

Design Forecast 2014

TOP TRENDS SHAPING DESIGN



Our 2014 Design Forecast highlights the trends that will shape design in the coming decade. They reflect six big topics that form an agenda for the future.



The trends that make up our 2014 Design Forecast reflect six big ideas that form a working agenda for design's impact on our clients' success in the coming decade.

That agenda includes workplace, wellness, technology, urbanization, globalization, and development. Hands-on experience with our clients exposes us to these topics as they play out in hundreds of cities.

All six ideas are reflected in the most important trends—the meta-trends—that will drive design between now and 2025. (See the next page.) They set the agenda for our practice areas' research initiatives. Together with our experience, they give us a solid basis for forecasting what's ahead.

Knowing what's next will matter more in tomorrow's design economy. When design is the difference between a great outcome and something less, a design perspective on the future is a competitive advantage.

We focus on transforming aspects of our clients' businesses to help them achieve their goals and strategies. In this sense, we are business innovators, leveraging design's power to change the game.

As a global design firm, we never lose sight of the fact that the game we're changing is one that our clients play to win. It's their competitive landscape we're transforming.

Our 2014 Design Forecast captures the insights of 22 global practice areas, 46 offices, and 4,000 design professionals. This is the design team our clients depend on every day to bring their projects and programs to fruition, deliver value on a planetary basis, and most of all learn from the experience and apply it to the future.

We're honored to share this forecast with you. Our designers discuss these trends constantly across our firm. We invite you to join the conversation in 2014.

Diane Hoskins, FAIA
Co-CEO

Andy Cohen, FAIA, IIDA
Co-CEO

David Gensler
Co-CEO



SCAN CODE FOR MORE CONTENT

Throughout the year, we discuss the latest trends, present research findings and design developments, and analyze the issues that matter to our clients. We invite you to participate!

<http://designforecast.gensler.com>

With our global markets in mind, here's a report on the future of design.



WORKPLACE

Mobility and performance

Organizations will get serious about the problems of mobility and collaboration. As they recognize the benefits of face-to-face interaction, “getting everyone under one roof” will grow. Mitigating conflicts between interactive and focused work will be a top priority, given the negative impact of distraction on people’s effectiveness. (See our 2013 U.S. Workplace Survey.) Since mobility, density, and interaction are here to stay, the work settings of the future will be expected to resolve these dilemmas.

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WELLNESS

Nudging people to health

The wellness movement will prompt major changes in how healthcare is delivered (local and accessible, with more choices), how cities work (encouraging walking and biking), and how buildings are designed (encouraging people to take stairs, not elevators, for example). Wellness is a social issue, so design will be called on to make it part of the everyday. The goal is to do this so seamlessly that people can incorporate wellness in their lives without having to think about it.

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- Pg. 56 Wellness is the new green
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TECHNOLOGY

Integrating tech with place

As smart devices proliferate, the world will be easier to navigate. As places get “smarter,” people will shape how they experience places to reflect their preferences. While tech’s integration with place is a given, getting there will still be a challenge. Tech is unpredictably disruptive and its innovation cycle can lead to overinvestment in the last big thing. Done badly, it can be intrusive. But tech is undeniably in place’s future. Realizing tech’s full potential will be a design priority in every market sector.

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URBANIZATION

Cities as the vortex of massive growth

By 2050, cities will have 3 billion more people than they had in 2000. Africa and Asia will urbanize at twice the rate of everywhere else. Africa will be the next high-growth economy, with a pressing need for modern infrastructure. Urbanization in East Asia will be fueled by a surging middle class. The affluence of this immense cohort (3 billion strong by 2030) will spur substantial real estate investment so the cities in the region can live up to the rising expectations of new consumers.

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GLOBALIZATION

The hunt for new markets is global

Regional economic parity means that leading companies in Asia, Latin America, and the Middle East will expand into new markets. Investors in these regions, including sovereign funds, will favor safe havens, with real property as a prime target. In many cases, they will be moving into unknown territory, so getting the nuances right will be crucial. More than just bridging the differences, design will have to build on them to create new approaches and models that can generate higher value.

SEE TRENDS

- Pg. 13 Shifting views on headquarters
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DEVELOPMENT

