THE PUBLICS ROLE IN PARTICIPATING IN THE ACTIVE MUSEUM
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>WELCOME</td>
<td>5</td>
</tr>
<tr>
<td>SECTOR FUTURES</td>
<td></td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>6</td>
</tr>
<tr>
<td>COLLECTIVE INTELLIGENCE</td>
<td>12</td>
</tr>
<tr>
<td>THOUGHT LEADERSHIP</td>
<td></td>
</tr>
<tr>
<td>TRANSFORMING VISITORS TO ARTISTS &amp; PERFORMERS</td>
<td>20</td>
</tr>
<tr>
<td>TIES</td>
<td></td>
</tr>
<tr>
<td>CONVENTIONS &amp; EVENTS ARE PUTTING THE CITY AT CENTRE STAGE</td>
<td>28</td>
</tr>
<tr>
<td>FREELY FLIPPING CONVENTION MODES TO MATCH DELEGATE EXPECTATIONS</td>
<td>36</td>
</tr>
<tr>
<td>THE PUBLICS ROLE IN PARTICIPATING IN THE ACTIVE MUSEUM</td>
<td>44</td>
</tr>
</tbody>
</table>
WELCOME TO
SECTOR FUTURES

Sector Futures is the confluence of our sectors and disciplines to create endless innovative project permutations that improve and add value by creating user relevancy to our clients’ projects.

Every client, together with Woods Bagot, can select from a range of sectors and disciplines that specifically relate to the various known and unknown elements of their project brief.

As our various sector experts debate and explore the benefit of cross-integration, they create a blurring of influence and functionality improving project outcomes for a changing audience.

Each client project through this amalgamation has the potential to not only deliver on the brief but also to respond to a new project future that relates to our fast-changing digital and physical environments.

Nik Karalis
Chief Executive Officer
Woods Bagot
People Architecture.

Delivered by Sector Futures

The Amalgamation of Cross-Sector knowledge informed by Human Behaviour and Community Mapping.
Our Process & Our Philosophy

People Architecture.

Human-Centric Design

Delivered through

Sector Futures

a Blurring of Sectors and Disciplines

Supported by
3 Enterprise Functions

UrbanSystems
The Way We Live.

SuperSpace
Analyzing The Way We Live.

BrandStudio
Narrating The Way We Live.
Sector Futures is our delivery mechanism that allows clients to create endless project permutations.

We bring in experts from a variety of sectors to local studios to ensure a multi-faceted approach to every single project. Working across our discipline and sector knowledge, our focus is to listen and understand our clients functional, operational and cultural needs. We draw from our research and experience to create solutions that work for both owners, societies and end users. The blurring of these boundaries is a continual source of inspiration.
COLLECTIVE INTELLIGENCE

Office Buildings Taking on the Life of the City
The Afterlife Opportunity of Office Buildings
Working Harder to Meet the Environmental Needs of Now
Come to Work, Get Healthy
Unchain Your Staff: Workplace Metabolism
You're a Millennial Too, Start Working Like One.
Give Virtual Creative Networks a Place to Live.
The World is Too Fast for Typical Linear Processes
The Inherent City Resilience to Adapt to Evolving Demands.
Setting the Criteria for a Livable City
New Energy and Mobility Solutions to Bring our Cities into the Future
Conventions & Events are Putting the City at Centre Stage
Freely Flipping Convention Modes to Match Delegate Expectations
The Public’s Role in Participating in the Active Museum
Discovering the Spirit of the City Through the Museum
The Full Deal: A Choreography of Selling
Ownership is a Thing of the Past
Rethinking Community Space with Desired Amenity
Freedom of Downscaling Without Compromise

An Endless Blur of future project possibilities through a convergence of knowledge & data analysis.
Bruno’s approach to architecture applies a comprehensive knowledge base spanning from conceptual design through to project delivery across a broad range of sectors, particularly education and lifestyle.

His diverse skills have been thoroughly tested on projects ranging in type, scale, budget and geography, while his design success is visible in numerous architectural awards and published work.

He ensures continuous dedication to knowledge, research and the challenge of design methodologies is channelled via a commitment to lecturing and tutoring at RMIT University.

