

NO-SPACE
NO-TIME
NO-MATTER

EQUALITY
ACT



SUSTAIN

5 SENSES
26 UNCOMMON
SENSES



CDM



RRR +
HGWM

STRATEGY
TACTICS
TECHNIQUES



reimagine • redefine • realise

TEA Presents :

Make Leisure the STAR
of your Destination





reimagining • redefining • realising • rebalancing

Make Leisure the Star of your Destination

Good afternoon everyone

My name is Ray Hole (Founder and MD of ray hole architects).
Strategist, Masterplanner, Architect and some-time ago I held
the proud title of European President of the TEA (in those days -
this constituted everywhere east of New York and everywhere
west of LA).

It's good to be part of a TEA event again - and when I was given
the Conference title it made me a little curious....

Make Leisure the Star of your Destination!!!

This suggests maybe that perhaps ... we don't do this ...
And furthermore what does being a Star of a Destination look
like anyway.



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***The Leisure Industry shines
and performs best when it has
Meaning and Purpose !!!***



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So I wanted to test this proposition and as is true for any Sector
- the Leisure Industry Shines brightest and Performs best when
it has a higher Meaning and Purpose....



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Mono – Crisis : *September 11th Attacks (9/11)*



*The Leisure Industry shines
and performs best when it has
Meaning and Purpose !!!*

“There has never been a greater moment for our industry to dispel fear, give enjoyment and demonstrate confidence in the face of aggression”



Keith James (TEA President)
2001 THEA Awards



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Looking into the past this was best exemplified when less than a month after 9/11 - the TEA gathered for the THEA Awards - when the then President Keith James gave what I consider to be one of the most profound opening speeches.....

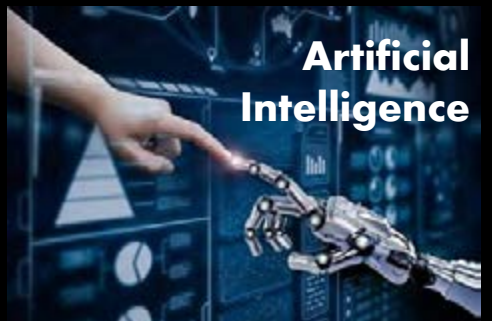
“There has never been a greater moment for our industry to dispel fear, give enjoyment and demonstrate confidence in the face of aggression”....

But that was a Mono-Crisis.....



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Perma – Crisis : *Changing + Volatile World*

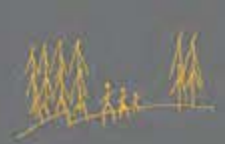




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But we now find ourselves operating in a world that some commentators have called a Perma-Crisis - which suggests something far greater and more permanent.

So how should we the Leisure Industry respond at this critical moment and SHINE - indeed making what we do - the Star



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The *Experience Economy*



*Work Is Theatre &
Every Business a Stage*

Pine and Gilmore
Published 1999

..... Make no mistake: Goods and Services are no longer enough. Experiences are the foundation for future economic growth.....

[paraphrasing]

**Leisure ALONE is no longer enough to achieve Destination Stardom !!!
The Leisure Offer must be far more beneficial to - and universally loved - by the whole host Community (and not simply by the Brand Loyalists).**



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It's always good to reflect on other pivotal moments - so I've borrowed from Joe Pine when at the turn of the Millennium transmitted his observations (indeed his prophecy) to a then sceptical world - stating that

..... Make no mistake: Goods and Services are no longer enough. Experiences are the foundation for future economic growth.....

So apologies Joe for para-phrasing.....

Leisure ALONE is no longer enough to achieve Destination Stardom !!!

