

Living on the go /
A dwelling solution for nomadic workers

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A thesis
submitted in partial fulfillment of the
Requirements for the degree of

Master of Architecture

University of Washington
2019

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Program Authorized to offer Degree:
Architecture

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Abstract

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The development of the internet has helped free us from many burdens of physical ownership. Despite this change, the same typology of housing and workplace houses our lifestyles. If our lifestyle has shifted, should we rethink our dwelling system and containers? This thesis discusses the current situation in Seattle and offers a new system of live-work that explores an appropriate container for a dwelling solution for nomadic workers.

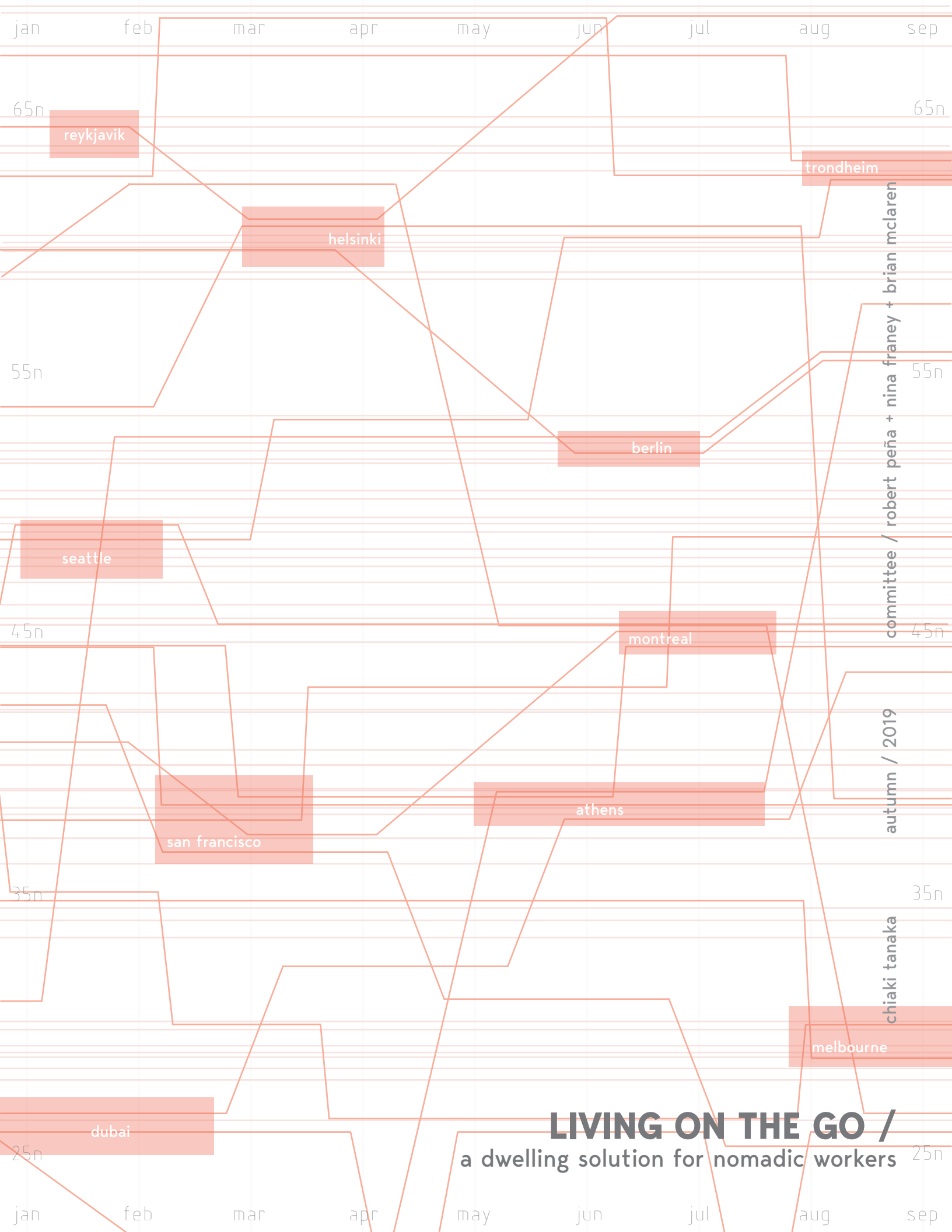


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1. LIFESTYLE SHIFT

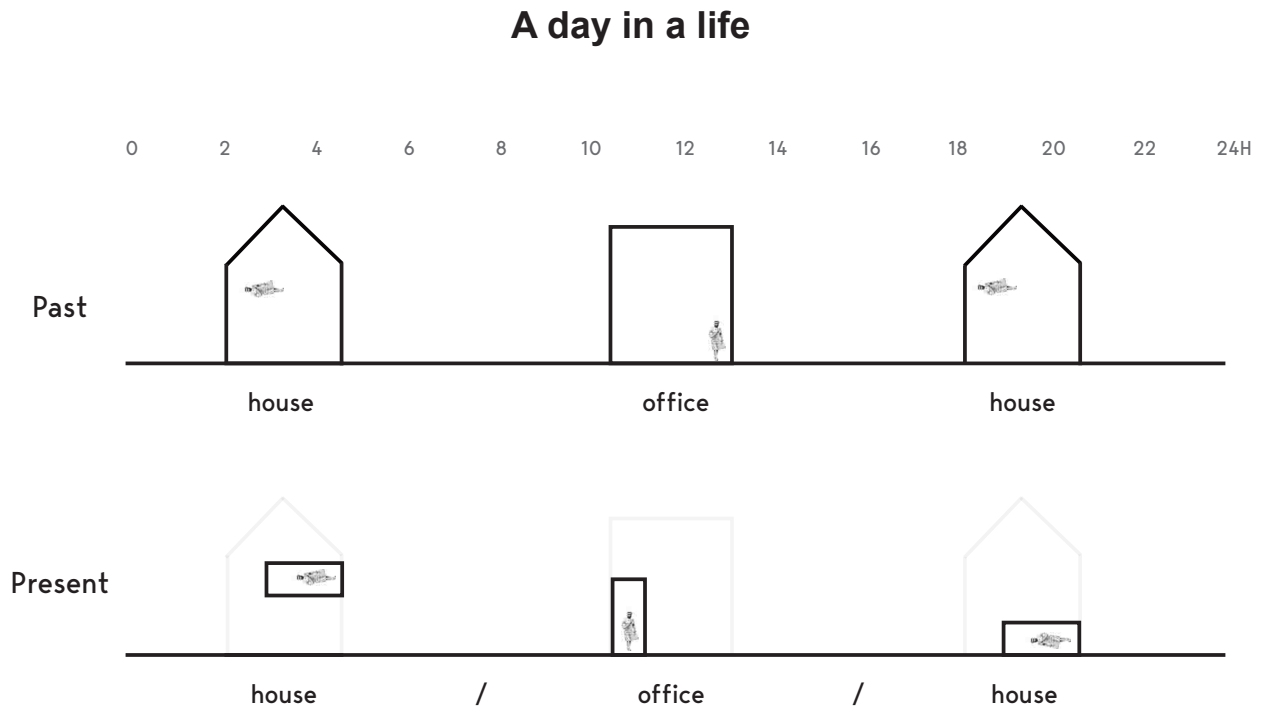
INTRODUCTION

has our way of life changed?

Around the beginning of the 20th century in the U.S., there was a lifestyle shift in terms of how people lived. Building and construction processes became easier and faster than before, thanks to new building technologies and techniques. Those types of housing, like the Sears catalog home, became more accessible and affordable to many people, so they started to move out from the center of the city and into the suburbs. They enjoyed their new family lives by owning a single-family home along with a yard and a car.

As we live in the early 21st century now, are we facing another lifestyle shift? The answer for many is yes. Today we are in a shift brought on by the development of the Internet. Compared to the past, we are less tied to physical ownership than before.

The Internet made our communication methods more accessible and faster, so we are allowed to detach from a physical space. We can also borrow spaces and things through subscription services, allowing us to focus on owning the most important and



Fig, 1. A day in a life

meaningful personal items.

Despite the many new possibilities brought by the internet and the freedom from physical ownership, we still place ourselves in the same living system. (Fig, 1) Furthermore, these new possibilities mean we may not even need to divide time between living and working spaces anymore. Work might happen between living, and living can happen within work.