This all-encompassing approach to the practice of architecture asserts Bruno’s role as a well-rounded designer, conditioned by a balanced program of commercial practice, client relationship building and academia.
Each of our sectors are enhanced by proprietary computational analysis tools that provide evidence of human behaviour in relationship to functions and qualities of physical space across three typologies: City, Neighbourhood & Room.
THOUGHT LEADERSHIP / 20
Transforming Visitors to Artists & Performers

WHAT IS A T.I.E.? / 24

01
CONVENTIONS & EVENTS ARE PUTTING THE CITY AT CENTRE STAGE / 28

02
FREELY FLIPPING CONVENTION MODES TO MATCH DELEGATE EXPECTATIONS / 36

03
THE PUBLICS ROLE IN PARTICIPATING IN THE ACTIVE MUSEUM / 44
The Conference Centre Becomes an Urban Experience

In the steady push towards more user-centred design, one realm seems to stands apart: the convention centre. With a few notable exceptions, the big-box venues seem like relics from an earlier era. From the escalators and exhibit halls to the cheap tote bags and out-of-the-way location, the user experience can be as predictable as eating at McDonald’s. That’s becoming a less sustainable model as cities invest in more mixed use and livable neighbourhoods. Along with tiring out attendees, the typical convention doesn’t always pay off for cities, either. Like a land-locked cruise ship, the centre’s inhabitants become cut off from the rest of the city. Users eat mainly near the convention area, shop at kiosks in the main hall, and even mail postcards without entering the city. When the event is done, many head home and essentially forget where they were.

That model no longer works. As with hotels and airports, newcomers want to experience the city and expect design that helps them do that. At the same time, city residents are seeking new ways to connect and demand space that enhances their experience, even disaggregating the convention centre across the urban fabric. Cities need facilities that can be adapted to multiple uses and generate multiple forms of revenue.

Those forces are shifting now only how convention centres are built, but also where. Once designed as single-use facilities with easy access to transport hubs, the convention centre is increasingly integrated into Central Business Districts or even spread across a city. Instead of being staged in one hall, the convention itself becomes an urban experience that takes visitors on a journey across the city.

The multi-experience venue will fast become the new convention typology. Instead of simply being a place to host gatherings and events, the convention centre must morph into an entertainment venue, a social hub, a gallery, a performance space, a marketplace, a learning institution, or even a workspace. The space must lend itself to a host of activities that have not yet even been conceived. Hybrid facilities that integrate the physical and the digital will support multi-space and time interactions, not to mention the virtual delegate.

Such innovations redefine the user experience of the convention attendee. Instead of being herded with a cast of thousands through exhibit halls, the user is treated as an individual, invited to join personalized learning experiences and small-group gatherings. The experience has a real-time, almost ad hoc feel. After all, a growing number of attendees are as likely to come in on a whim from around the corner as arrive on a long-planned trip from across the country. Instead of lecture halls that evoke college or rows of exhibits that are reminiscent of a grocery store, attendees can enter “maker spaces” and social hubs that promote team-based learning and knowledge sharing. The experience is collaborative, timely, and personalized. The attendee is in fact a participant who contributes to the experience and uses the space as a platform.

To more fully achieve this potential, the convention centre itself must also be redesigned. The “box with docks” model will not support this new direction. Instead, cities need a multimodal venue that incorporates more open spaces that allow for more orchestrated serendipity, with events that spill into the neighbouring community, a festival feel, and more marketplace opportunities. Sensors and other technologies are used to enhance communication, the media experience, and
the adaptability of the building to climate and usage. The plenary and flat-floor space can shift to handle large-scale concerts and other entertainment while also enabling more intimate gatherings. Pre-function spaces, which are often among the largest in a city’s asset base, are designed as galleries with a flexible infrastructure. The hypersized structure is giving way to a lean venue model which trade dedicated support space for green rooms that serve as swing space, enabling quick re-sizing. New typologies include incubator and interactive spaces that act as platforms for people to share ideas and collaborate.

The heft of a convention centre will increasingly be measured not by the size of its exterior but by the breadth of what happens inside. Instead of sitting away from the heart of its host city, a destination in itself, convention facilities become a part of that heart. Users from near and far get a more distinctive urban experience -- and help to create it.
T.I.E.
THE KNOT
BETWEEN
MARKET
RESEARCH &
DESIGN
OUTCOMES

TREND
A pattern of gradual change in a condition, output, or process. To follow a trend you must not only be aware of what is currently happening but be astute enough to predict what is going to happen in the future.

INNOVATION
The process of translating an idea or invention into a product or project that creates value or for our clients. Innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, behaviours or efficiencies and includes all processes.

EXEMPLAR
Serves as a perfect example of a given concept. A project that suggests a clear and detailed archetype or prototype; implying either a faultless example to be emulated or a perfect typification.
01. CONVENTIONS & EVENTS ARE PUTTING THE CITY AT CENTRE STAGE

01.1 TRENDS
CITY BRAND EXPERIENCE

Choreographing Surprise and Integrating Local Experience.