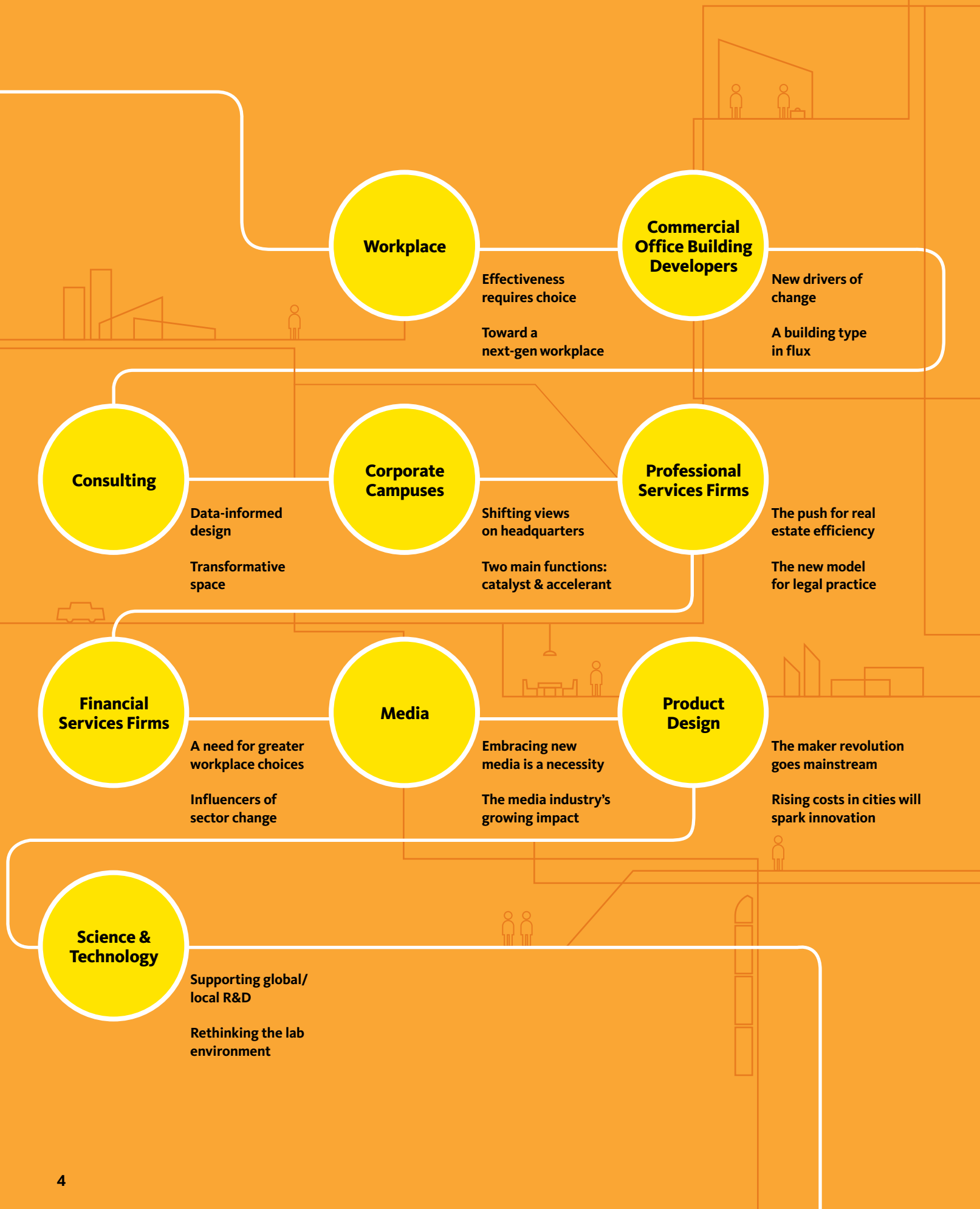
Urbanity takes the mixed-use stage

The future is a mix of land uses, urban in character. The next generation of real estate development will differ from the last in its willingness to mix it up. The anchors and types of spaces will be more varied and easier to resize and reallocate in response to shifting demand. Look for strong interest in urban moves that activate and then play the activities off each other to create integrated destinations. Planning and design will stress their open-ended nature—settings that can be reshaped to stay fresh.

SEE TRENDS

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The Future of Workplace



The revolution is about design. This is a time of profound change in how design supports work in all its varied forms. Old ways are being set aside as organizations look at work and its settings holistically. There's a demand for new approaches and real estate products. It's as much grassroots as top-down. Behind it are two big, future-shaping trends.

Cities and buildings are changing in tandem with work and work styles.

Significant changes, including a younger workforce and the disruptive, innovation-driven nature of business, mean that real estate products are being rethought both in form and provision. The revolution that started changing the workplace in the early 1990s has spread now to the buildings and arguably to the districts—mostly urban, but not entirely—where work locates.

Demographic, economic, and cultural shifts are taking hold worldwide.

We're leaving the vestiges of the postwar era behind. The workforce is in global transition and the old economic order is breaking down. New players are on the scene and established ones are departing or taking on new roles. Working (and designing) across geographic and demographic markets is crucial. It means staying connected and agile while respecting the nuances of different cultures and cohorts.

Workplace

TREND
01

Effectiveness requires choice

The workplace suffers from a case of “opposites detract.” People need to collaborate and are hungry for places suited to conversations among a few people. They need to focus, but they also need to interact—conference calls, virtual meetings, and people stopping by. Look for activity-based choices, user-shaped space, and furniture to calm distraction—look for balance.

TREND
02

Toward a next-gen workplace

As a new cohort—bigger than the Boomers—gets to work, the office workspace will be reshaped. The line between work and city will blur as towers and campuses mix in “community.” Coworking space, with its informal and collaborative ethos, will scale up. “Smart” environments will take hold. Attracting this young and creative generation will be a shared goal of cities and employers.



A WORKPLACE THAT CONNECTS
QVC Japan Headquarters delivers a workspace fostering communication among its employees and incubating new ideas. Collaborative work pods and informal spaces allow for interaction throughout the building, suiting QVC's 24/7 operations.

QVC Japan Headquarters,
Chiba, Japan

Commercial Office Building Developers

TREND
03

New drivers of change

Office buildings are changing. This reflects a shift from hierarchy to community, to support innovation. A younger workforce wants to see itself and its locally based culture in the office. Mixing work with other uses is a growing practice; connecting informally with others in and around the building is a plus. Both make urban mixed-use locations more highly valued.

TREND
04

A building type in flux

Emerging tenant demands challenge conventional approaches to vertical transportation, egress, floor-to-floor heights, and occupancy metrics. Higher densities, greater utilization, and 24/7 use mean more robust infrastructure for new buildings. Low-voltage current and the cloud simplify it for some users, making older buildings easier to convert to meet the needs of office tenants.

THE COMMERCIAL OFFICE BUILDING PARADIGM SHIFTS

PRE-GREAT RECESSION

20–25k square foot (sf) floor plates

250–350 sf per person

Stacked office floors without openings and interconnecting stairs are the norm

10 percent chance of unplanned encounters with others

Center core

Amenities mostly tenant-provided, dispersed

8- to 9-foot ceiling height throughout all workspaces

Favored locations: central business districts or suburbs

POST-GREAT RECESSION

Up to 60k sf floor plates

150–250 sf per person

2- to 3-story opening with interconnecting stairs more common

90 percent chance of unplanned encounters with others

Offset core in some markets

More building amenities in a walkable, amenity-rich setting

9- to 12-foot typical ceiling heights, varying based on use

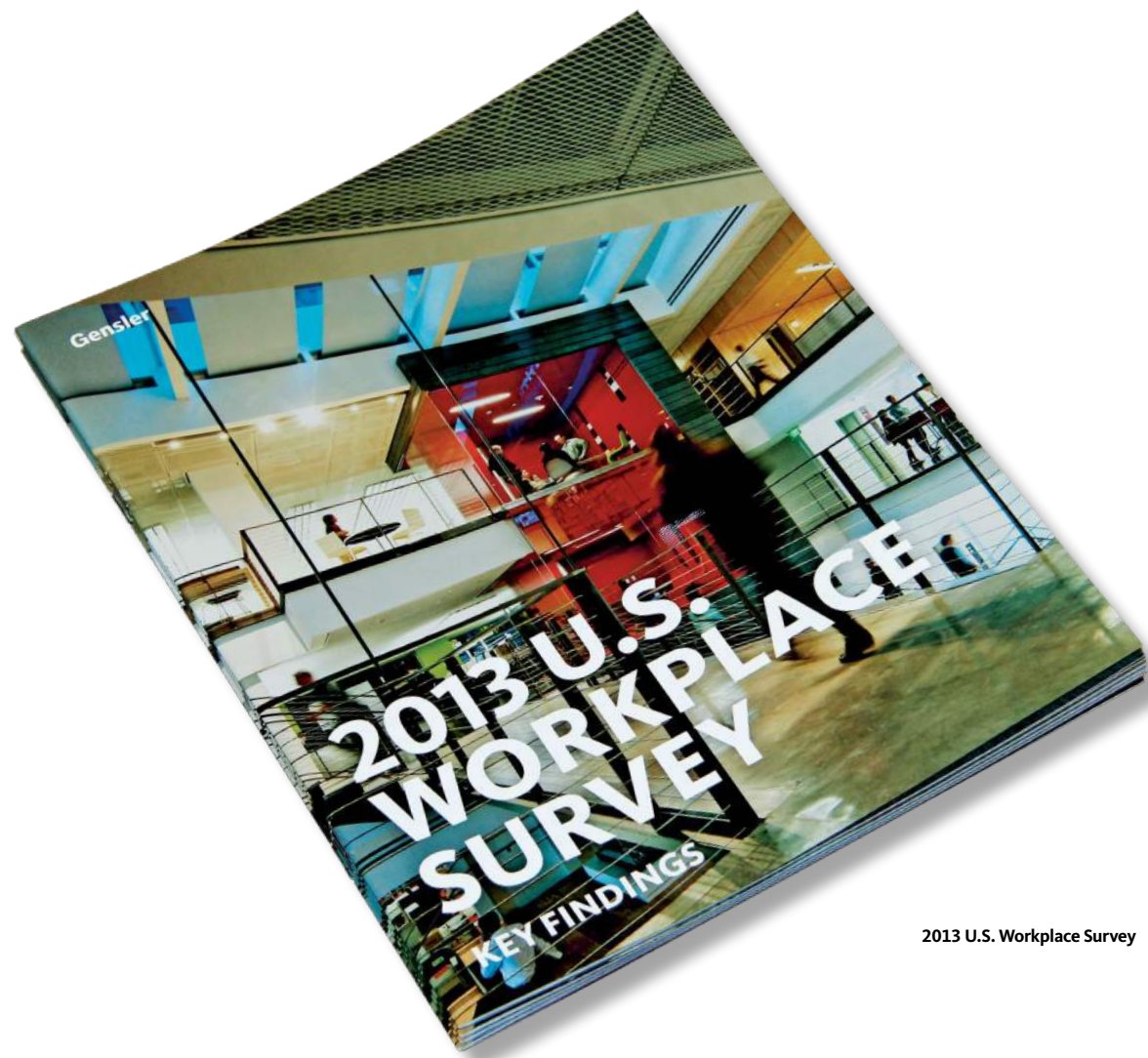
Favored locations: mixed-use urban districts near transit

