So, social has changed a lot, but we also do e-commerce. Within that area, there are a lot of things that go into it.



10 Rooftop Lounge

We do paperclip marketing, display ad marketing, GDS (global distribution system) marketing, and other types of marketing. We do predominately focus on digital advertisement than the print advertisement. We paid a PR firm to keep us on the news, but the best marketing is the one that is free and people are talking about you. All of these things combined works together.

Who is the primary customer at The Godfrey?

The target customer changes on the time of day and season of the year. The ideal customer is 30-50 with money that is out to have a good time, and doesn't mind spending the money and showing it. The customer on Monday to Thursday night is more business oriented. The night time market is more fun. On the other hand, we do not want to be Excalibur night club, and we don't want to be ladies for lunch. Our music is contemporary—not elevator-ish but also not pump-ish. We are into the 'discover your element' thing.

What makes people want to come back to this hotel?

I write a column for Hotelsnews.com called Ojos y Dientes (eyes and teeth). There is the physical, the physiological, and the real. In the physical, you need to have the right product. You also need to have the physiographic, and then you have to have the real. Many hotels are stuck up, and I don't need that. Every time I start to see a slip in the hotel comments it's because someone was rude or unfriendly. I could tell when there is a tone that is starting to slip in the hotel. Usually I go on a campaign called Ojos y Dientes, and it goes like this, if I look at you in the eyes and smile, it is difficult for you to be rude.

Everyone makes mistakes, and it's not about being perfect all the time. It is about how you recovered from it and meant what you say and say what you mean. I think this is true of every business.

How do you cater your hotel to other cities?

It doesn't matter about the location as long as you keep it real—eyes and teeth. As far as authenticity, if I try to bring this hotel to New York, I can do it, but it will be expensive because this is a massive land. You can have smaller rooms in New York and charge higher rates, but you got to be able to deliver good service. If you try to take a small room from New York that is successful to Dallas, TX, it's not going to fly. Everything is bigger in Texas, so the product has to fit the market. That has to do with urban density, the type of market, and the price points have to match the products. Then again, you have to be authentic. Hotels are changing, and they change with time and lifestyles. I used to be the hotel manager in the Drake, and it looks the same as 20 years ago, except the carpet has changed from red to blue. The same people are there, and the customer average age is 80 to death, and it keeps going down because they have not been able to modernize with time.

Who or what is your inspiration for the hotel industry?

I wouldn't say a who, but there is a what. The what is to look for change; technology is changing. From the way you layout a room to the technology, if you are resistant to change you are dead. I try to surround myself with smart millennials that know what is happening.

Interview with Colm O'Callaghan, Trump

How do you provide a great guest experience?

We have to change it up. We have an in-house training person. We have to bring different people in because people get tired of listening to the same voice over and over again. Just to get people's attention is important. With what we charge for our rooms we have to keep people interested all the time, which is never easy to do. Keep everyone on their toes. The days when you tell people "I'm the boss or else" are over. The millennials don't respond to that kind of motivation.

How do you focus on keeping fresh that way? Do you visit the competition?

I would love to spend more time looking at the other competition. Just this past weekend I had a cocktail on the terrace at the new Loews Hotel and was looking at some new features that they've done quite nicely. So when we did our terrace off of 16 I don't think terraces were a thing, but now everybody is opening up a terrace. We kind of grew into it. It's evolved every year. The terrace was never conceived or designed to be a service space, but the first year we put a few banquet tables out there and got a few more out there the next year. Now we do \$2.5 million out there in four months during the summer. People will wait on busy nights two hours to get out there because it's a spectacular unique space with wonderful views. You come on Wednesday and Friday nights and you see the fireworks, it's like Disney Land.

Are the people who come to the restaurant different than the people who stay in the hotel?

You have to wear many hats and be many different things to different people. The way Chicago is, during the week is corporate business and if you do it right you can draw in the transient, leisure business, in on the weekends. For us the success is being able to drive a premium on the weekends. The demand for this property for people who want to come to downtown Chicago is on the weekend.

So who's coming on the weekend and why?

A lot of it has to do with the five or six state area around us. I mean, there's nowhere else to go. Who's going to travel to Milwaukee, Detroit? During the summer there is some international travel. During the winter it's hard to get anyone to come to Chicago. Our business model is that we have to be successful with the business model during the week and then drive a premium on the weekends with the transients setting us up as kind of an 'urban resort'.

What are the parts of this 'urban resort'?

Great rooms, exciting space, you've got to have drama. Chicago as a city I think kind of surprises people so as a hotel you've got to have that surprise as people walk around the corner. At this level, they want to be surprised with the service level; in the rooms we have 65" TVs—nobody else has that. People want a certain amount of space, and with the design it has to resonate luxury. The way you design a Hilton is different than how you would design a Four Seasons.

You want to be surprised positively. We've got a level of excitement and luxury in our space that's different than others.

When you say luxury, what is the first thing that comes to mind?

You want to be surprised positively. We've got a level of excitement and luxury in our space that's different than others. The polish, the furnishings, the carpets, everything is luxury. There is a little bit of pretentiousness, but not too much—this is still the Midwest. Everyone has a 65" TV at home these days. You've got to give them something they can't get at home. We have TV's in our bathrooms, which is a nice surprise for people.

What are the other parts of a weekend destination?

People want to know, in terms of location, that you're in the center of things. Trump has made this location a destination. I call it the Trump effect. Since this tower has been here all kinds of restaurants, shops, and other buildings have opened up along the area. The whole area has kind of exploded. In terms of the restaurant, the hotel restaurants have really struggled. You have to be at a level that appeals to local customers. 16 is kind of breaking that trend. The Ritz and the Four Seasons have shut down their front end dining establishments. They toned them down, brought down the prices, which hasn't worked out too well for them. 16 is a Michellen two star restaurant which averages \$700 for a two person dinner. Getting a restaurant to be appealing is like high stakes poker. But I think a lot of people want to know that it's there. About 6% of the restaurant guests are hotel guests, the others are outside guests.

In room design, do you take into account introverts and extroverts or are all the rooms the same?

We have two room types because you never know who's going to go to which room. We try to compensate on the service side. We have a service team called the aretache service that reaches out to guests before they arrive to personalize and customize the rooms. If they have a dog, there's a picture of the dog on the bed stand, if they read the New York Times, there's a copy on the desk. It's easier to keep guests coming back than it is to keep reaching out to new guests all the time. 20-30% of our geuests are repeat guests. The best referral service is TripAdvisor. Even at this level it's important. Sometimes I shutter, but we can't control it. Sometimes we get it wrong and we have to go back to square one and fix that.

Is the spa important?

I think at this level it's essential to have a spa to make this kind of urban resort. You have to have at least eight treatment rooms. The restaurant and spa give the hotel some personality, otherwise you're just hotel rooms. Unless you're in a secluded destination like Bali, you need your restaurant and spa in order to be a destination. You're not going to be successful based solely on your hotel guests. The gym is also important, and I think ours is probably the best in the city. We provide a service that gives customers gear if they have forgotten theirs.



Trump conference and dinning area

Do you appeal to the younger audience?

When I was at the Loews hotel I was sitting in the lobby and everyone has a place where they can plug in their device. People want to be in groups but they don't want to be together. The millenials want to be in around each other but they don't want to communicate. They're all in the lobby together on their phones so you see a lot of these open community spaces. I guess it's the same in restaurants where you see a lot of open community spaces. We do social media. We do Twitter and Facebook, Instagram. We keep track of other hotels and make sure we have as many or more followers. The idea of having WiFi ten years ago was questionable, now you've got to have it. The same thing with TVs. You have to provide the platform for technological change to happen.

How do you create site specificity and authenticity?

That's a great question. We just opened a hotel in Rio and when you travel to Rio you don't want to feel like you're in the Chicago Trump hotel. When you're in Chicago we provide local coffee and chocolates and add those elements. We try to tone down the 'Trump thing'. It's kind of a double edged sword where 'Trump' is what initially draws people here, but we have to keep them coming back. We try to connect people with the city. The attaché team reaches out to guests in advance to learn about them. We'll go grocery shopping for them and get their favorite food in their fridge. If they have a dog we'll take their dog for a walk. A lot of people may not take advantage of this program but appreciate that it's there.

VIPs get a little bit more attention. We leave some guests the option to leave some of their gear with us if they are frequent quests. Luxury is ease and convenience. Anticipating what people might want.

What kind of sensory experience do you create?

We are developing a signature scent for space. We have been experimenting with scented candles in the lobbies. Evanka is working on a scent that can be distributed throughout all of the Trump hotels. Complacency is the enemy of innovation. We look at other hotels but a lot of industries come to us looking for examples of hospitality.

We're going to be a little bit more cautious with the risks that we take. We'll let the three and four-star hotels be the geani pigs. I think people still want to connect with people at this level, so the front desk is still important. It's important that people know that we care about them and that we know them. If there's no connection then people won't come back. Our best customers are sleeping around. There is a difference between boutique and luxury hotels. Boutique hotels tend to appeal to a younger audience. If you walk into them you can see the common personality where they want to provide a unique one-of-a-kind experience.



Everyone's a winner!

WELCOME TO NEW YORK

FALLS CHUTE PARK • JUMANJI MARIKIN
• WHEEL OF FORTUNE • WHEEL OF LUCK
• M. J. MILLION DOLLAR PARK • MONOPOLY
• MONOPOLY

WELCOME TO NEW YORK

Everyone's a winner!

New York New York

03 Casinos & Gaming

Casinos are becoming less maze-like and starting to include more food and beverage options. Casinos change to meet the demands of the target customer; they are thinking about how to bring in younger generations who do not see the merit of gambling. The following are trends that are current now and might be relevant in the future.

Indoor-outdoor experiences

Bleed the space between indoor and outdoor activities in order to create a seamless connection. People no longer want a black box.

Technology

Using 'Big data' and predictive analytics to determine customer game usage patterns; video game-like gambling is changing the end result in media bars and E-games.

Tandem based activities

Bars, shops, restaurants, and adding stadiums and arenas diversify income sources for owners and entertainment options for guests. Spaces that accommodate multiple programming requirements that are dynamic and flexible can help in this.

Branding

Trending toward smaller boutique casinos, hotels and experiences within a larger theme; creating a destination experience. Casinos must compete in an international market by creating unique experiences and appealing to people's emotions.

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TYOLOGIES OF LEISURE



Themed restaurant options, multiple bars, and amusement park-like attractions.

New York New York, Las Vegas
Tandem activities



Exposed structure ceiling, easy way finding, and unique light fixtures give the SLS a contemporary ambiance.

SLS, Las Vegas
Contemporary interior design

This private gambling area for high spenders adds an element of exclusivity.



Aria, Las Vegas
Luxury high-roller tables

Original slot machines and vintage casinos give visitors to Fremont Street an authentic experience.



Fremont Street
Vintage experience



Lurie Gardens

04 Landscapes & Nature

Parks as part of our health care, educational, and social services system

A growing body of research shows that access to outdoor spaces and recreation improves physical and mental health. Urban gardening allows city dwellers a leisure activity that engages them with nature.

Nontraditional landscapes: high-rise thinking

Open space in many urban areas is scarce, so new parks are being built in unlikely places. The re-use of brownfields, rooftops, old rail corridors, and vacant lots are being transformed into park space.

Landscape as infrastructure

Ecological thinking can transform parks into part of the urban infrastructure by combining greenways with other urban networks, water treatment, and buildings.