01.2 INNOVATION

01.3 EXEMPLAR
New Zealand International Convention Centre

02. FREELY FLIPPING CONVENTION MODES TO MATCH DELEGATE EXPECTATIONS

02.1 TRENDS
THE FLIPPED CONVENTION: Multi-Modal Venue

02.2 INNOVATION
Breaking with Convention: New Open Space Typologies

02.3 EXEMPLAR
Adelaide Convention Centre

03. THE PUBLICS ROLE IN PARTICIPATING IN THE ACTIVE MUSEUM

03.1 TRENDS
UN-CONVENTION

03.2 INNOVATION
Flexible Typologies

03.3 EXEMPLAR
Shijiazhuang International Convention and Exhibition Centre
CONVENTIONS & EVENTS ARE PUTTING THE CITY AT CENTRE STAGE

01.1 TREND
CITY BRAND EXPERIENCE

01.2 INNOVATION
Choreographing Surprise and Integrating Local Experience

01.3 EXEMPLAR
New Zealand International Convention Centre
Convention centres are becoming embedded in central business districts, putting an increased premium on design that reflects the local culture. Instead of locations that offer ample parking and easy access by car, these centralized locations offer easier access to public transit and a city’s top attractions. The increased density and proximity to city institutions demands a new typology that’s more fluid in its branding, design, and infrastructure.

Cities increasingly view the convention centre itself as a brand opportunity to sell the unique culture, talent pool, industry expertise, and tourist attractions. Delegates demand such an experience, as conferences are not just destinations but opportunities to engage with host cities to determine business, employment, and investment opportunities.

As a result, the planning priorities of the convention centre and city centre have become more aligned. The traditional structure, often described as a “box with docks,” revolves around a massive central building that’s at odds with the finer grain of most central districts. The interior can be immense and overwhelming, making it unattractive as a site for smaller events that are important to the community and alienating to locals who rarely see a reason to visit.

Now, convention centres are incorporating the lessons of finer grain mixed-use developments in the cities that surround them. They are designed with an inherent flexibility that lets users repurpose facilities for different uses, while bringing a more intimate and human-scale feel to the convention experience. The city experience is reflected in the interior experience of the building, either through distinctive standalone design or an open architecture that showcases nearby structures. Clients and delegates are placing an increased emphasis on having the building reflect the local experience so that delegates have the sense that they are experiencing the city rather than feeling that they could be anywhere.
Choreographing Surprise and Integrating Local Experience

- **Mixed use facilities located in prime CBD locations** for the specific purpose of stimulating economic connections.

- **Integrating authentic local activities** in the core function of the centre, supporting a high degree of activation and community engagement, ensuring locals incorporate the facility into their daily experience.

- **Minimising down time**: All convention centres should support programming of events beyond the realm of conventions.

- **The inside and outside should be fundamentally connected**. Those inside must embrace a new tech savvy client, they must facilitate multiple experiences (pop up retail), cultural (exhibitions) and branding/identity for clients, delegates and residents.
New Zealand International Convention Centre

Designed to reflect Auckland’s new urban identity with street-to-street edges, the centre features a flexible open architecture and dispenses with plazas to encourage connect directly with surrounding streets. The centre boasts a retractable plenary space, pre-function space, and exhibition space that can shift from 120 square metres to 8000 square metres, with almost limitless configurations between. A 120-metre gallery is mirrored by a laneway, enabling both spaces to flex and merge together while enhancing views of Waitakere Ranges and Waitemata Harbour. Located near the city’s main dining and shopping districts, the space is designed to also serve as an ideas hub and marketplace that can morph into cafes, bars, and tutorial rooms.
02
FREELY FLIPPING
CONVENTION
MODES TO MATCH
DELEGATE
EXPECTATIONS

02.1 TREND
THE FLIPPED CONVENTION:
Multi-Modal Venue

02.2 INNOVATION
Breaking with Convention:
New Open Space Typologies

02.3 EXEMPLAR
Adelaide Convention Centre
Generation Y, otherwise known as millennials, now comprises about 42% of convention delegates. They’re seeking an interactive conference experience, born of their educational experience, grasp of technology, and social media. This changing expectation in interactive participatory processes is driving new interactive learning and technology, creating a desire to focus on one-to-one or small group-to-small group interaction. They actively seek out opportunities for human interaction and collaboration that supports critical thinking, innovation, and complex problem solving.