A NEW HIGHRISE ARCHETYPE

In designing The Tower at PNC Plaza, Gensler is setting a new standard for sustainable skyscrapers, driving performance, and supporting the community. The 32-story tower complements PNC's other buildings nearby, creating an urban district.

The Tower at PNC Plaza, Pittsburgh





2013 U.S. Workplace Survey

Consulting

TREND
05

Data-informed design

Strategic decisions—locating a headquarters, resolving workplace dilemmas, or designing the user experience—will draw on data analytics for timely, broad-based findings that inform the solutions. By combining sets of previously siloed data, analytics can deliver surprising insights, giving clients new perspectives on the major issues in front of them.

TREND
06

Transformative space

Leading organizations know that well-designed workspace improves performance, speeds innovation, and builds healthy cultures. They see it as crucial to achieving their goals. New research bears them out. The push for transformational space will make it standard practice to integrate strategy, collaborative design, engaged change management, and post-occupancy calibration.



DATA DRIVES WORKPLACE

Gensler's 2013 U.S. Workplace Survey revealed that only one in four US workers are in optimal workplace environments. Now we know that both focus and collaboration are crucial to the success of any organization in today's economy.

McCann, New York



THE PRESENT FUTURE CAMPUS

Silicon Valley campus headquarters are evolving as more emphasis is put on “being present” to speed team-based product innovation. These expressive buildings are open, amenity-laden, and supportive of people and a collaborative workflow.

NVIDIA Headquarters, Santa Clara, CA

Corporate Campuses

TREND 07

Shifting views on headquarters

Silicon Valley continues to favor suburban campuses, even though the tech workforce lives urban. Yet other companies are following the broader trend of locating close in, often in areas overlooked by financial companies and professional services firms. Energy companies also favor the suburbs, but a few of them are opting for several locations that face their global markets.

TREND 08

Two main functions: catalyst & accelerant

Increasingly, headquarters will focus on two primary purposes: supporting relationship building within global firms and propelling interdisciplinary teams to deliver innovative new products. The organizations behind them constantly sift the marketplace for new models that work better. Coworking space is an example, not only drawing corporate interest but likely to move into the mainstream.

Professional Services Firms

TREND
09

The push for real estate efficiency

The quest for real estate efficiency is leading law, accounting, and consulting firms to leverage mobility more fully and opt for shared open and team-based workspace over enclosed offices. As new ways of working reduce the size of libraries, records, and administrative staff, firms are consolidating support functions and adding flexibility to grow within smaller footprints.