This thesis discusses the current situation in Seattle, offers a new living system and explores a dwelling

solution for nomadic workers. same place called “house” and go to the same place called “office” every day. What’s more, due to the flexibility of the non-physical ownership, we may not even need to divide the time between living and working anymore. Work might happen between living and living between work.

This thesis discusses the current situation in Seattle, and offers a new living system and explores an appropriate dwelling solution for nomadic workers.

2. Contemporary Lifestyle In Seattle

LIVE

small household size and minimal living lifestyle

Are Seattleites living a property-free lifestyle? This thesis examines the hypothesis base on data categorized as “Live” “Work” “Transport” and “Eat.”

According to the data from the 2017 Puget Sound Regional Travel Study, the most common household sizes are one and two people. The least common household size is five people and more. (Figure, 4)

The Seattle Times says that more than one in 10 Seattle homes have just one room, like a studio.¹ (Figure, 3) Among the 50 largest U.S.

cities, Seattle has the second-highest concentration of such homes, after San Francisco.

As Jason Redmond from The Atlantic said in 2017, Seattle has been confronting a rapid rate of the population increase due to an increase in tech jobs. This is bringing about 60 people daily to the city, many of them well-educated millennials². This increase helps to explain the distribution of common household sizes in Seattle.

Millennials may dominate the most common household sizes of one

¹ <https://www.seattletimes.com/seattle-news/data/one-in-10-seattle-homes-now-have-just-one-room/>

² <https://www.theatlantic.com/politics/archive/2017/11/can-seattle-handle-its-success/546053/>

One-room living

For the first time, more than one in 10 Seattle homes have just one room, like a studio, according to new census data for 2017. Only San Francisco has a higher percentage, among the 50 largest U.S. cities.

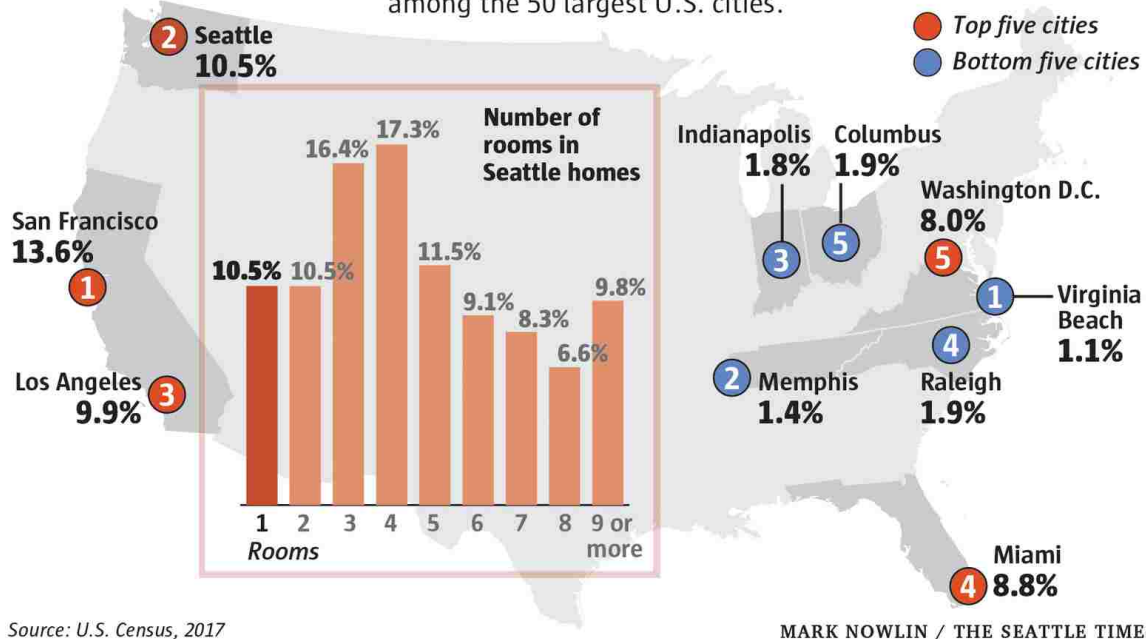


Fig 3. One-room living

Fig. 4. Household size, 2017 Puget sound regional council travel survey

NUMBER OF PERSONS	TOTAL: HHs	TOTAL: %
1 person	442,708	28.0%
2 people	551,280	34.9%
3 people	250,894	15.9%
4 people	201,552	12.7%
5 or more people	135,186	8.5%
TOTAL	1,581,620	100.0%

and two persons. These surveys about resident and housing types show that

new millennial residents tend to live alone or as a pair in a small number of rooms, such as studios. If so, how do they manage to pack their belongings in one room? Part of the answer is the idea of minimalist living or simple living. The basic premise is that people keep the number of belongings minimal. They keep those objects that they frequently use and that have personal value. Then they let everything else go. In this era, they can compensate for most belongings in digital format or through rent when necessary.