Engaging

Technology allows for public outreach the gathering of information to allow parks to be more resilient and responsive.

Art and programming

The activated landscape is now a central driver in design. This means that parks should be activated with programs, events, and other activities to attract visitors.

Protection and conservation

Urban green spaces may serve as urban wildlife refuges by being less manicured and taking on a wilder aesthetic.

Healing spaces

Social support, privacy, physical activity, accessibility, and nature distractions allow for stress relief.

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TYOLOGIES OF LEISURE



Renovation of a former rail corridor creates an urban retreat.

The 606, Chicago
Elevated rail converted to pedestrian trail



Urban escapism available throughout the year; social media attraction.

Navy Pier, Chicago
Interior gardens

Close connection to animals and nature free of cost.



Lincoln Park, Chicago
Providing space to relax

Example of an activated landscape offering fitness and entertainment activities.



Maggie Daley Park, Chicago
Park programming and activities



Salon and Spa at the Aria

05 Wellness

“Forest Therapy”

A large recent study from the University of Michigan and Edge Hill University (U.K.) found that nature walks significantly combat stress and depression.

Traditions from the Islamic World

Spas are going deeper into Middle Eastern, African, and Malaysian ingredients, medicines, treatments, and design experiences.

360 Degrees of Healthy Living

Healthy living is transcending into more than just a past time, it's a lifestyle.

Social Fitness

Fitness has become an important 3rd space for the pursuit of health, happiness, and connection.

New Travel Rituals

Consumers want wellness anytime, anywhere, and delivering treatments on arrival are gaining popularity.

Hyper-Personalized Wellness

Private consulting, customized treatments and products

Luxury Redefined

An insatiable quest for new experiences and exotic locals are creating new definitions of luxury.

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TYOLOGIES OF LEISURE



Luxurious materials, personal care items, medication rooms, and sleeping rooms

Aria Spa, Las Vegas



Well branded-theme, luxurious materials, and natural decorations

MGM Grand Spa, Las Vegas
Natural materials

Gender focused spaces,
contemporary design, exposed
structure, and small group
rooms



Barre Code, Chicago
Group and boutique fitness

Unique aroma, great views, and
signature services



Trump Tower Spa, Chicago

Interview with Scott Mayer, Shambhala Mountain Center

What is the Shambhala tradition?

We are an educational non-profit and religious affiliations. Our teacher started this non-sectarian form of Buddhism meditation practices. It is like a school, the classes or programs are taken in order. First, you start not associated with anything, then at some point you have to be interested in Buddhist studies to engage in the Shambhala path. We have a three presentation parts, the retreats, the Shambhala retreat, and rentals. The Shambhala tradition is to just be. We want people to slow down and disconnect. Although we do offer Wi-Fi, we want customers to engage with nature, to go on a three-mile hike, and to be alone. People are concerned with to do, do, do, instead of just relaxing and letting go.

What are your holistic offerings?

We offer year round retreats that can be anywhere from one day long to a month long. We have various retreats, like the yoga retreat based on Hinduism and relationship retreats that don't have any religious associations. We also various presenting programs for retreat and renewal.

Can you describe the facilities and how the physical environment influences your program?

We are on 600 acres of land in northern Colorado. The entrance to the land sets the tone.

We are on 600 acres of land in northern Colorado. The entrance to the land sets the tone. We have someone that does Feng Shui, and she [Eva Wang] told us she sits in a strong energy space. The buildings are not set in Feng Shui traditions, but this has influence the newer lodges that we have built and where we put things.

Who is your typical visitor?

The typical customer is 40 to 60-year-old white, affluent woman. Our programs are pricey and we do not have any scholarship for people color.

What is a typical retreat like?

Customers arrive in the afternoon on Friday. Then they have dinner and go to their orientation. After that, they go to their sleeping accommodations. On Saturday, they have breakfast. They go to their programs, then have lunch. Later more programs, then dinner, and sleep. Sunday, they have breakfast and have one last program, and then leave.

What is lacking in the center?

We would like better office spaces and kitchen area. In the summer, we set up this large tents, and they are quite awesome, except they are an eyesore at times. We do not have a shrine to accommodate the people in the summer. It would be great to build big shrine rooms to fit all guests. Also, to have some great eating or dining atmosphere.

How is your facility different than a spa?

You are much closer to nature than regular spas. The land is roughed and natural.

How do accommodations look like?

In the summer, we offer tents, or you can stay in the lodge. In a suite, you have a queen size bed and private bathroom—bathtub, sink, and shower. Those rooms have beautiful views, but we do not TV or telephones. There is no cell phone reception here, but we do offer Wi-Fi. We also offer dorm room, which have eight beds per room, and the bathroom are down the hall. They get a bed, night table, and closet space. We also offer military style tents, and they have a bed and a nightstand, and the bathroom could be 100 feet away. So, all very different experiences.

Where do you see the mindfulness revolution in 20 years, and how do you want to shape that future?

I don't want to speak for Shambhala, but we want to expand and change our programs. We want to make them shorter to increase revenue. We also want to expand our online presence to market to other people. We have online conferences on land with various teachers that come to the land. We have like a festival setting where we have one main theme with many subcategories. We have two online conferences, which helps us with our marketing.

How do you think the experience of the center is focus on the senses?

Visually, we have bright, rich colors—red, blue, and gold, and plants. These plants are not about the aroma but the sight. In shrine rooms, we use incense both as an offering to space and the teachers of the lineage. To start meditation session you will use a gong, and it will sound for like 30 seconds.

We used a lot of auditory stimulants. In our banquet spaces, we use nice tablecloths and food feast. The center does not shy away from using the senses. Lastly with touch, it's about using touch to come back to the moment during meditative poses. The way your foot touches the cushion, or how your hands touch. There is this theory about the room that are colored in one color with a single shape, and people go inside and stay there for a while meditating, and then they go out and act how they feel. The customers go into the qualities of the color and aimlessly walk around on the land just to be taken by your senses. They have to let go and let the senses take them, and plans. Depending on your personality, you will either be excited by the color or irritated by it. It is interesting how the different color will affect you. We have utilized that [color theory] a lot in our architecture and environments.

Do you have special acoustic for the shrine rooms?

No, our rooms are just normal, but the use of the gongs are a small part of the meditation that it does not matter. It would be better to have open room shrines or other designs that encourage interaction with nature.

Would you agree that the point of the center is to do the opposite of the average mundane life?

Absolutely. You are getting a different experience than in your home. This is definitely is an experience of renewal, but if you don't it for religious practices, it does not feel like renewal. We do have renewal experiences and religious experiences. It depends on what you want. For the normal consumer, they want the renewal experience—massage, large rooms, and hikes.



 **Men's Restroom**

222-948
481-438
522-538



Wrigley Field

06 Stadiums & Nightclubs

Versatility

Arenas are complex because they need to meet multiple uses for a variety of groups requiring flexible features

Spectator Experience

Allowing great views for all; creating an arrival experience and turning transitional spaces into entertainment plazas

Varying seating and amenities

Luxury is introduced with private suites, nightclub style bars, and fine dining.

Urban stadiums

Urban stadiums need to be more multipurpose, combined with education, hotels, and parks.

Increasing circulation

Overcrowding can be overwhelming; increase the number of concourse levels, and designated vertical circulation.

Technology

Free WiFi with high usage density capabilities, advances in audio/ visual technology, real time apps, and sustainable design

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TYOLOGIES OF LEISURE



Wow factor, easy circulation,
and luxurious materials

Aria Hotel and Resort, Las Vegas
Theater entry



Exclusive day time club
experience featuring famous
DJs

MGM Grand, Las Vegas
Wet Republic day club

Religious experience for club goers, exclusive, elaborate decoration and lighting, and celebrity DJs



MGM Grand, Las Vegas
Hakkasan nightclub

Tandem based activities combined with various seating options allow for an enhanced spectator experience.



Wrigley Field, Chicago
Spectator experience and private seating



The Excalibur

Architecture of Emotion

Fifty years ago, during the time when Robert Venturi and Denis Scott Brown were researching for their book *Learning from Las Vegas: The Forgotten Symbolism of Architectural Form*, Las Vegas was an environment dominated by mega roadside signage; symbols of car culture and growing programmatic complexity in buildings. Like cathedrals dominating the urban landscape in Rome, the religious capital of the world, casinos and their signs dominated Las Vegas as an entertainment capital. These signs were symbols of a culture that projected enticing messages to passers-by that the buildings themselves could not. After visiting Las Vegas recently, it is our experience that this symbolism—while expressed slightly differently than in the 1960's—is still the dominant characteristic that defines the atmosphere of the city. As Venturi and Scott Brown stated, “this architecture of styles and signs is antispatial; it is an architecture of communication over space; communication dominates space as an element in the architecture and in the landscape.”¹ Today, Las Vegas communicates not only to visitors but to everyone in their social networks as well. Media is the message, and the message is that Las Vegas is an escape from the mundane.

In many ways, Las Vegas is a reflection of our entertainment and experience-seeking culture. The built fabric of this city serves as a stage and backdrop to the activities that take place there. Sharing those activities and experiences with your social network has moved to the forefront of importance for leisure travelers, especially millennials.

Where large signs were used to draw people in from their cars in previous decades are now extravagant media walls and building facades that are the backdrop in everyone's selfie photos. The question of why this extravagant stage set is so pleasing to the millions of people visiting Las Vegas each year still stands. In our interview with Tom Albright he explains the different emotional reactions people have to their surroundings as being linked to their imagination. He says, “I think some part of it has to do with visual imagery. We want our buildings to stimulate thought, to cause us to imagine things that we wouldn't normally imagine, and to imagine possibilities of things that we've never seen before.”² Part of the draw to Las Vegas is due in part to its ability to make people imagine themselves as a different person or in a different place than in their every day lives. All five senses are engaged in order to get people to buy into this idea, and for the most part, it seems to work.

Our senses are the direct link between our brain and our environment. While each of the five senses serves a role in stimulating an emotional response, the visual sense is by far the dominant. In Las Vegas, there is the faint scent of cigarette smoke on the casino floors and flowers in the lobbies. The constant and seamless flow of upbeat dance music moves with you as you pass from indoor to outdoor. The cool air of the resort interiors spills out of the front entrances onto the hot pavement inviting you back inside.

However, it's the visual symbolism in the architecture that pulls most heavily on an emotional level. With an understanding of how the brain works, the other four senses can be engaged to reinforce an emotional reaction. It is difficult if not impossible to identify and quantify how each individual will react emotionally to a particular environment, but we do know that providing a multi-sensory metaphoric experience is the key.

A common culture is made up of a set of common values and there are symbols associated with those values that we can all appreciate. Las Vegas is an eclectic combination of artificial micro experiences based on the values of different cultures around the world. By moving from space to space visitors are able to make visual references to a wide variety of different possibilities. For many, this fills an emotional void and provides a level of excitement and intrigue that they are missing in their every day lives. While Las Vegas is an extreme example, there are lessons to be learned about how people consciously and subconsciously react to their environment on an emotional level.

1 Venturi, Robert, Denise Scott Brown, and Steven Izenour. *Learning from Las Vegas: The Forgotten Symbolism of Architectural Form*. Cambridge, MA: MIT, 1977. Print.