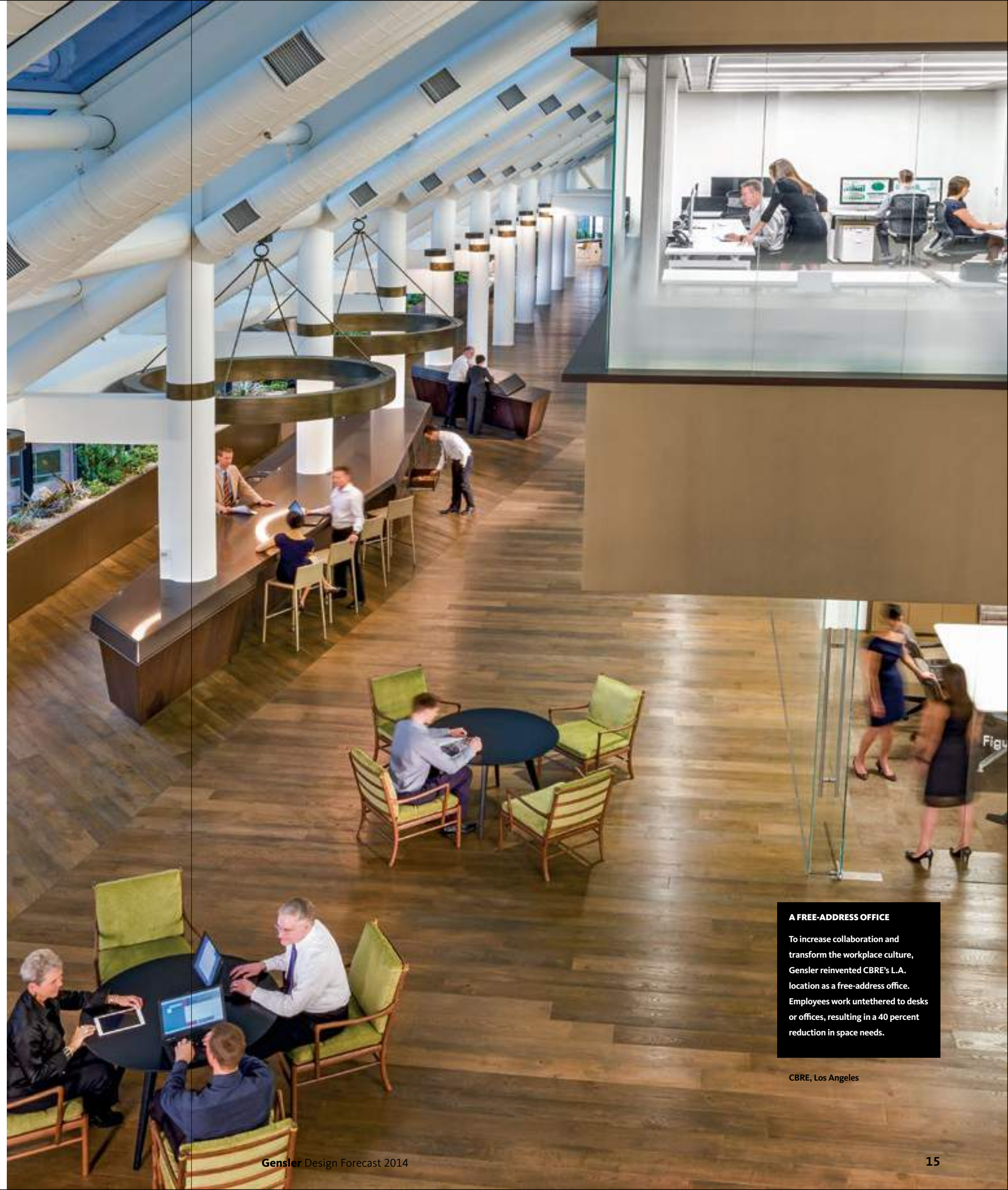
TREND
10

The new model for legal practice

Law firms traditionally handle unique and complex matters, yet about 80 percent of their work is transactional. New business models are shifting the focus from solving legal problems to solving business problems. As law firms' corporate clients take on more routine legal work, wholly owned legal process organizations (LPOs) are competing with law firms for some of it.



Latham & Watkins, Houston



A FREE-ADDRESS OFFICE

To increase collaboration and transform the workplace culture, Gensler reinvented CBRE's L.A. location as a free-address office. Employees work untethered to desks or offices, resulting in a 40 percent reduction in space needs.

CBRE, Los Angeles

Offices are now a mix of work modes.

PERFORMANCE OPTIONS

Organizations that give employees a range of options for when and where to work help create a climate that engages people and lets them tailor space, time, and tools to suit their changing needs and work modes. Productivity and innovation benefit.

Technology company,
Silicon Valley, CA

Financial Services Firms

TREND
11

A need for greater workplace choices

Recognizing the difficulty of devising "global" standards, firms are opting for a kit of parts that is adaptable to many different locations. Firms are also testing touch-down tech hubs, easily reconfigured offices, open-bench workstation neighborhoods, and open network team areas. While technology may be visible or invisible in these settings, it is integral to how well they work.

TREND
12

Influencers of sector change

There are two big influencers in the sector. One is the changed regulatory regime following the 2009 financial crisis, which has led big banks to spin off proprietary trading and private equity. The other is the unsettled question of retail banking: will technology make branch banks disappear or will they be reinvented as a brand- and relationship-building space?



CATERING TO THE CUSTOMER

Experience trumps technology. BankUnited commissioned Gensler to design the prototype for their commercial bank debut in Manhattan, which delivers a tailored experience beyond transactions to respond to customers' 24/7 needs.

BankUnited, New York

NEXT-GEN MEDIA FACILITIES

As media companies embrace digital content, they're reinventing their operations as high-def, multi-platform production facilities. Play is considered an important part of work, with inspired spaces where employees can create.

Comcast SportsNet, Houston
below: Hulu, Santa Monica, CA



Media

TREND
13

Embracing new media is a necessity

Mastering media in all its forms is almost mandatory for effective organizations. Social media in particular has matured to the point that personal digital connectivity is a given. This interactivity will revolutionize every sector that it touches. Despite the potential for disruption, the growing hunger for digital content is likely to spur creative enterprise, not stifle it.

TREND
14

The media industry's growing impact

Media now includes all forms of interpersonal communications, entertainment, and interactive technologies. It comprises both conveying information and sharing it. The emerging media industry reflects how content and delivery are fused together. It is changing the competitive landscape and challenging other industries' business models and use of physical space.

THE TOP FACTORS THAT ARE DRIVING THE SURGE IN MEDIA DEMAND

WEB ACCESS IS CLOSE TO TOTAL

90 percent in developed countries

SOCIAL NETWORKS

Smart devices fuel community

A DATA-DRIVEN SOCIETY

Data is at everyone's fingertips

MOVING TO THE CLOUD

Media gets more room to play

THERE'S AN APP FOR THAT

Portals are ultra-easy and branded

UNTETHERED ACCESS

The media portals are all mobile

NEW INTEREST IN VIDEO

Every smart device is the TV

MEDIA IS PART OF EXPERIENCE

It contributes to making great places



Product Design

TREND 15

The maker revolution goes mainstream

With small-scale 3D printers becoming more affordable, expect to see a steady evolution of what people can make with them. Look for 3D printers to emerge as creative tools, adding an artisanal element to fabrication. As it proliferates, this kind of printing will reshape mainstream manufacturing, making larger components and short runs of backlist and bespoke products.

TREND 16

Rising costs in cities will spark innovation

Soaring urban real estate costs will generate new products aimed at maximizing the use of minimal space. A big part of this trend is a greater willingness to share what was formerly assigned or owned. From free-address work settings to car- and bike-sharing, new products will be developed to serve greater numbers of people "just in time" in less space and at lower cost.



Martin Bratrud, One Occasional Table



HBF Dialogue Lounge Chair



Leland HiFi Chair



Tuohy Finesse Bench



Coalesse Teamwork Satellite Tables



Leland HiFi Collection



Cooper Lighting Neo-Ray Versys



Luxo Ninety Task Lamp Collection



Leland HiFi Collection



Halcon Motus

DESIGNED FOR WORK'S FUTURE

Products are an important aspect of the workplace, addressing the need for scale, comfort, and enjoyment in ways that speak to brand and choice. Our growing catalogue of products reflects our knowledge of the trends affecting work's settings and users.



Cooper Lighting Petite Nuage



Martin Bratrud, One Lounge Seating



Nienkämper Yabaco Chair



Halcon Porter Serving Cart



HBF Logicmeet Collection



Martin Bratrud, One Lounger



Momentum Group, Black & White Textiles

LABS THAT CAN FLEX

Energy companies are as lab-intensive as pharma or biotech. The newest labs are modular and flexible to accommodate future needs. These multidisciplinary labs unite discrete technology divisions while increasing safety and efficiency.

Energy services company, Houston
opposite below: Biola University,
La Mirada, CA



Science & Technology

TREND
17

Supporting global/local R&D

Multidisciplinary collaboration and knowledge sharing with outside (often offshore) companies and institutions around early-stage research is growing. Later-stage development takes place in-house, but the collaboration continues. R&D space has to serve the age- and culture-diverse workforce, with shared settings and amenities that support it through every step in product development.