Popular Lifestyle Books

Showing 1-50 of 10,180

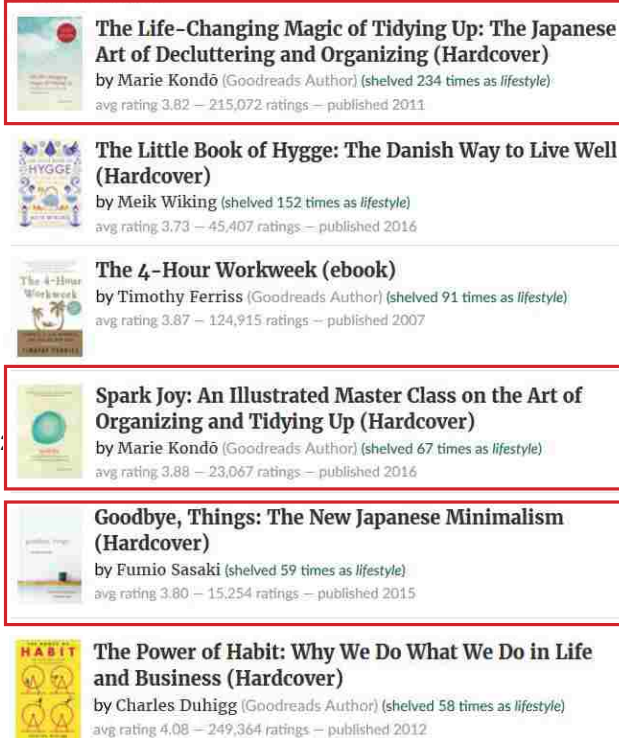


Fig 5. Search result of popular lifestyle book from goodreads. June, 2019

This way of living can be called “Voluntary Simplicity” as Robert C. Paehlke call it. As Amitai Etzioni explains in *The Post Affluent Society*, voluntary simplicity refers to people choosing -out of free will- to limit expenditures on consumer goods and services and to cultivate non-materialistic sources of satisfaction and meaning³.

This idea seems to be more adapted today. As an example, in the last few years, minimalist living books, which offers an abbreviation of voluntary simplicity⁴, have sold well in

the bookstores and are talked a lot by Seattleites. (Figure, 5)

A young living example of this minimal lifestyle introduced in those popular books in figure 5, Kelly Sutton, a 22-year-old software engineer from Brooklyn is taking this lifestyle for real. According to Stuart Jeffries from the *Gardian*⁵, Sutton last year got rid of all of his possessions except for his laptop, iPad, Amazon Kindle, two external hard drives, a “few” clothes and sheets for a mattress that was left in his newly rented apartment. Sutton adds this statement

³ <https://www.goodreads.com/shelf/show/lifestyle>

⁴ <https://ssrn.com/abstract=2157661>

⁵ <https://www.theguardian.com/lifeandstyle/2011/feb/11/less-is-more-age-of-minimalism>