2 Albright, Thomas. "Future of Pleasure: Interview with Tom Albright." Personal interview. 9 July 2015.

Artificial Desire

There is an old Spanish proverb that says *sobre aviso no hay engaño*, which translates along the lines of fair warning leaves no room for surprise. Although we did extensive research on the history and design of the city and were aware of the artificial environment, it still caught us by surprise as we immersed in Las Vegas. The atmosphere became entirely different world from the first sight of welcoming slot machines at the airport. The trip down the rabbit hole continued as we dug deeper into the soul of Las Vegas-style experiences. It was tough to decipher the concept of fakeness within this built environment. What was real or not real? When does imitation become authentic? And if it does, does it become authentically fake? Eventually, we met with Tom Albright, who enlightens us on the concept of fakeness and architecture.

In general terms, Las Vegas is a destination city built on the principle of the architecture of desire. The architecture of desire is a concept developed by Dave Hickey in a book called *Dialectical Utopias*. Hickey describes architecture of desire as that "which human beings, given the opportunity, always build their dreams, and in the extent to which every building is a little utopia and every modern city is a republic of little utopias."¹ An exemplary of such city is Las Vegas Nevada, which markets itself as being at the center of the destination industry. Las Vegas is a utopia—a dream within a dream—and a large theme park. It has a collection of different cultures and experiences along one main strip to cater to everyone's meaning of fun.



Fremont Street Experience



View from the Bellagio

Las Vegas Strip was created by Bugsy Siegel to be an oasis, “a refuge from contingency and embodied a desire for iconography and idolatry in the Protestant West.”² It creates artificial realities and environments that satisfy the desire to escape regular life. Despite the artificiality and fakeness of the built environment, Las Vegas does not try to pretend to be a fake reality. Hickey better describes this concept of fakeness as he compares Las Vegas to a genuine rhinestone over Santa Fe’s fake pearl. In this case, Las Vegas knows the built environment is artificial, but she does not try to pass it as something else. The fake skylines and symbols make it uniquely Vegas while Santa Fe seeks to embody and evoke the original West fails miserably to become authentic. Thus, visitors are more in tune with Las Vegas, which offers iconography of worldly empires and the affirmation to achieve worldly ambitions. This notion that Las Vegas is unique to the world was confirmed by renowned resort architect Paul Steelman who said that casino owners do not feel threatened from outside competitors since there is nothing out there like Las Vegas.³

Continuing with the Spanish proverb and the type of audience that comes to Las Vegas, Tom Albright mentioned that people who come to Las Vegas do so to fill a void in their lives.⁴ In many cases, visitors come from environments of under stimulation, and they need the excitement and the spectacle to normalize themselves. The visitors are aware of the fantasy created by the fake symbolic architecture, and they do not care because at the end of the day it is all about escaping. As Hickey describes typical visitors and their behaviors, “Shopping in Vegas is quick. It is about spectacle, not scrutiny; about our desire, not the object’s virtue. We do not care who made the things we buy in Las Vegas; we luxuriate in the privilege of not caring.”⁵

Las Vegas is uniquely different in its use of contradictions. First, it is built in the middle of the desert, but it negates this reality by creating something entirely different and foreign. Then, it wants to create unique experiences by building iconographic architecture, but the interiors are unvarying in character—homogenous. Perhaps, to the leisure visitor who is there to have fun the built environment does not mean much beyond a space to facilitate escapism. The confusion comes from the understanding that there is no sense of time in Las Vegas, and the individual utopias are designed to provide complexity in plan and place. As long as visitors understand and accept the concept of confusion and contradicting realities of Las Vegas then they would meet their desires, and she will continue to be unique and attractive eternally.

1 Hickey, Dave. “Dialectical Utopias.” *Harvard Design Magazine* Mar.-Apr. 1998: 1-5. MIT Press. Web. 14 July 2015. <<http://mitpress.mit.edu/HDM>>.

2 Ibid

3 Steelman, Paul. “Future of Pleasure: Interview with Paul Steelman.” Personal interview. 24 June 2015.

4 Albright, Thomas. “Future of Pleasure: Interview with Tom Albright.” Personal interview. 9 July 2015.

5 Hickey, Dave. “Dialectical Utopias.” *Harvard Design Magazine* Mar.-Apr. 1998: 1-5. MIT Press. Web. 14 July 2015. <<http://mitpress.mit.edu/HDM>>.

Interview with Paul Steelman, Steelman Partners

How has the target customer changed in the last ten years? Who will be the customer ten years in the future? Can you identify any trends for the audience changing for the entertainment industry in Las Vegas?

Yeah there is a lot of obviously trend research being done by our company together with the Las Vegas Convention Bureau, together with Las Vegas Tourist Bureau, and how that shapes building based on that research. It's pretty important to us and my clients, and really important to the overall health of our industry here in Las Vegas. And also to the overall health of the city of Las Vegas Park County and our state as so much of the taxation is derived from the visitors that actually come here. You know, the visitor has not much change in the recent years. The visitor count in Las Vegas is approximately approaching 42 million people from the record last year, but the demographics have changed slightly. What the demographics have done in Las Vegas is skewed the income; how the casinos derived their income has been skewed drastically over the last ten years. Basically, at one point in time Las Vegas was about 95 percent of the time real money was earned in the casino probably around 20 years ago, in the early 90s. And now since the advent of the Mirage opening in '89 with the tremendous amounts of hotel rooms, the convention centers, restaurants, massive amounts of retail, shopping that has been poll with this sometimes the casino as a percentage of revenue has gone down about 20 percent.

It has been quite a drastic change although the profit margin by far is still the casino, a little over 53 percent margin. Consequently, what has happened is the reason why this has occurred is the casino gaming is about a 600 hundred-year-old game if you count the first real casinos. The games— blackjack, roulette, and baccarat—has been around virtually forever. In our new world of everybody posting the memories of their lives over the internet and trying to garner as many memories as possible that gaming doesn't fit in with younger generations nearly what it did to the Baby Boomers that preceded them. Consequently, many of our buildings and the Las Vegas resorts has changed dramatically in the last ten years. Where a tremendous amount of their incomes is made up by tandem based activities. Of course in America, the American visitors to Las Vegas the tandem based activities are probably the most important reasons to in fact visit a casino here or an entertainment complex in the city. There are other reasons and other things we do to promote gambling activities within them, such as extended visits, make sure the red bar in each hotel room stays really strong in the red part per each hotel room in Las Vegas is a \$512 per hotel room. The casinos have seen a shrinking margin because they are displacing money from their casinos and putting it to beverages, restaurants, theaters, and actual hotel costs. Consequently, buildings have changed to accept that.

Has the tandem based activities have been relatively constant in what people are seeking? When you think about ways of innovation in these tandem based activities, can you identify the best new thing that you have seen in the last year?

In our new world of everybody posting the memories of their lives over the internet and trying to garner as many memories as possible, gaming doesn't fit in with younger generations the way it did to the Baby Boomers that preceded them.

No, it's been severely divergent from year to year. Now it's on the precipice of a new age. Las Vegas was an ingrown town, but the steak house always belong to the casino operator. He was always proud of it, and he bought his beef in Montana and advertised it as such and shipped his lobsters from Maine every day. Basically when we designed the Mirage in 1989, 100 percent of restaurants were owned and operated by the casinos. If you take any typical casino today, 20 years later the casino might operate the buffet or the coffee shop or 24-hour dinner or the room service, but at the end of the day they are after these name brand chefs to create an addition experience even if the revenues are skewed and there is a taxation issue in the state of Nevada regarding those issues. So, it has skewed from the owners creating the food from the beverage program as a tandem based activity to then recruiting a series of chefs and recruiting a series of concepts, which has become its own little industry. There is a whole different way of designing the building, but that occurred over a period of time. Then, Las Vegas went into a rut where it got a little bit too engage in this, and Las Vegas is a copy-cat town. After the Monte Carlos had built a brewery, then 50 casinos wanted to build a brewery. So, one or two breweries was more than enough for Las Vegas. The concepts scuffle through themselves. We had a story when the movie Titanic was popular we had four people come to us wanting to design a Titanic casino in Las Vegas. There is a little bit of a copy-cat mentality, and then what happen is that Las Vegas is it went into a rut where some casino companies thought that if something is successful in places like Chicago, such as Chicago's best pizza place, it would be a tremendous success in Las Vegas.

But that backfired as it is not unique. A lot of people compared it to the original, and well it is not as good as the original, and it is not the original, so you really should see it in Chicago. Consequently, those particular casinos started to get less visitations and less accolades as far as being on the end of the curve—the small and early innovation part of the curve of design—in which you are trying to innovate in the design instead of copying. Several of the companies thought that copying would, in fact, be successful in Las Vegas. This really sent Las Vegas down a notch especially in the new age of social media where people are trying to record the memories of their lives. Consequently, we were not creating ‘Las Vegas memorable’ types of experiences. Now as the newer properties are coming on board and being re-developed are taking that into consideration some more abilities to make home-grown attractions and actually to make attractions more organized for social media. Now, a lot of these attractions, people might [have] seen the “Lake of Dreams” at Wynn, which is a small lake about an acre, but if you look at the top restaurant in the U.S. as far as top revenue goes three of them sit on that little lake. This lake became unique enough, and the restaurant could then in fact participate in this experience, and their revenues are such that they became tremendous success and attractions and they have served as catalyst for not only hotel occupancy but also for gaming Wynn, and the type of people that indeed visited. Still that customer—in the 20s, graduated from college—that wants this attraction is not necessarily the best customer. In the words of Steve Wynn “the best customer if the fifty-year-old guy with the thirty-year-old girlfriend.” Still today still that [customer] because they are looking for a little bit more stability in the amount of money that you have to come to this place and participate in it in a fun sort of way.

At some of these future attractions--through social media and apps--you can imagine that you are running the Mirage’s volcano show and post that selfie of yourself and your friends; it will give you something to do.

How does the Lake of Dreams encourage the use of social media? How has social media been used to promote various activities in Las Vegas?

It is a huge deal nowadays the social media promotion of these events. They count the number of pictures on Facebook and Instagram. There are good things about it and bad things about it. Take, for example, we have a new younger trending casino called the SLS, and it just opened a year ago, and it was a renovation to the Sahara. When it first opened, and it had Wi-Fi everywhere and everybody with a laptop and a phone they probably got about 200 comments in the hour about how bad the place was. Everybody has their pool and when they found out that SLS surprisingly forgot to include a poker room they would blast over the social media. We think that social media—recording part of their lives—is important, and we are designing [for it]. Whereas the casinos before in Las Vegas would probably have only one attraction or two attraction. Like when the Mirage opened it had the volcano outside and two other features to get you in the door and make you come back to see the show because it had a separate showroom in the hotel. It is important that you can speak in the show before the show to attract customers. We created a series of atmospheres that wasn't Nevada; it wasn't Las Vegas, but some new location. Those three attractions in the Mirage were a catalyst for other resorts in Las Vegas. Now the typical Las Vegas resort has about 13 attractions. At some of these future attractions--through social media and apps--you can imagine that you are running the Mirage's volcano show and post that selfie of yourself and your friends; it will give you something to do. We are working on that right now to allow customers to control the shows to a limited degree.

That also works well for the casino philosophy because at the time you have to wait some amount of time to make your own show. Now, you won't need a beeper. You will get an email or we will post in your social media account that your show is coming up. That is one of the unique things that Las Vegas will be doing in the future. And hopefully, we will be the first ones.

The casino concept of time in Las Vegas is it different than everywhere else?