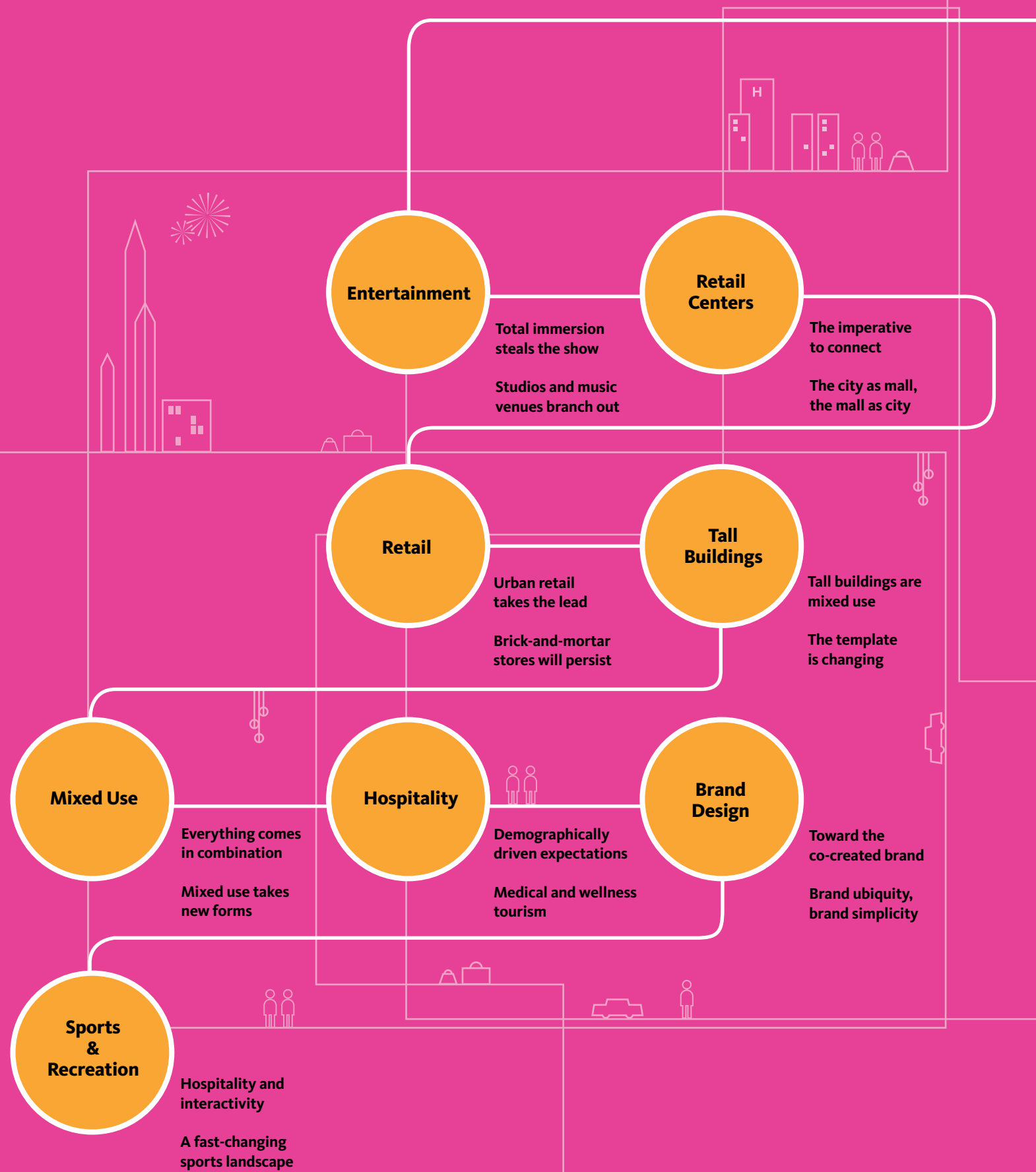
TREND
18

Rethinking the lab environment

The use of advanced technology is transforming how lab research is done. Labs are becoming more compact, flexible, modular, and better integrated with the larger workspace. This gives researchers a wider choice of work settings. Because speed to market is crucial, labs are designed for rapid prototyping, enabling the product/project teams to innovate without losing momentum.



The Future of Lifestyle



The relationship is personal. Differentiation is a theme as brands reach out to individual consumers. Brands have to learn to speak to a desire for authenticity and urbanity. They have to bring consumers into the picture. These steps need care and cultivation to work effectively. Here are two reasons why.

The Lifestyle sector's new mix involves some contradictions.

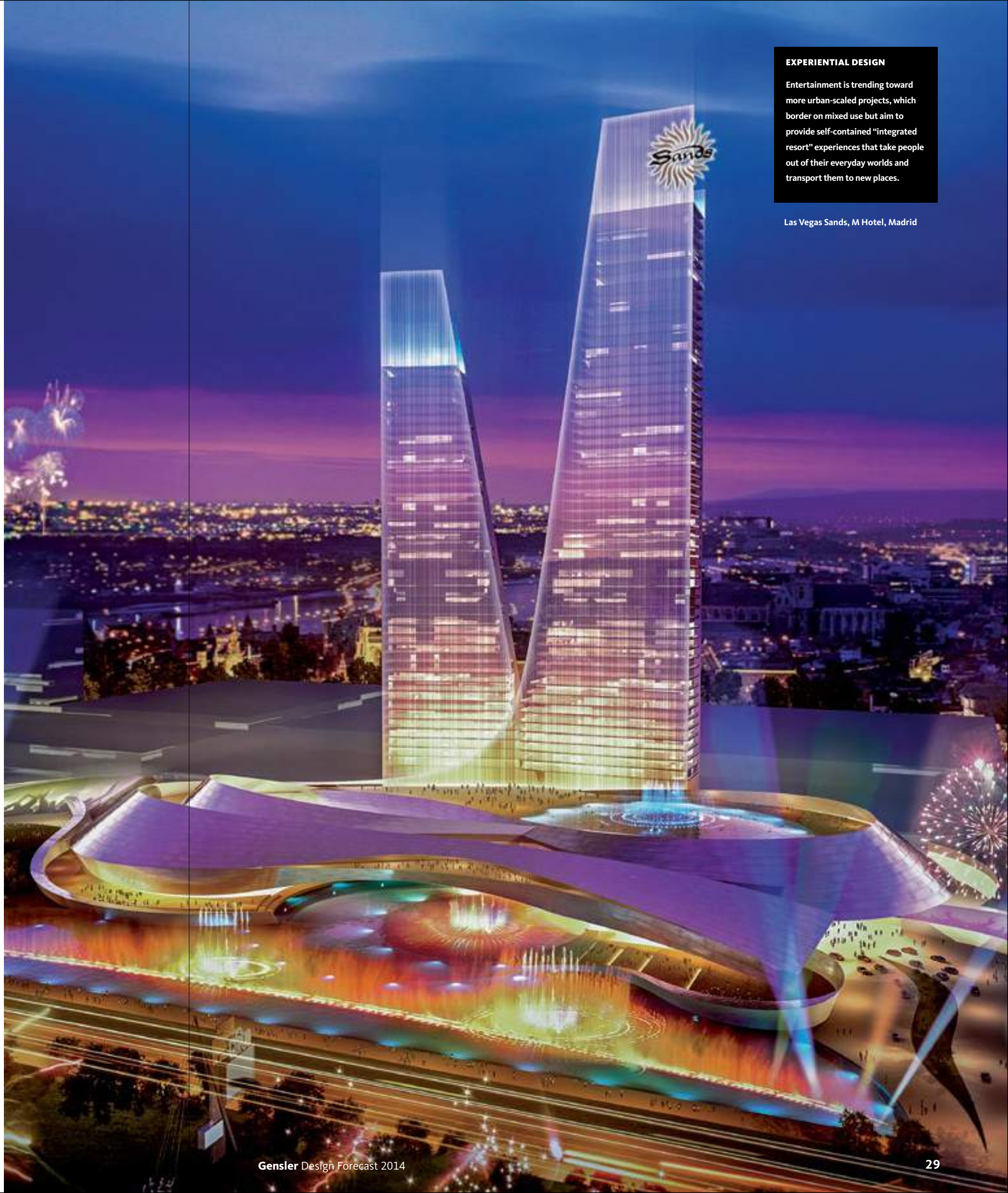
Consumer expectations that upend what tradition says should pair (or not) are driving change across the sector. While the mix of uses is growing in variety, some of the uses are shrinking. New forms and formats are emerging in response. Mass appeal matters, but bespoke, local, artisanal, and elite are a desirable counterpoint. The challenge is to make the resulting mix work in a business sense and as a compelling destination.