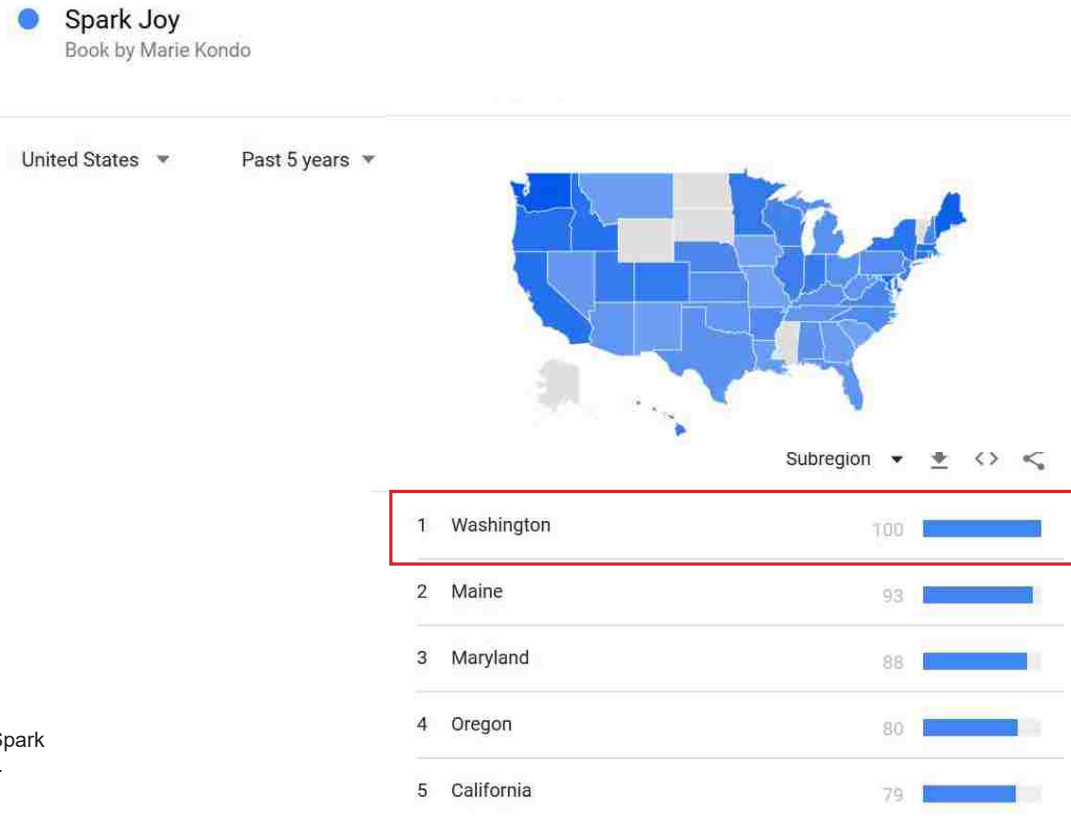


Fig 6. Serch result of Spark Joy from Google trend. June, 2019.

to his lifestyle, “I think cutting down on physical commodities in general might be a trend of my generation – cutting down on physical commodities that can be replaced by digital counterparts will be a fact.”⁶

To keep the number of belongings minimal with a help of digital counterparts, the clothing rental services are also more chosen these days. In terms of property-free lifestyle, the great part of this service is that people can borrow the trendy clothes which may go out of fashion in a few months so their

small living spaces will not be occupied by the permanent properties.

As always, the renting process can be done by online and the items are delivered right to customers doorsteps.

⁶ <https://www.theguardian.com/society/2016/mar/01/goodbye-curtains-clutter-learned-to-buy-less-stuff-shopping>

2. Contemporary Lifestyle In Seattle

WORK

employed or self-employed?

According to the data from the 2017 Puget Sound Regional Travel Study, more than 56 % of people are employed by a company and 5 % of people are self-employed. In this chart, the most common means of employment is belonging to a company and working for someone, not working for yourself. (Figure, 7)

However; in the chart of “Freelancing In America,” the number of self-employed workers is increasing. In 2014, the number of freelancers in America was 53 million but it increased to 56.7 million in 2018. The number of freelancers grew to 3.7 million Since 2014.

to 56.7 million in 2018. The number of freelancers grew to 3.7 million Since 2014. Another important fact from this survey is that tech is enabling freelancing.⁷

According to research by Paychex⁸, based on the number of positions listed on the freelance resumes, graphic designers dominate the world of freelancing and writers and editors are the second-most common type of freelancers. Companies are increasingly outsourcing their writing needs. Becoming a freelance change how people work. This means the workers are free from the fixed physical office and fixed office hours.