Sure is, no doubt about it. Time is very different in Las Vegas. We have to design the hotel rooms to sleep during the day. To give you an idea of some location 30 percent of hotel rooms that are booked do not sleep in. So that tells you that some people are staying up all night, maybe having too much time. The gambler does not get anything complimentary until he has gambled four hours. The time is always on the side of the casinos so the longer you gamble you are recirculating your money. And those of you that are taking statistics know that \$100 at 90 percent return is \$91, consequently, it will take you four hours to lose the \$100. There is a sad fact of casinos that only about eight percent of people will be real winners. The architecture of these places and the criteria coming from somebody that made this industry great is pretty unique.

Are there new things that are being done in Las Vegas for the older generations, people in their 50s and 60s? What they are looking for, has it remained constant or is it changing?

The casinos have changed a lot due to the current generation of 50 years olds. We started to daylight the casinos because it used to be a smoky black box. The Baby Boomer generation wants a seamless transition from the outside spaces.

The rooms have gotten a lot larger as this generation has stayed in the Ritz Carlton and Four Seasons of the world, and they come to Las Vegas expecting this type of treatment and room product. The quantity of suites has gotten a lot more because of the quality of the players. The players are also spending money on food and beverages, and things of this nature. And since Las Vegas is a convention town there are more than 6,000 of conventions during each year. The convention pays for the room and suites they have change designs; they become less sex oriented, more business oriented, cleaner and nicer. The baby boomers also expect to walk less, so they don't want to be dragged into every part of the casino. Today we are trying to create convenience. We know that if we confuse people in the planning of the place; the planning of the floor layout, and the master planning of the facility that confusing will lead to 20-30 minutes less time of a visit. You want to keep them after their show is over; you don't want them to leave 20-30 minutes early. Steve Wynn always had a thing about his casinos; they had to be "brightness in a brilliant space." The Baby Boomers want a brighter cleaner crisp casino than they ever wanted in the past. We change the lighting in the casino, so the Baby Boomers have demanded this type of stuff. What they haven't demanded are the theme buildings that are themed for architecture's sake. We had some disasters with Caesars Paliab, Norman Foster, Rafael Vinoly, and KPF who is designing business here and not understanding that there is no piece of crooked architecture or blob that will excite the prime customers that come to our city to support it. That group of prime customers is small, less than five percent of the customers, but they make up 80 percent of what the regular customers play.

Consequently, when everybody was zapping themselves, and we have three very modern building here that the current generation of Baby Boomers, the current people that support these casinos do not like them. And it is apparent at City Center, the Cosmopolitan, the unfinished Fountain Blue, and Rebel in Atlanta city this, not understandable in-your-face structures are not wanted they want. They want beauty; they want to be able to touch it, to feel it, it, to be exploring the spaces at the right scale, and things of these nature. City Center is at the 11 billion cost, which is about the most expensive private funded project in the United States, it devastated the construction industry here because it used so much of everything, including labor. On a good day, it probably has a one percent return on investment, and 65 architects were involved in it. The use groups of the spaces have changes according to those Baby Boomers as well. The Gen Y kids, we are building these incredible nightclubs. If you think of the top 29 nightclubs in the world, ten of them are here in Las Vegas. Everybody has this desire for a night club. All these young people come from Los Angeles and spend some incredible amounts of money in the night clubs, but that hasn't really work out. Everybody thinks that they are liable. Sure, there are maybe ten super successful nightclubs in Las Vegas, but there is also 50 that have tried to capitalize on that, but have gone out of business. This whole DJ thing with their pants down to their knees is not really Las Vegas-style entertainment, and it will be short-lived. The only reason why some of the clubs have persisted today and are still being built is on the basis of the few that have done well.

Gen Y, are they just spending money on drink and food, or is there any gambling involve? What are they spending their money on?

The gambling is usually separate. The whole private bottle buys your booze is this type of stuff. With the night club and everything, the UNLV has trailed a couple of people around with a clicker and the numbers are not good. To give you an idea, there was a House of Blues built in Atlanta City, and there is a House of Blues here, and 99 percent of the House of Blues tickets were not comped. This means that only one percent of your casino customers wanted the ticket. That is not a good think. Not only did the House of Blues cost 65 million dollars to build, but it also lost 2 million dollars a year of which the casino had to subsidize it. On the night of these concerts, the casino demographic changed drastically. So much so that it chased away the good casino customers. Consequently, there is a whole thing about attracting everyone. First and foremost, casinos want to attract the best customer, and secondly they want to create an upwardly mobile for customers that want to move up as far as its relationship with the casino—spending money. The secondary customer is very important for the future of the casino and the state of Nevada. Just to attract anyone is not a good thing. In addition, in nightclubs 50-60 percent of the people that are there for illicit activities. We cannot let this be the leading factor in building designs.

What is the return on investment on a successful casino?

They won't build it unless there is an 18 percent return on investment. Las Vegas has the number one record for licensing, so in fact when you are licensed in Las Vegas you are looked at favorably around the world. So then, you might bring down your return on investment to ten percent. There is the SLS, who borrowed money at ten percent. There is also return on investment capital, and how you obtain capital.

Any other things that people are looking in the physical environments that you think are very critical to the Las Vegas experience?

There are a tremendous amount of things that they are looking for. One of them is the energy saving firm techniques. We do use LED lighting, and we do go to after federal tax credits, but there are no sell tools for any of these features. Consequently, there is no eco-friendly type of advantage to anything. There are many others factors that determine a casino's success and how it determines how it will be looked at in the future. A casino building more or less a person can walk through the doors and see everything, their curiosity is not enough to explore it. Consequently, the new design layouts include elements to peek their curiosity and to keep them in their building. We do work with architecture with a series of three main emotions: Wow, empowerment, and home. We put the wows in the casino in the lobby as gaming machines in the lobby will fail. We use empowerment in the casino to make customers like a winner. We will never put mirrors in the casinos because if you look at yourself, then you are not James Bond, and you cannot beat the casinos because of your physical limitations. Then, the casinos is a series of emotional swings and we must give you a place to call home, and it is not necessarily your hotel room. In casinos, this home is usually the restaurants. We work on these three main emotions, but as a concern for the overall industry, Las Vegas would become a game of skills. Our company is developing a skill-based game. We think these things will transform the casinos once again into something different than what it is today. We will be testing those Beta machines sometime this December. The exterior gets you in, but the interior makes you return. These interiors are very important.

Are the games of skill particularly popular with the Gen Y generations or all generations?

We don't exactly know because they are not allowed by law. In order for you to have a game of skill, you still need some type of chance. The Gen Y generation plays more table games, and the table games have increased, but the slot machine has decreased. Take Rio that used to have 10,000 slot machines and now it has around 1,200 slot machines. These slot machines have become these giant fluorescent machines, and they are not fun to play. Millennial generations they don't want to do it. It is our job to change that, and once that is changed the casino will also change.

Is there any new technology that is emerging and influencing your designs or experience?

Social media is important, but also the hotel and travel websites have drastically changed how Las Vegas sells itself. I think that has become someone of an issue to many casino companies. There are few times where you see a TV ad for the Bellagio, but you will see an ad for Las Vegas. The forefathers of these communities decided to create a convention center to pull resources and to have massive marketing campaigns. The sum of the total is much greater than any single casino. This particular agency has struggled with the social media aspect and overall marketing techniques. I think the new world from all sorts of ways, from the hotel yield on a room are the ones that have the worst views, and are next to the bathroom because they are the last one sold, which are sold at a higher rate. People who post on social media complain about these rooms, and so there have been some good and bad things about it.

We think that gambling needs to have a serious reinvention as it did 30 years ago when the one dollar slot machines and people would not play these slot machines; what is called the integrated resort. Integrated resorts started here and have implemented in other parts of the world. The integrated resort will become the interconnected resort, so it is connected to more outside activities than ever before. The land plots are usually bigger, so the attractions are outside now. The future in our business very dull because it is controlled by a group of mavericks who use to doing very well. The casino does \$12 square-foot per day, and there is a vast difference between a retail operation and a casino from a return on investment. Many of the younger people that are running the casinos are running portions of them, will be leading the charge to create new buildings. In Las Vegas we tore buildings down, there is no historical perseverance.



CRYSTALS
LAS VEGAS

Ermenegildo Zegna

LAS VEGAS STRIP SOUTH
P. 11 ELEVATOR
P. 12A BIA
ELEVATOR & ESCALATOR



City Center

Interview with David Schwartz, UNLV Center for Gaming

Are there specific events that took place that spurred the reinvention of Vegas from sin city to family city to what it is becoming now?

The current transition in Las Vegas was spurred by the economic downturn, but past events spurred transitions, such in 1950 when Frank Sinatra first performed in Las Vegas. That created a series of events that redefined the image of the city. The next big changes will occur depending on what people want to see next.

What are the major non-gambling major activities?

Experiences, such as food and beverages, and shows.

Why do people come to Las Vegas?

The come for a variety of reasons including, vacation, business travel, and conventions. There is no specific reason why younger generations come to Las Vegas.

What is the primary attraction for younger generations?

Millennials will not come to casinos because they don't find slot machines interesting. Casino floors are putting in new restaurants and new attractions to appeal to those younger customers.

How does the built environment affect the way people behave in the casino spaces?

The built environment enhances the experience by providing different places for people. Originally, the idea of building a casino was to get people into the black box and keep them in there. Now, the casinos are more opened up than what they used to be, as the idea is that people are going to wonder around and going from place to place. One strategy for designing a great casino is to have attractions outside of the building. This is to get people to spend money, such as Caesar's Entertainment and keep them there for as long as possible. Big casinos are trying to keep visitors in, but they are more interested in having visitors spend money on their properties.

How has gambling changed in the past years?

More people are coming to Vegas, but they are gambling less. A lot of people don't gamble at all, but that it is good for the city to diversify their offerings. The amount of time that people gamble has decreased about 45-50min a day. Gaming machines are not changing, just the design of them. The skill based machines are in the working, but they have not been introduced to casino's floor yet, and we do not know how this will affect the industry.

Do casinos want direct connections with nature?

The casinos do not want a direct connection with nature, but they care about people's behaviors with nature.

How have shows changed in Las Vegas?

Shows are changing as they have from the beginning of the Las Vegas Strip. The city is always changing as new innovators come into the market, and older ones think they will be displaced if they don't change.

Are resorts and casino focusing their advertisement on wellness more than before?

Advertising is focusing on wellness, but it has always been there. Hotels want to have diverse activities for people to do for them to spend money.

Is mischief a primary reason why people visit Las Vegas?

Mischief is interesting for some people, but it's not the main draw. The main draw is for people to have fun. Whatever that means for them is what they are coming here for.

How has big data helped casinos attract more customers?

Big data is not a major aspect of advertising or drawing people in as the companies is not very efficient. Instead, the casinos look at what others are doing and assess their success, and implement their plan. The casinos also do focus groups to find out what people want. Also, loyalty groups and development groups work together to find out what people want.

Do casino owners think Las Vegas is unique? Are they looking into other global markets for inspiration? Or as direct competition?

Casino owners think Las Vegas is a unique destination because there is nothing like it anywhere else in the world.

They do not worry about other competitors, like Asia casinos. Asia casinos do not take the magic away from Las Vegas as they focus primarily on the Asian customer. Also, gambling is more focused in Asia than in the U.S. When Asian travelers come to Las Vegas Asian they come to gamble.

How has international traveling impact Las Vegas?

The most interesting change has been international travel. This will continue to cause changes in how casinos treat international customers. The casino layout is also changing to be less maze-like than it used to be to get people where they want to be efficient as possible.

What are the general innovations occurring on the Las Vegas Strip?