Signal to noise is a real issue in an age of hyperconnectivity.

When every lifestyle brand hawks experience and uses multiple touch points to attract business, there's a risk their clientele will turn off or turn hostile. Self-curated experience is on the rise as people take the lead and draw on what their cohort thinks, not what brands tell them. Brands want in on the conversation, but it takes finesse to pull this off without seeming tone deaf. Engaging people is one of design's biggest challenges.



ArcLight Beach Cities,
El Segundo, CA



EXPERIENTIAL DESIGN
Entertainment is trending toward more urban-scaled projects, which border on mixed use but aim to provide self-contained "integrated resort" experiences that take people out of their everyday worlds and transport them to new places.

Las Vegas Sands, M Hotel, Madrid

Entertainment

TREND 19
Total immersion steals the show
People are seeking immersive environments that take them to new places. Large-scale theme parks and themed attractions are appearing in the Gulf, China, and Turkey. Casinos take on spectacular new forms or recall exotic locations. Even cinemas offer high-end experiences. While technology is part of it, the settings and sensory engagement are the main events.

TREND 20
Studios and music venues branch out
New centers of creative content are emerging in the film industry, with studios on the rise in East Asia and Europe to develop major motion pictures. The economic impact of iTunes and other digital media has raised the importance of live performances to musical artists and promoters—a catalyst for new concert venues that often double as anchors of mixed-use projects.



above, below, and below right:
The Avenues, Al Farwaniya, Kuwait City

TAILORED TO FIT

The Avenues, Kuwait City's newly expanded retail destination, adds urbanity to the retail experience. Gensler's 900,000-square-foot addition creates a walkable shopping experience that is tailored to the social customs of the region.



Retail Centers

TREND
21

The imperative to connect

Retail centers are pulling out the stops to connect with shoppers, both by curating the mix to reflect local tastes and by layering in activities—a full calendar of farmers' markets, concerts, craft and maker fairs—and amenities that their target markets will appreciate. The aim is to increase the touch points with shoppers so a center is on their map and worth return visits.

TREND
22

The city as mall, the mall as city

Urbanization is shifting retail centers to the urban core as retailers focus on dense, transit-served districts. In established urban markets with a lot of infill sites, retail centers are shrinking. They're also engaging the street rather than turning their backs on it. In other markets, the scale is much bigger, but the feeling is urban and walkable, activated by density and events.





BUILDING BRAND AWARENESS
 In a technology-saturated world, it's important that retail stores build brand awareness through their physical locations. Some retailers are doing this by pushing beyond their home markets to stake a claim in new cities—or distant countries.

Sport Chalet, Los Angeles



above: The Keurig™ Store, Burlington, MA
 below: Topshop, Los Angeles

Retail

TREND
23

Urban retail takes the lead

In cities, brand consistency is less important than getting local culture and preferences right. Self-expression trumps brand identification among consumers. Entrepreneurship in urban markets will generate new retail concepts catering to many different lifestyle choices. To attract these customers, retailers may venture into smaller, nontraditional settings conveying uniqueness and authenticity.

TREND
24

Brick-and-mortar stores will persist

Although their overall contribution to retailer revenues is declining, stores will persist because they offer brick-and-mortar retailers a way to differentiate themselves from online shopping. To shrink stores and decouple inventory and delivery from the hands-on, tech-augmented experience of stores, sales staff, and goods, retailers will need to integrate and orchestrate their different retail channels.



Gensler Design Forecast 2014



When completed in 2014, the 121-story Shanghai Tower will be China's tallest building—the centerpiece of the Lujiazui Finance and Trade Zone.

Shanghai Tower, Shanghai



Tall Buildings

TREND
25

Tall buildings are mixed use

To minimize investment risk and activate the larger setting, the trend in tall buildings is to mix headquarters-quality office floors with hotel, residential, retail, cultural, and community spaces. Separate access is important—and VIP access is crucial in China. The retail podium, sky gardens, shared-amenity floors, and public club/observation spaces all support round-the-clock vertical living.

TREND
26

The template is changing

Central cores persist in China, but some markets opt for split, offset, and perimeter cores with more open, flexible office floors. Façades are now a key component of building performance, not just a pretty skin. They also serve the desire for outdoor access, even at great height. Look for continuing innovation in vertical transportation, sustainability, and building safety and security.

TALL BUILDINGS IN CONSTRUCTION

Confidential super-highrise
China



Xiamen Shimao Cross-Strait Plaza
Xiamen



Chongqing Tianhe Tower
Chongqing



KAFD World Trade Center
Riyadh



TALL BUILDINGS ON THE BOARDS

Four Seasons Hotel Tower
Mumbai



Fairmont Austin Hotel
Austin



Nanjing World Trade Center
Nanjing



National Bank of Abu Dhabi
Abu Dhabi



Mixed Use

TREND
27

Everything comes in combination

The necessity of mixed use is such that even specialists in single-use development look for ways to introduce it in their own projects or capitalize on it in the adjoining district. The value it brings, even in suburban towns, has as much to do with social connectivity as destination value. Transit is often in the mix, but the mix is richer, denser, finer-grained, and more dynamic and unpredictable.

TREND
28

Mixed use takes new forms

Asia and the Gulf will lead the way in doing mixed use at a mega-scale, integrating complex programs that weave form and experience together to attract the newly affluent. Mixed use will be seen as an invitation to experiment, rethinking the urban realm as a "curated" place that caters to different lifestyles and demographics to stay active and attractive on a 24/7 basis.