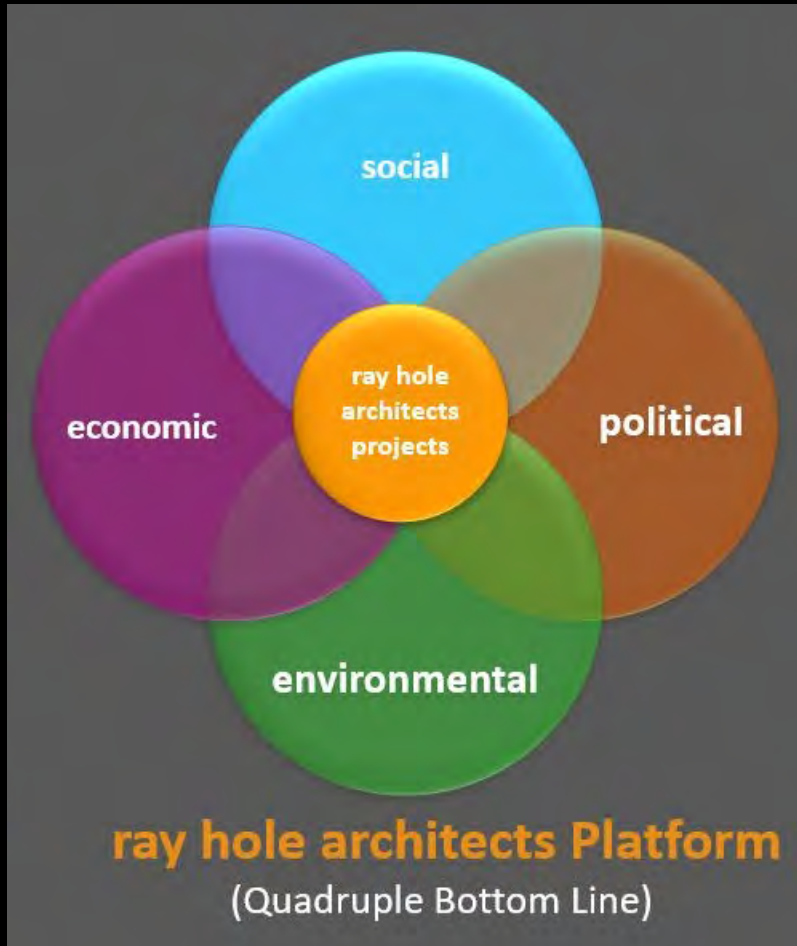
To be gifted such a title as Star of a Destination - what we deliver must be far more beneficial to - and universally loved - by the whole host Community (and not simply by the Brand Loyalists).

This host Community could mean the Village, Town, City or even a whole nation - maybe the world....

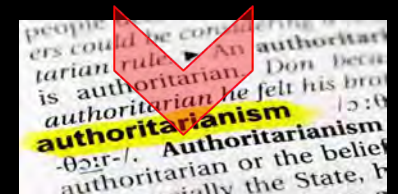


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Leisure Re-imagined : *Tangible Outcomes*



Social

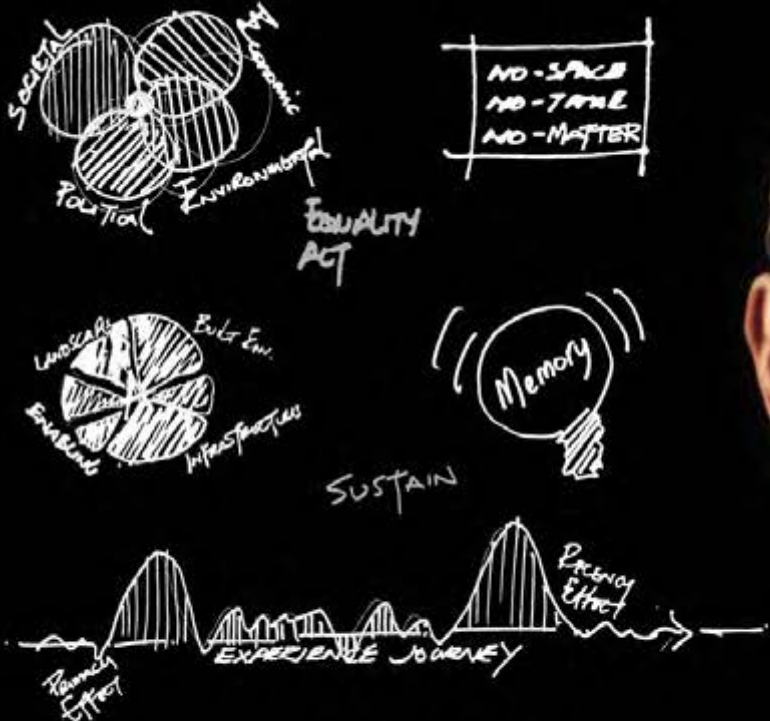


Political



This may sound very philosophical BUT in fact it's primarily Strategic - aim being to deliver Real and Tangible Outcomes way beyond normal performance KPI's.