Downtown is changing, and it is becoming smaller, less bureaucracy, with fewer barriers. In general, smaller or independent owners are more innovative as they can adapt more rapidly to change. The upcoming innovation is Resorts World, which will bring in more Chinese travelers. Las Vegas is coming out of the recession, but the gaming part still struggling. The non-gaming has expanded to compensate for the lack of the gaming part. Overall, escape and relaxation are part of the Las Vegas experience.

Are boutique hotels trending and are they viable?

Boutique hotels in Las Vegas are part of big chain corporations and are usually renovated properties. They are not viable by themselves as they are competing with bigger players in the industry.



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TESCO
LARGE ZONE!
CAR - DEVICE CHARGING
WIFI - ATM

Las Vegas Meta Trends

Prior to our visit to Las Vegas, we envisioned the city as a microcosm of global leisure trends. While the city is definitely an entertainment hub, we feel that Las Vegas leans more toward the highly stimulating end of the renewal spectrum. Offering escape through various outlets to visitors from around the world, Las Vegas is a pick-your-own-adventure kind of destination. The following meta trends are based on our observations during our travels and highlight the major transformations currently taking place in the entertainment capital.

01 Arrival Spaces

The casino resorts in Las Vegas include attractions outside of the main entrance, in the lobby and throughout the space, to both draw people in and convince them to stay.

02 Experience Enhancing

Las Vegas defines and re-defines itself constantly. Spaces are designed to act as the stage for the human drama to unfold with varying degrees of excitement.

03 Connection to Nature

What constitutes a connection to nature in Las Vegas? In many instances, the connection to nature was established by the connecting pathways between resorts and the city's proximity to Red Rock Canyon.

04 Pedestrian-ism

A slow transition is taking shape in Las Vegas as the predominately car oriented city begins to provide a space for pedestrians. Hotels and resorts are beginning to capitalize on the masses of people walking from place to place.

05 Sharing

Perhaps the largest cultural trend affecting the leisure industry is photo and video sharing on social media. Everywhere you go in Las Vegas you will see people taking photos and selfies

06 Symbolism

Taking some insights from the classic book *Learning from Las Vegas* we noticed that symbolism is still extremely present and important in Las Vegas. However, the way the city projects metaphors is slightly different.

Arrival Spaces

According to Elijah Yoon of WATG Architects, arrival spaces and lobbies are a major component of how casinos and resorts in Las Vegas begin to create a story for visitors to the space. During our trip, we noticed that this was true. Many of the hotel and casino lobbies including elevator banks and major corridors were lavishly decorated and experiential. In doing this, each resort sets up a unique narrative based on a particular theme. Leisure is comprised of three parts: before, during, and after. The arrival space is a key component that sets the tone for the beginning of one's Las Vegas experience.

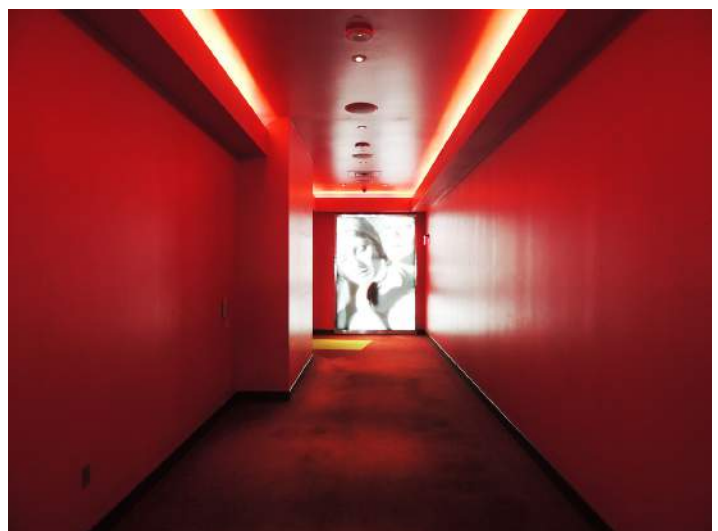
According Paul Steelman, the casino resorts in Las Vegas include attractions outside of the main entrance, in the lobby and throughout the space, to both draw people in and convince them to stay and spend money. The number of attractions per resort is about seven. These attractions have become synonymous with the "wow factor." Resorts compete with one another to produce the most impressive display, which can range from water shows, massive sculptures, intricate fixtures, and digital displays.



Aria lobby



MGM Grand check-in counter



SLS entry hallway



SLS Elevator Bank

Experience Enhancing

A common thread throughout our research has been the word “experience”. Many of our interviewees have commented on the fact that experiential environments are created in numerous ways, but in Las Vegas much of it has to do with the non-gaming amenities that are provided. Restaurants, bars, shows, and other activities are major areas where resorts can enhance the visitor experience. Because of this, these places have become major sources of income for the casinos. With more attention being given to these support industries, many of them are becoming more extravagant, more exclusive, and more expensive.

Las Vegas defines and re-defines itself constantly. David Schwartz argues that these constant changes are what make Las Vegas unique and incomparable to other cities. New innovators come into the market, and older resort establishments will update to keep up with the new trends. The experiences are catered to specific target markets, but with the premise or hope that visitors will take pictures and share them with social media; word of mouth is the most effective way to market. Thus, spaces are designed to act as the stage for the human drama to unfold. Depending on the visitor’s budget, each of these experiences will vary in the degree of customization, personalization, and luxury that they provide.



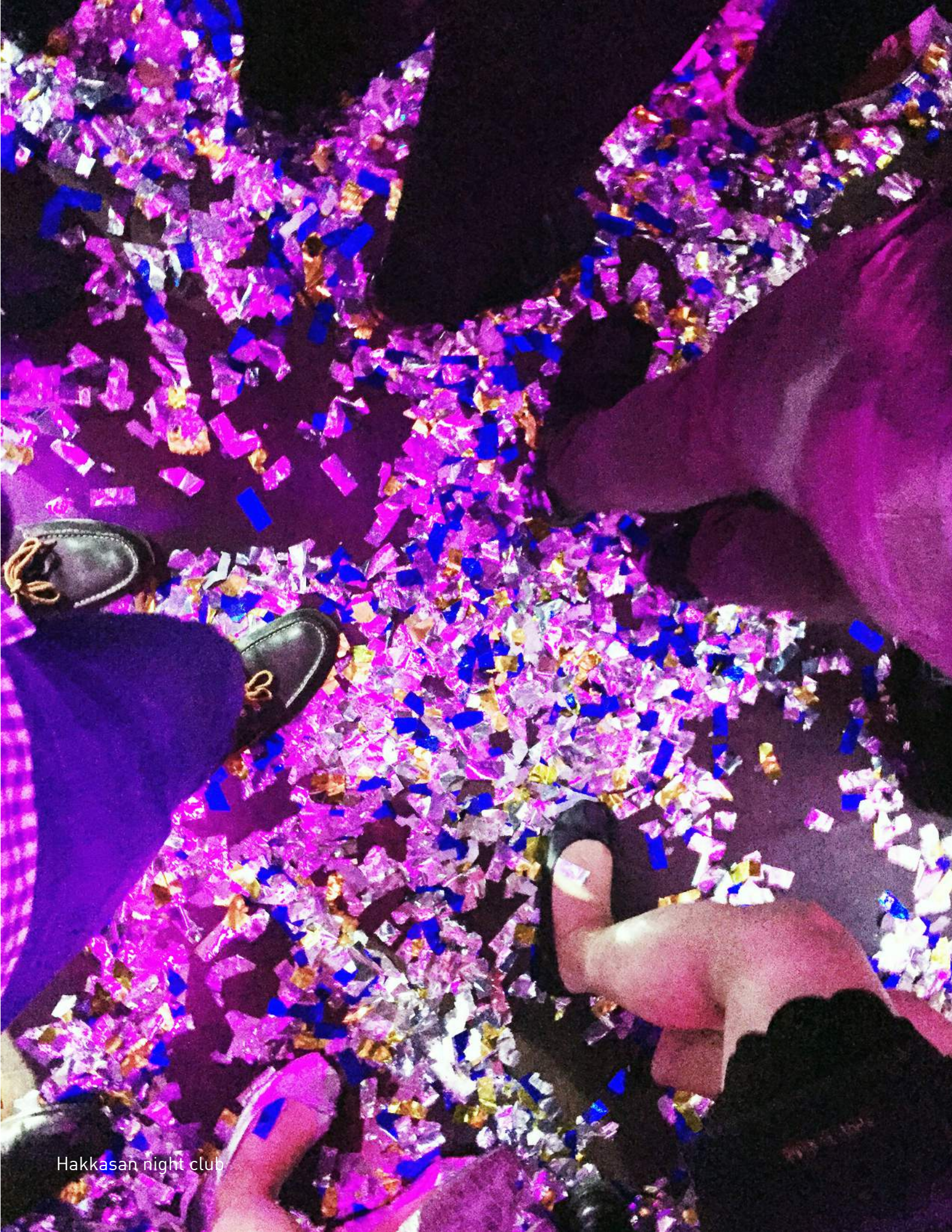
Experience activities off casino floor



Oxygen bar



Amusement rides



Hakkasan night club

Connection to Nature

Somewhat to our surprise, the number one activity to do in Las Vegas according to TripAdvisor is to visit Red Rock Canyon National Park. Even in the largest entertainment city in the world, connection to nature is still important to travelers and a major attraction. A few of the resorts have or are beginning to incorporate a connection to the outdoors by designing more open facilities. Trends are showing that people no longer want to spend all day inside a dark casino and the resorts are starting to respond. Landscaped promenades are starting to take shape between the resorts. A short thirty minute drive outside of the city lies the Red Rock Canyon Visitors Center. This serves a retreat from the over stimulation of the Las Vegas Strip. The design of the Visitors Center compliments the expansive landscape and aids travelers in the appreciation of its beautiful vistas.

What constitutes a connection to nature in Las Vegas? In many instances, the connection to nature was established by the connecting pathways between resorts. The sharp contrast between the artificial environments and the elusive escape from reality, and the hot and dry weather outside of these built environments provide a reality check—you are in the middle of a desert surrounded by mountains.



Golf course



Pool at Mandalay Bay



Lazy River at MGM Grand



DESERT AIR

Mountain Breeze

Valley Breeze

WINDS MAKE THE DESERT EVEN DRIER

SOME RAIN NEVER REACHES THE GROUND

DRY

WINDS MAKE THE DESERT EVEN DRIER

In places where it rains, in a dry, there's evaporation. Wind carries moisture and lack of clouds to eight times more than actually the combination of evaporation.

Red Rock Canyon Visitors Center

Pedestrian-ism

With new developments arriving at the strip such as the Linq, Park, and Fashion Show we can infer that Las Vegas is turning toward pedestrian-ism. Historically, Las Vegas has been a car-centric city dominated by parking lots and mega road-side signage. While massive parking structures and the heavy traffic on the Strip still exists, we observed a shift of importance to the pedestrian experience. Many resorts and smaller industries are beginning to take advantage of the crowds of people walking from resort to resort by building shops, restaurants, and bars in in-between zones. These outdoor zones are also important because they provide an area for people to observe the grandiose symbolism of the Las Vegas skyline. Groups of people on the sidewalks stop and snap photos and selfies in front of every structure imaginable.