PICKING UP LOCAL CUES

More and more, location is shaping the character and form of mixed-use projects. While always seeking new models, designers are also seizing the opportunity to respond to authentic local culture and the physical context.

above: River Oaks District, Houston
below: Shimo Shenzhen Qianhai Canal City, Shenzhen, China



Hospitality

TREND
29

Demographically driven expectations

The potential clientele for hospitality is driven and differentiated by demographics. While younger Western travelers use apps to forego hotels, their parents are still drawn by perks and wellness. As the guest profiles change, so do the choices. Cohorts gather—for business or pleasure. New to the scene are the emerging middle classes, whose hotel brand loyalties may be formed at home.

TREND
30

Medical and wellness tourism

As people shop the world for medical procedures, it's likely these procedures will be offered as an all-inclusive package. Also on the horizon are resorts that combine wellness with recreation and other diversions, allowing people to recuperate and recalibrate. Tying these resorts to wellness programs back home could make hospitality brands a player or strategic partner in the healthcare market.



THE IMPACT OF MILLENNIALS

Travel spending by the millennial generation is rising. Young travelers spend far more time socializing or working in the lobby ("isolated togetherness") than in guest rooms. They also relate to the adjoining district as a broad-based amenity.

The Alexander, Indianapolis
below: Westin Hotel, Suzhou, China



Reunion Tower GeO-Deck, Dallas





LUXURY IN SANTA BARBARA

Restoration of the iconic El Encanto resort hotel recaptures the spirit of the days when it catered to artists, celebrities, and the East Coast "carriage trade." It features 92 premium rooms and suites and a new ballroom and restaurant.

El Encanto Hotel, Santa Barbara, CA

Brand Design

TREND
31

Toward the co-created brand

Access to technology and instant information gives people almost unlimited choices. They can curate their experiences based on ever-more-specific personal preferences and the influences of social networks. To stay relevant and engage consumers meaningfully, brands will need to develop collaborative platforms that let people play the role of co-creators.

TREND
32

Brand ubiquity, brand simplicity

Brands confront a multiplicity of ways to reach consumers. This is prompting them to adopt holistic approaches that tailor the connection and make it seamless. If it's overdone, consumers may tune out. Feeling bombarded, they turn to brands—especially the local, ephemeral, and bespoke ones—that limit the noise and focus the interactions on what really matters.



THE TIES THAT BIND

Our brand engagement research found customers are far more loyal to brands with which they have sustained, emotional ties. It's also essential that customers can choose how they interact—in person, online, or via other channels.

above: Pinnacle Foods, Parsippany, NJ
below: Hilton Grand Vacations, touch-screen interface design
left: Lucifer Lighting monograph



Sports & Recreation

TREND
33

Hospitality and interactivity

In order to attract the premium guests, stadiums and arenas are providing more exclusive hospitality environments for those fans and sponsors. Providing spaces for sponsors to entertain is an important part of the package. For high-end fans, the club is a critical amenity, providing distinctive experiences such as close-up views of players taking the field or on-court time during warm-ups.

TREND
34

A fast-changing sports landscape

Increasingly, teams are competing with the convenience of large-screen TVs at home. In response, stadiums and arenas are adding large-screen HD displays, interactive technology, WiFi, expanded-bandwidth cell service, and fantasy stats to enhance the fan experience. Stadiums designed for one sport are generating new revenue by adding events on the field or in special hospitality spaces.



above: Shenbei Arena, Shenbei, China
below: Farmers Field, Los Angeles

ANCHORS OF URBAN DISTRICTS

At both Shenbei Arena and Farmers Field, new sports facilities will anchor the districts around them, creating destinations where crowds of fans spend money at shops, restaurants, hotels, and bars while coming and going.



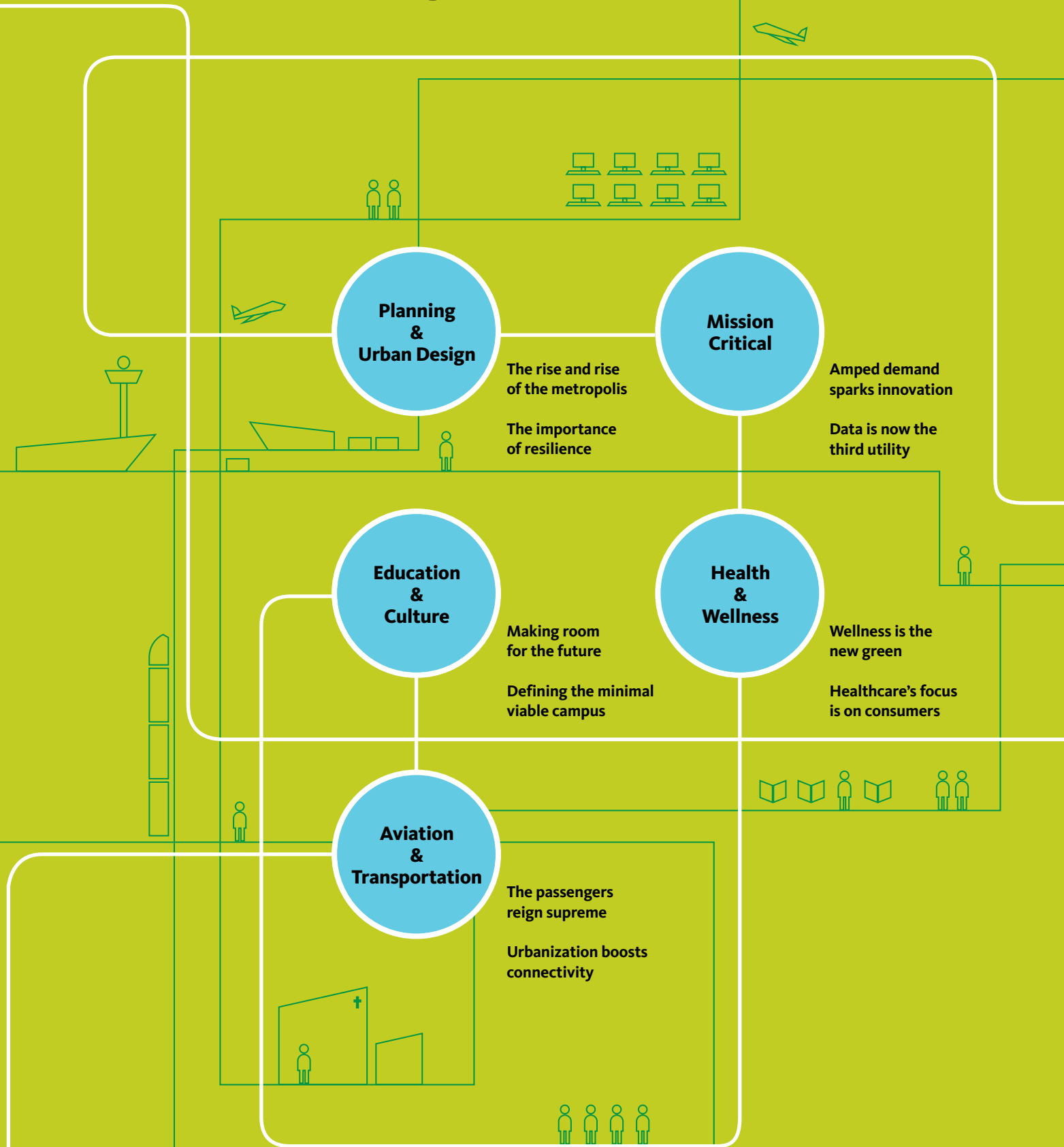
People are eager for experience.