Indeed, this has been a Strategic Briefing Compass at ray hole architects for over 30years - BUT to illustrate this alchemy of blending Social, Environmental, Economic and Political needs, I've selected 3no. strategies which could assist in achieving that elusive "Sweet-Spot" of Destination Stardom.



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Thank you

Leisure - achieve
Destination Stardom





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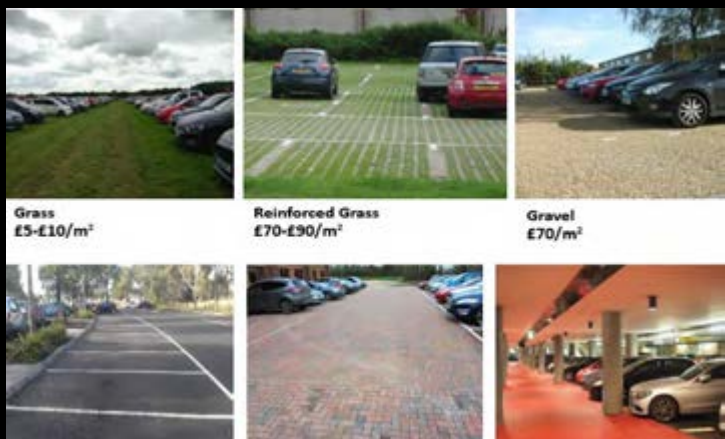
- 1) Visitor EV Transportation
- 2) Biodiversity Net Gain and Climate Change
- 3) Sustainable Development Goals



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Economic Strategy : Visitor EV Transportation

Govt. Policy > **Converts CapEx to RevGen**



Grass £5-£10/m² Reinforced Grass £70-£90/m² Gravel £70/m²

Ten Point Plan for a Green Industrial Revolution
key commitments

2030
The end of the sale of all new petrol and diesel cars and vans

2035
All new cars and vans must be fully zero emissions of the tailpipe

£2.8 billion
Package to support the phase out dates

CapEx



Infrastructure and Operation

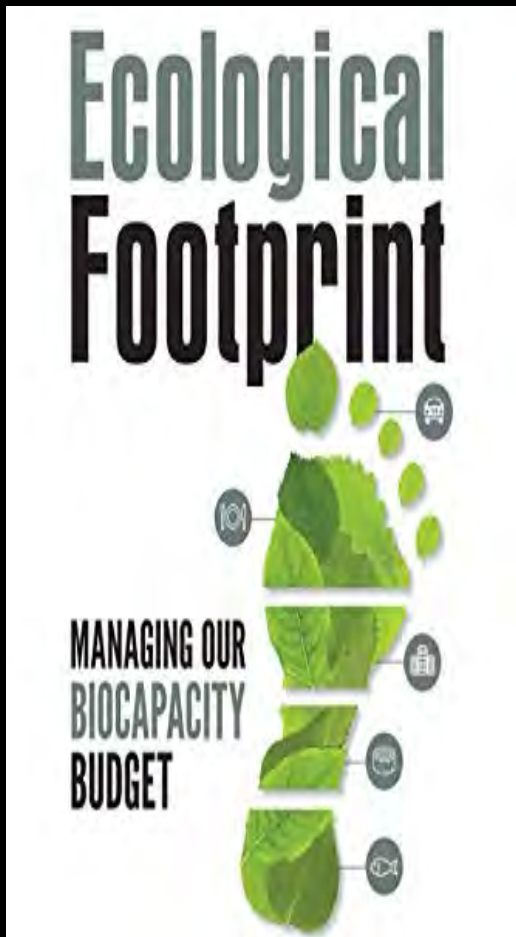


Visitor Attraction Network
100k car space usages per annum
..... potential £200m RevGen



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Environmental Strategy : *Permitted Development* Govt. Policy > **Biodiversity Net Gain**





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Social Strategy : Sustainable Development Goals

Govt. Policy > *Homes, Health, Education, Inclusivity*



Housing Shortage + Key Worker Homes
Equality Act Compliance

Community Wellbeing + Mental Health
Leisure Industry Academies