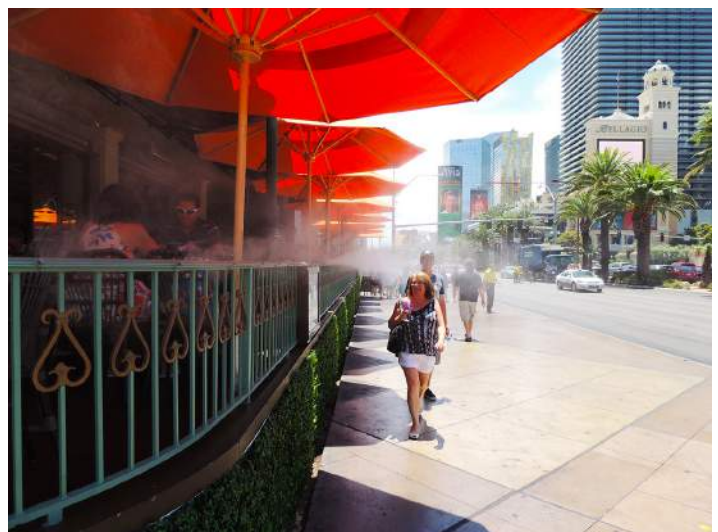
Walking from resort to resort is more appealing than driving as many sight-seeing attractions have been added along both sides of Las Vegas strip. However, the monorail connecting MGM to the Stratosphere travels behind and parallel to the main strip. Thus, creating arrival entrances that feel secondary and unimpressive. As a pedestrian, we had a hard time walking through some of these places as they were inefficiently connected to the monorail, and lacking shading. Shading is a major concern that should be addressed in the future if Las Vegas wishes to become more pedestrian friendly.



City Center sidewalk



Crowded street at night



Restaurants along the Strip



The Linq shopping area

Sharing

Perhaps the largest cultural trend affecting the leisure industry is photo and video sharing on social media. Everywhere you go in Las Vegas you will see people taking photos and selfies. Almost every resort has one or more selfie booths inside their lobby or on the casino floor. Though these booths might not be a long term attraction, there is something to take away from the desire to “share your experience”. Not only is social media sharing a means of free marketing for the resorts, but it is also an important aspect of what people are looking for when they travel. What kind of space is going to produce the most exciting selfie photo? How the environment is represented in the millions of photos taken and shared around the world each day is important.

Sharing pictures on social media has become a goal for resorts in Las Vegas. Paul Steelman mentioned that resort management has started to count the number of pictures visitors post to their social media and use that as a measurement of their success. In every casino we visited, in one form or another, we were enticed to post our personal pictures in our social media accounts. We did use the photo booths provided by several resorts to sending postcards to our colleagues. It was a rather dull experience as the backdrop did not specifically point at an interesting attraction, and from the lack of lines to access them we can conclude that others feel the same way.



Selfie promotion on the monorail



Selfie on the Strip



Selfie stick on the Strip



MAY WEAT
THE LONG-ANTICIPATED FROM
LARRY BISHOP'S BEST MUG ON
HE LA MEIN'S BEST MUG ON
WAVE UP IN BRIGHT FROM
WAS SET BUSHED BY M
COMING IN BY ONLY FOR P
HONEY VINA HIT A FACTOR
RECORD FOR MOST PPV G



Make all your friends
JEALOUS
Share photos now for free

f t e



THE ENTERTAINMENT AUTHORITY
MGM GRAND
LAS VEGAS

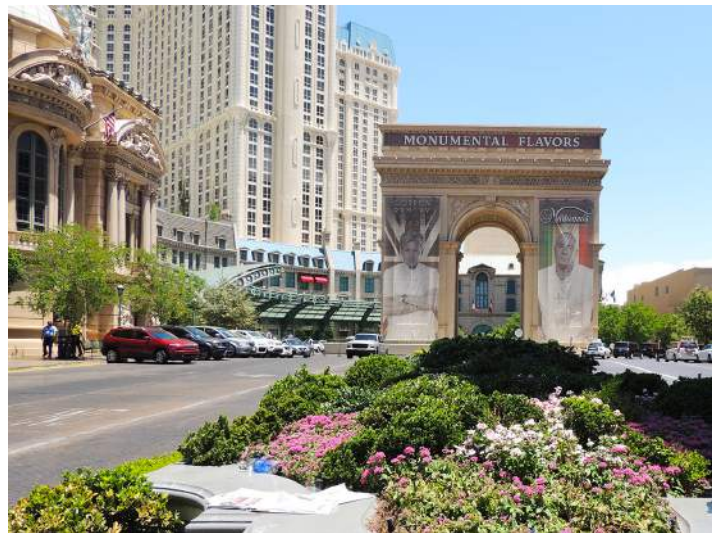
Selfie booth at MGM

Symbolism

Symbolism in Las Vegas is primarily used to entice visitors; it's how the resorts create intrigue. Much of this is on the exterior in the form of extravagant building facades, decorations, and digital signage. Once inside, the best resorts continue the narrative throughout. This eclectic combination of different metaphors creates a collection of micro experiences for visitors. (see essay on symbolism: Architecture of Emotion)



Literal decoration



Replication



Roadside signage



Mega symbolism at New York New York

Summary and Conclusions

This research is the third installment of The Future of the Future project, which explores design related issues concerning a balanced life—education, work, and pleasure. Pleasure, or leisure, can be described as any time spent not working or learning. The purpose of this research is to better understand the science behind pleasure in the built environments.

We started the research with a hypothesis that Las Vegas is a microcosm of future trends in the global leisure industry. It was also a goal to better understand the biological and neurological aspects of the human body that react to the built environment. Ultimately, we wanted to know what made leisure spaces renewing to its users. Conducting original research was one of our primary goals. For specific methodology into the original research phase, please see Chapter 2 under the subcategory called Office Poll Experiments. Part of our research included site visit analysis, office surveys, and interactive activities. We then used the information obtained from these studies and visited Las Vegas to confirm or disprove our hypothesis. We stayed at four different accommodations—Mandalay Bay, MGM, New York New York, and Aria—to compare styles of rooms, amenities, luxury, convenience, etc. Along with the desire to compare alternatives we walked, took the elevated monorail, and drove on the Strip. We visited the major tourist attractions, dining experiences, shows, and dynamic recreation. We observed visitors' behavior in different spaces and analyzed physical qualities.

To supplement our literature research and site visit observations, we interviewed several industry leaders—Tom Albright, Paul Steelman, George Jordan, Colm O'Callaghan, David Schawartz, Elijah Yoon, and Scott Mayer.

In general term, we know that technology will continue to shape this industry as younger generations demand experiences that allow them to express their personal values. The older generations, Baby Boomers, will also continue to influence this industry for the next twenty years. They have both the time and financial resources to pursue leisure. Overall, the research was enlightening and at times overwhelming. The concept of recreation is broad and personal, and it does not have a tangible set of rules. We know its definition, its value to the individual and society, its history, its theories, but its future will change with society and culture.

Andrey Veintimilla
Guadalupe Aguilare



SENTINELS					EXPLORERS				
9	10	11	12	13	14	15	16		
LOGISTICIAN	DEFENDER	EXECUTIVE	CONSUL	VIRTUOSO	ADVENTURER	ENTREPRENEUR	ENTERTAINER		
1	1	1	1		1	1			
1	1	1	1			1			
1	1	1	1			1			
	1	1	1						
3	4	4	11	0	1	3	0		
5.66%	7.55%	7.55%	20.75%	0.00%	1.89%	5.66%	0.00%		
		22				4			
		41.51%				7.55%			

Summer Research: Future of Leisure & Pleasure

Poll Questions	Total			
	A	B	C	D
1	Are you an extrovert or introvert?	Extrovert	Introvert	
		24	19	
	Percentages	56%	44%	
2	When you engage in restorative leisure what activities do prefer?	Passive	Active	
		25	19	
	Percentages	57%	43%	
3	Which of the following do you feel would create the best restaurant experience?	view to kitchen	celebrity chef	branded theme
		7	5	19
	Percentages	19%	14%	51%
4	When you think of alleviation what word comes to mind?	Relaxation	Relief	Reduce Pain
		5	8	4
	Percentages	14%	22%	11%
5	What is the first thing you think of when you hear "luxurious"?	Money	Car	Hotel room
		3	5	2
	Percentages	8%	13%	5%
6	What is the primary factor you think about when booking a hotel for leisure travel?	Cleanliness	Location	Amenities
		3	24	3
	Percentages	6%	50%	6%
7	What word first comes to mind when you think of...(leather, velvet, car, money)	Red Velvet C	Cow	Fast
		6	4	4
	Percentages	15%	10%	10%
8	Which of the following 3 things go together?	Red Velvet C	Cow	Fast
		37	16	23
	Percentages	93%	40%	58%
9	What sensory description first comes to mind when you hear the words...(Easy, Change, Easy, Surprise, Complacency)?	Touch	Sight/vision	Soft
		6	7	5
	Percentages	25.00%	29.17%	20.83%
10	Most enjoyable	Desert	Beach	Castle
		6	22	8
	Percentages	15.79%	57.89%	21.62%
	Most relaxing	Desert	Beach	Castle
		3	24	2
	Percentages	7.69%	61.54%	5.13%
	Most appealing resting place	Desert	Beach	Castle
		8	16	2
	Percentages	25.00%	25.00%	50.00%

		38	15	3	9	11
		Percentages	39.47%	7.89%	23.68%	28.95%
	Fastest	39	Leather	Cake	Water	Money
		Percentages	12.82%	7.69%	46.15%	33.33%
	Most luxurious	38	Leather	Cake	Water	Money
		Percentages	60.53%	18.42%	10.53%	10.53%
	Most exciting	39	Leather	Cake	Water	Money
		Percentages	12.82%	2.56%	64.10%	20.51%
	Most appealing after work	38	Leather	Cake	Water	Money
		Percentages	12	8	16	2
		Percentages	31.58%	21.05%	42.11%	5.26%
11	What equates to "free time"?	39	Leisure	Personal Time	Relax	Stress free
		Percentages	6	3	5	2
	How do you relieve boredom?		15.38%	7.69%	12.82%	5.13%
			Play	Read	Walk	Start project
		38	6	3	3	2
		Percentages	15.79%	7.89%	7.89%	5.26%
	What comes to mind when you think about reducing pain?	39	Sleep	Stretch	Exercise	Alcohol
		Percentages	9	6	2	5
		Percentages	23.08%	15.38%	5.13%	12.82%
	What comes to mind when you think of "clear sky"?	39	Blue	Sun	Clouds	
		Percentages	16	8	2	
		Percentages	41.03%	20.51%	513.00%	
12	Rank the following		Park & lands	Hotel	Restaurant	Wellness
		Rank	1	2	3	4
		Percentages	24.32%	29.73%	16.22%	21.62%
			Arena/stadium	Casino		
			6	7		
		Percentages	18.92%	51.35%		
	Adjectives	Positive	Relaxing	Exciting	Invigorating	Active
		Negative	Boring	Crowded	Wasteful	Noisy/loud

Average number of participants

39

Poll 4: Word Association with "alleviation"

Words	Once	Repeat Word	Repetition	%	Positive	Negative
to lift	to lift	Relief	8	22%	32	5
removal/reduction of pain/stress	Headache	relaxation	4	11%		
removal of a negative such as stress	Massage	pain reduction	5	14%		
pain reduction	airy light	stress	4	11%		
take away	a pause	Freedom	2	5%		
Relief	Less work	Removal	2	5%		
relieve	solitude					
relaxation	take away					
Relief	Refreshed					
stress	Exhaling					
Refreshed	release					
Headache	alleviate					
act of relieving stress, physical or mental.	12	wods repeated	16			
Comfort and relieving pain		Percentages	43.24%		86.49%	13.51%
Exhaling						
Freedom						
relax						
Massage						
airy light						
stress-reducing						
stress reduction						
Relief from a harrowing situation/ pain						
release						
relaxation						
relief						
Remedy (for a sickness)						
relaxation						
relief						
freedom						
Pain						
Less work						
a pause						
relief						
solitude						
Stress						
alleviate						