TRAINING TO WIN

Japan fell out of contention in indoor cycling events after 1996, when the track standard changed. Now the Japan Keirin Association's indoor cycling track and training center has given the country new champions.

Izu Velodrome, Izu, Japan

The Future of Community



Looking for new approaches. The Community sector is in a major transition. Economic and demographic shifts put the status quo in question. The altered landscape is prompting renewed investment, a hunt for savings and efficiency, and a new openness to innovation. **Two trends stand out.**



The urbanization of the planet puts the spotlight on metropolitan regions.

We're entering an age of cities. Even where growth is slow, the trend is toward compact, dense, walkable cities that can support modern infrastructure. Metropolitan regions will gain importance as resilience becomes a critical issue for their dominant cities. Managing growth in a larger sense will be on many of these cities' agendas as they invest in airports, transit, healthcare, education, and housing.

A more active and equal relationship will change settings and behaviors.

The old relationship saw people as passive receivers of community services. Now people have more choices. Factors like accessibility, accountability, and affordability count. For their part, communities need people to step up, to do things that used to be done for them. As the relationships change, communities are rethinking their settings in order to engage their communal "customers" as active partners.

Planning & Urban Design

TREND
35

The rise and rise of the metropolis

Growing urbanization means that metropolitan regions are the engines of the wider economy. They have to balance the demands of the future with the realities of the present, and contend with very different challenges. Planning for a metropolis will mean engaging with it over time, influencing the short term with a longer-term perspective. It will also require a global toolkit.

TREND
36

The importance of resilience

As metropolitan regions become more populous, planning for their resilience will be a priority concern. The elements of resilience will vary but are likely to include public safety and security, continuity of infrastructure and services, and—higher up Maslow's scale—the raw material of competitiveness and quality of life: access to culture, education, entertainment, and recreation.

Skies of Ejabah, Makkah, Saudi Arabia



A MIXED-USE ANCHOR

Gensler's City Heart development will create a retail, office, and entertainment district in the urban core of Zhuhai, China. A shopping promenade weaves through the site along natural contours, linking the mountains to a seashore park.

Urban design of City Heart of Zhuhai, Zhuhai, China



THE FUTURE DATA CENTER

The latest data centers are integrated with other functions and designed to fit seamlessly into larger workplace settings. In the age of Big Data and cloud-based content, these facilities are efficient, streamlined prototypes for information sharing.

*left: Distribution and transmission control center, San Francisco Bay Area, CA
below: Technology company briefing center, Silicon Valley, CA*

Mission Critical

TREND
37

Amped demand sparks innovation

Surging demand for bandwidth is reshaping many data centers. Search-engine and social-network providers use multiple locations to achieve redundancy, designing for an 18-month server upgrade cycle and faster replacement of support systems. In urban areas, locating data centers close to customers will grow as service providers convert existing buildings into colocation data centers.

TREND
38

Data is now the third utility

Data is fast becoming a utility, like power and water. Access to digital information is emerging as a basic human need. Proliferating wireless services and devices, which tap into increasingly complex, largely cloud-based content, are driving a huge demand for bandwidth. Meeting it with network infrastructure and data centers will be high on the list, especially for emerging economies, as infrastructure priorities are set.



Education & Culture

TREND
39

Making room for the future

Many cultural and educational institutions are becoming more interdisciplinary in nature. They are also moving from formal and structured programs and spaces to ones that are more informal and open-ended. These changes require a new generation of buildings and settings that are both more flexible and better able to accommodate a broad range of activities with a greater intensity of use.

TREND
40

Defining the minimal viable campus

Faced with new competitors, programs, and teaching methods, higher education is raising basic questions about the role and nature of the campus as a place (its size, character, and purpose) and about the time spent there (how much, where, and how). Established and new institutions are asking how much "place" they need, particularly outside the traditional campus and for those that never had one.



above, left and right: Gratz Center,
Fourth Presbyterian Church, Chicago
Duke Kunshan University (DKU),
Kunshan, China



CAMPUSES GO GLOBAL

Recognizing that the most important 21st-century research universities will be global, new university campuses are being built in China, including Duke Kunshan University near Shanghai and a second campus of Beijing's Renmin University.



SUSTAINABLE COMMUNITIES

Many urban medical centers are opening outpatient clinics, offering classes, and becoming the anchors of healthier neighborhoods. This Los Angeles medical center builds in walkability and takes a community-based approach to wellness.

Health & Wellness

TREND
41

Wellness is the new green

Growing awareness of how the patterns of daily life contribute to and work against personal health is starting to reshape a great many of the settings in which people live and work. Communities of different types will take a greater interest in nudging their constituencies toward healthier lifestyles, with design playing its part in addressing a wellness agenda in the built environment at every scale.

TREND
42

Healthcare's focus is on consumers

America's Affordable Care Act is indicative of healthcare's pro-consumer shift. Health insurance providers are opening retail spaces and kiosks, while medical clinics are popping up in pharmacies and supermarkets. Medical centers are moving outpatient units into the community, close to the people served, leaving inpatient surgery, specialist care, and trauma to be more centrally provided.



above: Community medical center, Los Angeles
Tulsa Cancer Institute, Tulsa, OK

Aviation & Transportation

TREND
43

The passengers reign supreme

People want their airports back. In a post-9/11 world, their desire for more pleasurable air travel will compel airports to cater to passengers' varied needs and wants. New levels of comfort and calm will elevate the total experience. Airports will look beyond aviation, finding inspiration in hospitality, entertainment, retail, and brand design to meet passengers' raised expectations.

TREND
44

Urbanization boosts connectivity

As rising urbanization increases density, regions will push for greater connectivity. Airports will be the global portals of metropolitan and intercity transit systems, including high-speed rail. Airports will be destinations and urban centers in their own right, spurring a host of new uses that can leverage their strategic importance as a converging point—the long-forecast airport city.



above: LAX Star Alliance Lounge, Los Angeles
Chennai International Airport, Chennai, India

AN AEROTROPOLIS GATEWAY
As India's third-busiest airport, Chennai International is the gateway to the country's southern region. With a curved roof that collects rainwater and allows daylight inside, the new terminal sets benchmarks in resilient design.



CONNECTING DIA TO DENVER

Denver International Airport Hotel and Transit Center reinvents the airport as a swift gateway to the city and a destination itself, thanks to a new hotel and public plaza. Both the region and travelers are well-served.

Denver International Airport Hotel and Transit Center, Denver

**Global hub
and vibrant
destination.**