In this era, the single-use public building is dead. Designed to maximize experience and choice, the multi-experience venue is the new typology. In this multi-modal venue, the convention centre can morph into a venue for rallies, retail, social gatherings, art installations, theatre, concerts, labs, education, and workplace. Hybrid meeting spaces integrate technology to multiple uses the virtual delegate. **Plenary and flat-floor spaces can be adapted for concerts and other entertainment.**

Convention centres have an opportunity to leverage their space to bring new value and revenue to cities. Concerts are just one example. Technology has changed the economics of entertainment. Performers now make most of their money performing but many cities don’t have the venues to support a stop on major tours. The old large venue model is often too expensive for second tier performers or those who prefer a boutique experience over the mega concert. Convention centres can fill in that gap, bringing new energy to the urban experience and new opportunities to partner with local groups looking to do the same.
Breaking with Convention:
New Open Space Typologies

- Designed for flexibility in repurposing space and rebranding. The open space event blurs with market festival typologies, enabling a design that can be adapted to host rallies, retail, social gatherings, art installations, theatre, concerts, labs, education, and workspace.

- Greater cost efficiencies through a lean venue model that can be adapted to a range of venue sizes.

- Hybrid meeting spaces integrate technology to provide multiple uses and accommodate virtual delegates.

- Green rooms serve as swing space, enabling quick re-sizing from 320 to 3,500 seats. Pre-function spaces can double as large gallery spaces. New typologies including incubator and interactive spaces that act as a platform for people to share and generate ideas in a participatory learning experience.
Adelaide Convention Centre

The design incorporates the region’s geological forms and colours, and enables ACC to operate as a single facility or as three stand-alone venues. Flexibility is achieved through a mobile, cantilevered seating system that can be adapted to multiple plenary configurations, from 320 to 3500 seats. The 10 different modes include two 320-seat rotating theatres that can be easily incorporated into the larger spaces. Retractable walls and swing spaces enable users to scale up or down. One day, it’s used to host a plenary session; the next, it’s broken into workshops for different groups before being reconfigured as a reception area. A multi-use banquet space that can also scale up and down into seven different modes. The blurring of function and pre-function space enables organizers to differentiate the feel and atmosphere of each setting, from classroom mode to a neighbourhood café or nightclub.
THE PUBLIC’S ROLE IN PARTICIPATING IN THE ACTIVE MUSEUM

03.1 TRENDS UN-CONVENTION
03.2 INNOVATION Flexible Typologies
03.3 EXEMPLAR Shijiazhuang International Convention and Exhibition Centre
Cities are redefining the business case for new convention centres by reimagining their purpose. It’s no longer sufficient to design a space that can host international meetings and draw attendees from around the world. The centre must also serve as a hub for the community, designed to accommodate a range of local events and experiences, from a weekend hackathon or debate tournament to concerts and education seminars. With flexible design comes the possibility of higher utilisation rates and revenue, which can justify higher-price locations downtown. The identity is more aligned with urban trends towards mixed-use neighbourhoods, hubs, and liveable cities.

The centre itself can be adapted to serve as a village green for the local neighbourhood while also being a beacon that brands the city to the outside world. Vast concrete plazas are displaced with more intimate, lush, and dynamic environments that entice people to gather. The conference centre becomes an attraction to those who are simply passing by, offering transparency into its galleries, seating or local eating establishments, and a calendar that captures a menu of offerings for the community. With its central location and proximity to public transit, the centre can create more moments of serendipity through ad-hoc entertainment, markets, and events that draw in the local community.

This new mission not only shifts how convention centres are built, but also where. Instead of being perched in the outskirts, near highways or airports that allow for easy access, the convention centre can now be integrated into central business districts. As with other city services, the facilities themselves can be disaggregated, bringing the possibility of event space to communities across the city. Instead of being staged in one hall, a convention can now become part of a wider urban experience that brings visitors to different parts of a city, much like the Olympics does on a far wider scale. While the core facility may be located in a central business district, satellite facilities can pop up in significant urban locations, allowing for a wider narrative in event planning and wider range of experiences for the event attendees. The challenge is to offer something unique, to stand out from the crowd.

For delegates, the payoff will be new and more authentic experiences. The convention will now convey more sense of place, the act of attending could become a journey through the city in itself, a part of the experience made seamless by organizers. For millennials, in particular, such a trend is welcome as they seek out more diverse experiences and adventures that blur the lines between work and play.
Flexible Typologies

- With flexible mixed-use typologies, developments can be scaled and adapted to multiple audiences and formats.
- Designed to be transformed quickly and cheaply, able to morph daily into radically different use cases daily without incurring a high cost or need for labour.
- Requires a finer grain in the surrounding environment to enable multiple branding and use opportunities.
Shijiazhuang International Convention and Exhibition Centre

The adaptable scale of this landmark property in China’s Hebei province enables a range of spatial experiences. The facility is integrated with a five-star hotel, premium office space, a mixed-use apartment tower, parkland, waterfront, retail, and adjacent sites. The design language is generated from surrounding field patterns and reminiscent of the broken ice pattern of traditional Chinese screen designs. With its random and abstract appearance, the design language provides a flexible framework that can be scaled to support numerous functional arrangements.