37 Total

Poll 5: Association with "luxurious"

Words	Noun	Word/phrase	Description	Repetition	Numbers	Percentage	Overall %
Sex	1						
Well off		1					
Unnecessary		1					
Craftsmanship			1	Craft	1	10%	5%
Diamonds and Yachts	1						
Polished			1				
Car	1			Car	1	25%	13%
Louis Vuitton	1						
Money	1			Money	1	15%	8%
Spa	1						
Amazing hotel Room	1			Hotel room	1	10%	5%
Water recreation	1						
Blue Velvet			1	Velvet	1	10%	5%
Nice cars	1			Car	1		
Beach vacations	1			Beach	1	10%	5%
Views with sitting			1				
Wasteful		1					
Leather	1			Leather	1	10%	5%
Fur	1						
Money	1			Money	1		
Elegant		1					
Money	1			Money	1		
Treat yo'self		1					
The 1%		1					
Beach resort	1			Beach	1		
Expensive		1		Expensive	1	10%	5%
Wealth		1					
Leather	1			Leather	1		
Expensive		1		Expensive	1		
Pretension		1					
Craft			1	Craft	1		
BMW	1			Car	1		
Excess		1					
Vehicles	1			Car	1		
Velvet, champagne	1			Velvet	1		
Cars	1			Car	1		
Comfort		1					
High end hotel	1			Hotel room	1		
Total	38	21	5		20	100%	53%
	55%	32%	13%				

Poll 6: Primary factor when looking for a hotel

Words	Repetition	Numbers	Percentage	Overall %
Bar/Lounge				
Amenities	Amenities	3	7.89%	6.25%
Amenities				
Amenities				
Cleanliness	Cleanliness	3	7.89%	6.25%
Cleanliness				
Cleanliness				
Cost	Cost	2	5.26%	4.17%
Cost				
free spa				
Grand luxurious				
Great experience				
Hot tub				
Location	Location	24	63.16%	50.00%
Location				
Location				
Location				
Location				
Location				
Location				
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Location				
Location				
Location				
Location				
Location				
Location				
Location				
Location				
Location				
Location				
Location				
Location				
Location				
Location				
Pool	Pool	2	5.26%	4.17%
Pool				
Price				
Quality	Quality	2	5.26%	4.17%
Quality & luxury				
ratings	Ratings	2	5.26%	4.17%
Star rating				
Theme				
Things to do				
Walking distance				
Total		38	89%	71%

Poll7: Word association with leather, velvet, car, and money

Leather	Words	Repetition	Velvet	Words	Repetition	Car	Words
	straps			red			black
	50 shades	2		80s			audi
	50 shades			black			Audi
	bags			cake	6		audi/tesla
	baseball glove			cake			bmw
	biker	2		cake			convenience
	black			carpet			convenience
	boots			coming to America			drive
	brown			couch			electric car
	car seat			cupcake			fast
	chair			curtains	3		fast
	clothing			curtains			fast
	cologne			curtains			fast
	couch	2		dated			ford
	couch			drapes			freedom
	cow	4		dress			gas
	cow			elvis			green
	cows			eww			hard
	cows			headboard			insurance
	dark			luscious			jerk
	farm			mexican cantina			leather
	fonzie			old furniture			luxury
	glove			pimp clothing			luxury
	heather			plush	2		money
	high end			plush			no thanks
	jacket and shoes	2		red			not in the city
	jacket and shoes			red velvet cake			own car
	love			red velvet cake			pain
	luxury			red velvet cake			paint
	motorcycle gear			robe			race
	old			rope			road trip
	red			seat			sedan
	seat			smooth			speed
	skin			soft	3		sporty
	smelly	2		soft			suburban
	smelly			soft			tesla
	smooth	2		suit			traffic
	smooth			tacky	2		traffic
	sofa			tacky			travel
	tough			theater			useful
Total	40						

Poll7: Word association with leather, velvet, car, and money

Repetition	Assoc.	Words	Repetition	Words	Noun	Color	
	Money	house			2	2	Red
3		ben franklin			4		black
		bills			3	1	brown
		business			4		green
		c note			4		
2		car		1	3		
		cash		1	2	1	
		chocolate gold coins			4		
		clip			3	1	
4		debt		2	2		
		dollar blitz		2	2		
		enough	3	2	2		
		everyone wants it		2	2		
		green	3	1	2	1	
		green		1	2	1	
		green			3	1	
		happiness		1	2	1	
		investing		3	1		
		kanye					
		laundering		4			
		love more	5	1	3		
2		more		2	2		
		more		2	2		
		more		1	3		
		more		3	1		
		never enough		2	1	1	
		not enough		1	3		
		over-rated		3	1		
		power	2	2	2		
		power		1	2		
		riches					
		show me the..		1	2	1	
		stocks		2	2		
		stressful					
		success	2	4			
		success		3	1		
2		vacation		1	3		
		work		2	2		
		yes please	2	2	2		
		yes Please		3	1		
				56	80	11	

Poll 8: Three hidden associations

Options	Repetition	Percentage
Cow	16	40.00%
Red velvet cake	37	92.50%
Fast	23	57.50%
Want more	37	92.50%
Total	40	

Reasons:

Instant gratification

Food

Speed

Excess

Wants

Poll 9: Sensory description associations

Lifestyle	Change	Easy	Surprise	Complacency	Repetition	R	%	Color
touch	hearing	touch	vision	taste	Touch	6	6.3%	Green
sailing	tension	staples easy	party confetti	calmness	Taste	3	3.1%	Red
touch	vision	sound	vision	touch	Sound	4	4.2%	Blue
vibrant	blur	smooth	excitement	soft	Boring	4	4.2%	Yellow
high-end	constant	nothing	love them	boring	Soft	5	5.2%	Black
sight	sound	touch	sight	touch	Sight/vision	7	7.3%	
mansion	dime	breathe	smile	lazy	Breezy	2	2.1%	
balance	fast-paced	relaxation	uncertainty	boredome	Bright	3	3.1%	
magazine	perception	not possible	bow	nice	Coin	2	2.1%	
taste	jerky move	smooth	bright	soft, quiet	Excitement	5	5.2%	
water	Obama	mac n cheese	beyonce album	oscar	Fast	6	6.3%	
comfortable	sharp	soft	exciting	bored	Obama	2	2.1%	
easy	surprise	complacency	change	lifestyle	Relax	2	2.1%	
sound of beer	coin's smell	right first rime	loud bang	soft couch	Smooth	3	3.1%	
energetic	flow	fast	excitement	safe				
clear sky	noise	sleeping	bright light	nausea				
taste	smell	sight	sound	sight				
condoms	obama	new orleans	backrub	tea party				
inhale exhale	fresh	breezy	screaming	still				
active	refreshening	soft	thrill	warm				
breezy green	rigid red	blue waves	yellow confetti	black tie				
time-off	coins	relaxed	cheers	chillin				
smooth	bright	slick	blinding	dull				
luxury	exciting	boring	exciting	unsatisfied				
Total	24	96	Options					

Poll 10: Rank

Places	a	b	c	d	Textures	a	b	c	d
	1	1	1	1		1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	
		1	1	1	1	1	1	1	
		1	1	1	1	1	1	1	
		1	1	1	1	1	1	1	
		1	1	1	1	1	1	1	
		1	1	1	1	1	1	1	
		1	1	1	1	1		1	
		1		1	1	1		1	
		1		1	1	1		1	
		1			1	1		1	
		1						1	
		1						1	
		1						1	
		1						1	
		1						1	
		1						1	
		1						1	
Number	3	15	9	11	Number	12	8	16	2
Percentages	7.7%	68.2%	150.0%	68.8%	%	30.8%	36.4%	266.7%	12.5%

Poll 11: Multiple questions association

Freetime	Words	Repetition	#	%	Boredom	Words
	#doesn'texist					bike ride
	Activities					challenge my mind
	adventure					Clean
	bliss					Clean
	chill					create something
	Day off					do a crossword
	doing nothing					do something active
	Errands					draw
	freedom					Exercise
	friends					Exercise
	Hobbies					get up and out
	Holiday					go for a walk
	Leisure	Leisure	6	15.4%		Go for a walk and go from there.
	leisure					go outside
	leisure					Hang out with friends
	Leisure					i am never bored
	leisure					go out and explore
	leisure					listen to music, read
	lounging					look for free time
	Mine					Pick up my phone
	no plans					Play
	outside					Play a game on my phone
	personal time	Personal time	3	7.7%		play games on my phone
	personal time					Play games on my phone
	personal time					Play video games
	play					play with my dog
	Relax	Relax	5	12.8%		plot world takeover
	Relaxation					Read
	Relaxation					read
	Relaxation mode					Read
	relaxing					seek culture
	Spare time					Start a project
	stress free	Stress free	2	5.1%		start a project
	STRESSFREE					take a walk
	TIME OFF					text friends
	unassigned	Unassigned	2	5.1%		watch tv
	unscheduled					watch tv
	weekend	Weekend	2	5.1%		work
	weekend					
Total		39			38	

Poll 11: Multiple questions association

Repetition	#	%	Active	Passive	Social	Solitary	Reduce pain	Words
			1			1		alcohol or talk with friends
				1		1		bourbon
Clean	2	5.3%	1			1		Breathing deeply
			1			1		does whiskey count as medicine?
			1			1		drinking
				1		1		exercise & stretching
			1			1		exercise
				1		1		hot shower
Exercise	2	5.3%	1			1		ibuprofen
			1			1		Ice
			1		1			ice
Walk	3	7.9%	1			1		icy-hot
			1			1		Laying down and resting my eyes
			1			1		Laying down
				1	1			lie down
			1		1			listen to music
			1		1			Massage
				1	1			Massage
			1			1		meditation
				1		1		Meditation
Play	6	15.8%		1		1		rest
				1		1		Rest
				1		1		Sleep
				1		1		sleep
				1		1		Sleep
				1		1		sleep
				1		1		Sleep
Read	3	7.9%		1		1		sleep
				1		1		sleeping
				1		1		sleeping
			1		1			Sleeping
Project	2	5.3%	1			1		stretch
			1			1		Stretch
			1			1		stretch
				1	1			stretching
Watch TV	2	5.3%		1		1		stretching
				1		1		Stretching
				1		1		Take a bath
								why did i drink so much
			18	20	7	31	39	

Poll 11: Multiple questions association

Repetition	#	Percentage	Active	Passive	Clear sky	Words	Repetition	#	%
Alcohol	5	12.82%		1		Blue	Blue	16	41.0%
				1		blue			
				1		blue			
				1		blue			
				1		blue			
Exercise	2	5.13%	1			blue			
			1			Blue			
				1		Blue			
				1		blue			
Ice	3	7.69%		1		Blue			
				1		Blue			
				1		blue			
Laying	3	7.69%		1		Blue			
				1		blue			
				1		Blue			
				1		blue			
Massage	2	5.13%		1		Clouds	Clouds	2	5.1%
				1		Clouds			
Meditation	2	5.13%		1		Cold			
				1		Crisp			
Rest	2	5.13%		1		find shade			
				1		Fresh			
Sleep	9	23.08%		1		i'm alive.			
				1		kite			
				1		mountain top			
				1		open spaces			
				1		walking in the park			
				1		pure			
				1		stars			
				1		summer			
				1		sun	Sun	8	20.5%
Stretch	6	15.38%	1			Sun			
			1			Sun			
			1			sun on my face			
			1			sunny			
			1			sunny			
			1			sunshine			
				1		the sun			
				1		USA network.			
				8	31	39			

Summer Research: Future of Leisure & Pleasure

01

Site Name: Millennium Park / Core Gardens
 Address: Millennium Park
 Architect: Kathryn Gustafson, Piet Oudolf and Robert Israel

Date: 6/8/2015
 Time: Noon
 Code: Parks / Landscapes

Evaluation

Observation Notes

Guest/visitor number (rough estimate) - 50
 Predominate age groups/generations children / elderly
 Atmosphere Relaxing, calm
 Passive or active? semi-active
 Public or private? public
 Noise levels moderate
 Accessibility to site handicap accessible
 Activities: reading, walking, sitting in shade, photos
 Popular spot/attraction
 Circulation walking, skateboard, bikes
 Way finding easy, set paths
 Visitor center/reception/host welcome pavilion / stairs
 Color palette green / brown / earthy
 Saturated or muted colors? natural beige colors
 Wall materials NA or plants
 Ceiling materials NA
 Floor materials granite stone, wood
 Furnishings hand benches
 Exterior architecture style constructed landscape
 Interior architecture style NA
 Cost or price scale free
 Internet presence
 Built environment (enclose, open) Open
 Innovative technology: WiFi possibility

Tourists
 walk-through space mostly private owner
 cars, birds, people talking, water
 Tourism, photos
 City backdrop
 Strollers
 no set greater
 Interior areas leisurely
 exterior pass-through paths
 Trellis noise canceling, city skyline is backdrop
 All senses engaged, site, smell, touch, sound
 ↳ like a small urban oasis
 breeze in the trees is very refreshing in hot weather
 Shade is important
 Gardeners present

Summer Research: Future of Leisure & Pleasure

02

Site Name: Millenium Park/Keri Gardens
 Interviewee: ~~Andrea~~ ERIN
 Position: Gardener

Year built: July 2004
 Owner/Employer: ~~Chicago~~ Chicago
 Years in job/building: April 2014

Interview

Owner:

- How did you choose the architect?
- Did the architect use lighting or acoustic consultants?
- Do you have other buildings in the same industry?
- How is the building performing?
- What is the customer/visitor satisfaction?
- What attracts customers?
- What do customers want in the design of building?
- What alterations have you made since opening?

Katterin Gustafson
 Peter Arkoff
 ↳ Highline
 (Scott@luriegardens.org)

Manager:

- How long have you been working in this building?
- What do you like about the design?
- What do customers like about the design?
- What is the most important feature of the design?
- What do customers/guests complain of?

April 2014
 Hardscape offers distance + perspective
 plantscape offers movement
 Water feature interaction
 blooming plants/perennials
 ↳ 4 season garden

General questions:

- How is the building marketed?
- Does the building offer a unique experience?
- How does this building compare to others in the city?
- Hours of operation?
- Do you need reservations?
- Future alterations or expansions?

bench seats
 People want name of plants listed
 Social media, Facebook, Chicago
 Cultural center
 Not highly manicured, nature in
 a city. Unique to the city
 6am-11pm
 No known future expansion
 Change in demographic change
 with time
 ↳ commuters are regulars
 that pass through every
 day on way to work

Hannah: 708-256-0510

Summer Research: Future of Leisure & Pleasure

03

Site Name: Millennium Park / Lori Gardens
 Address: Millennium Park

Date: 6/8/15
 Public/Private: public

Guests Interviews

INTERVIEWEE:	A	B	C	D	E	F	G	H
Satisfaction	3	2	3	2				
Noise	3 beach	3	0	3				
Thermal comfort								
Design	3	3	3					
Perceived health								
Image to visitors	3	3	3					
Lighting								
Air quality	0	0	0	B				
Furnishings	3	3	3	NA				
Layout	3	3	3	too narrow				
Accessibility								
secure	0	3	3	3				
Business/Pleasure	P	B	P	P				
Visitor/Resident	R	R	R	R				
Visit frequency	3-4/1	Daily	1/week	6/year				
Gender	F	F	F/M	M				
Age	15	23	40-50	60-60				
Race/Ethnicity	white	white	Black	Hispanic				
Researched site	no	no	no	yes				
Favorite part	water/docks	seating	shade	plants				
Unique experience	unexpected		gardens					
Re-visit site	yes			yes				
Cost effective								

3 Very Satisfied 0 Neutral -3 Very Dissatisfied

COMMENTS/REMARKS	
A	beautiful, lunch, found treasure, relaxing
B	people watch, nature in the city
C	trees, sculptures, just like it, peaceful, shade
D	bringing family to visit, flowers, is a designer
E	need signage, plant information events into "What is Lori?" have to carry bicicles, more shading structures
F	
G	
H	

Summer Research: Future of Leisure & Pleasure

01

Site Name: Maggie Daley Park
 Address: 337 E. Randolph St, Chicago, IL
 Architect: Michael Van Valkenburgh

Date: 6/8/15
 Time: 1:00 PM
 Code: PARKS & LANDSCAPES

Evaluation	Observation Notes	
Guest/visitor number (rough estimate)	~500	children, families
Predominate age groups/generations	Gen X BOOMERS,	
Atmosphere	Lively, chaotic,	
Passive or active?	Active	
Public or private?	Public	
Noise levels	High	
Accessibility to site	mostly accessible	
Activities:	Running, jumping, swimming	
Popular spot/attraction	All games, water features	
Circulation	leisurely, organic	
Way finding	confusing	> signs - confusing
Visitor center/reception/host		
Color palette	exciting, dynamic > blues	
Saturated or muted colors?	saturated	
Wall materials		
Ceiling materials	N/A	
Floor materials	Rubber, concrete, grass	
Furnishings	wooden benches, steps, earthen mounds	
Exterior architecture style	constructed landscape	
Interior architecture style	N/A	
Cost or price scale	free	
Internet presence	NO	
Built environment (enclose, open)	open	
Innovative technology:	Styrofoam path, construction landscape,	
	women + children	
	> ages	
	luxurious	
	NO TRASHCANS	

Summer Research: Future of Leisure & Pleasure

02

Site Name: Maggie Daley Park
 Interviewee: Jacrie
 Position: Manager

Year built: December 2014
 Owner/Employer: Employee
 Years in job/building: opening (6 years)

Interview

Owner:

- How did you choose the architect?
- Did the architect use lighting or acoustic consultants?
- Do you have other buildings in the same industry?
- How is the building performing? →
- What is the customer/visitor satisfaction?
- What attracts customers?
- What do customers want in the design of building?
- What alterations have you made since opening?

High volume: (some issues)
 very satisfied

change uses over the summer

Manager:

- How long have you been working in this building?
- What do you like about the design?
- What do customers like about the design?
- What is the most important feature of the design?
- *What do customers/guests complain of?

opening
 flexibility, division, focus on kids
 aesthetics, children focus, views
 family focus

lack of bathrooms, weight of doors for kids (challengings)
 durability of materials & shades
 Park District web, admin office, wofmover

yes
 not comparable
 Private: 10-8pm Public: M-F 10-8 & 2-5
 N/A

NO

bathrooms for kids

*Signage issue

full at capacity
 - 6 months to seniors

Average: climbing wall
 program participant
 (locality)

lack: storage for staff
 not designed for # of count staff.
 no private space → noise

Summer Research: Future of Leisure & Pleasure

03

Site Name: Millenium Park Magie Daley Park
 Address: 337 E Randolph St, Chicago IL

Date: 06/09/15
 Public/Private: Public

Guests Interviews

INTERVIEWEE:	A	B	C	D	E	F	G	H
Satisfaction	3	3	3					
Noise	3	3	3					
Thermal comfort								
Design	3	3	3					
Perceived health								
Image to visitors	3	3	3					
Lighting								
Air quality	3	3	3					
Furnishings	3	2	3					
Layout	3	3						
Accessibility	3	3	2					
secure	3	3	2					
Business/Pleasure	Pleasure	Pleasure	Pleasure					
Visitor/Resident	Resid	Visitor	Visitor					
Visit frequency	often	often	often					
Gender	1w 2m	woman	woman					
Age	20-30	20-30s	11-45					
Race/Ethnicity	White	White						
Researched site	NO	NO	yes					
Favorite part	all game new		mirrors					
Unique experience	all ages	all ages	unique					
Re-visit site	yes	yes	yes					
Cost effective								

3 Very Satisfied 0 Neutral -3 Very Dissatisfied

COMMENTS/REMARKS	
A	Shade
B	great
C	top Aduser wall, big are not secure, "cool"
D	
E	
F	
G	
H	

Chicago Park District

APPENDIX

Summer Research: Future of Leisure & Pleasure

Category	Name	Time of Visit	Number of Users	SQ. FT	Target Market	Color palette	Wall material	Ceiling material
P/Landscapes	Lurie Garden	12:00 PM	< 50		Adults	Earth tones	Plants	N/A
P/Landscapes	Maggie Daley Park	1:00 PM	> 500		All ages	Exiting	Glass, metal	N/A
P/Landscapes	Washington Park	12:30 PM	< 5		Middle age	Natural foliage	N/A	N/A
Theme park	Lincoln Park Zoo	3:00 PM	> 500		All ages	Varied	Varied: stone, plastic, glass`	Varied: glass, metal, plaster

Floor material	Passive/Active	Public/Private	Saturated/Muted colors	Wireless (y/n)	Overall Satisfaction*	Noise*	Thermal Comfort*	Design*	Image to Visitors*	Lightning*
Granite stone, wood	Semi-Active	Public	Mid	possible	2.5	2.25	N/A	3	3	N/A
Rubber, concrete, grass	Active	Public	Mid	no	3	3	N/A	3	3	3
Stone, earth, grass	Passive	Public	Mid	no	N/A	N/A	N/A	N/A	N/A	N/A
Varied: concrete, plastic, stone	Active	Public	Saturated	no	N/A	N/A	N/A	N/A	N/A	N/A

Air quality*	Furnishings*	Layout*	Accessibility*	Secure*	Business	Pleasure	Total	Visitor	Resident	Total	Lacking
0.75	2.75	3	2.25	2.25	1	3	4	0	4	4	Shade
3	2.75	3	2.75	2.75	0	4	4	2	2	4	Shade, trees
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Activities, programs
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Nothing



June 10, 2015

To Whom It May Concern:

RE: The Future of Hospitality Environments

Dear Sirs:

Guadalupe Aguilera and Andrey Ventimilla are research scholars from the School of Architecture and Urban Planning at the University of Wisconsin Milwaukee working at Valerio Dewalt Train Associates Architects in downtown Chicago.

They are conducting research on hospitality and leisure environments as they relate to architecture and design trends. We would like to interview you as part of this study.

At the present time there are no plans to publish the results of this research. If however, if publishing is planned in the future we will seek your approval of any images, quotes, or paraphrased statements that result from this interview.

Sincerely,
VALERIO DEWALT TRAIN ASSOCIATES, INC.

A handwritten signature in black ink, appearing to read "J Valerio", with a large, stylized loop at the end.

Joseph Valerio FAIA
Principal

JMV/ah

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