⁷ https://s3.us-west-1.amazonaws.com/adquiro-content-prod/documents/FIA_full-infographic.pdf

⁸ <https://www.paychex.com/articles/human-resources/goodbye-9-5-growth-of-the-freelance-economy>

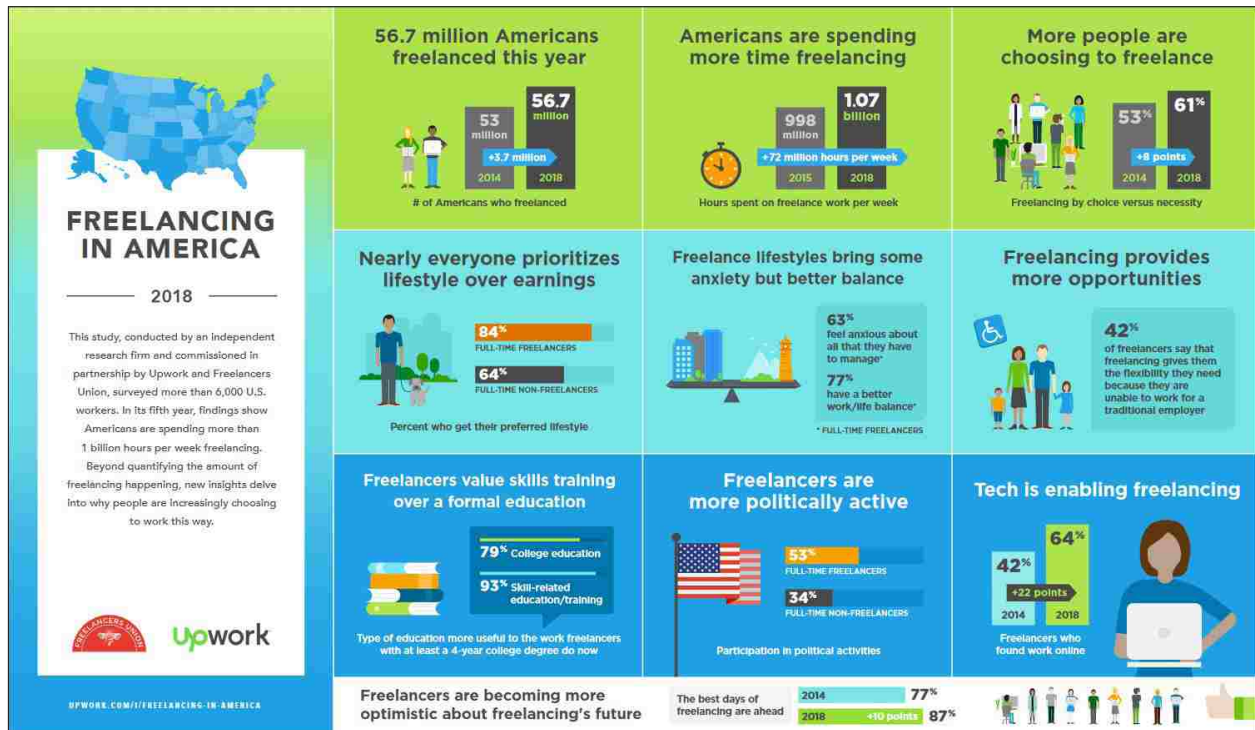


Fig 7, Freelancing in America

EMPLOYMENT STATUS	GROUP 1: RMOVE PERSONS	GROUP 1: RMOVE %	GROUP 2: ONLINE DIARY PERSONS	GROUP 2: ONLINE DIARY %	TOTAL: PERSONS	TOTAL: %
Employed full-time (35+ hours/week, paid)	717	59.0%	2367	47.2%	3084	49.5%
Employed part-time (<35 hours/week, paid)	97	8.0%	342	6.8%	439	7.0%
Self-employed	69	5.7%	275	5.5%	344	5.5%
Unpaid volunteer or intern	10	0.8%	42	0.8%	52	0.8%
Homemaker	46	3.8%	229	4.6%	275	4.4%
Retired	52	4.3%	705	14.0%	757	12.1%
Not currently employed	64	5.3%	369	7.4%	433	6.9%
Under 18	161	13.2%	690	13.7%	851	13.6%
TOTAL (Persons)	1216	100.0%	5019	100.0%	6235	100.0%

Fig 8. Employment status from 2017
Puget sound regional council travel
survey

2. Contemporary Lifestyle In Seattle

TRANSPORT

popular commute methods and use of rideshare

What do Seattleites' transportation methods? Although there are differences according to each working style, most people still have to move from one place to another for work. According to the survey by Commute Seattle, 75 % of commuters depend on public transit, rideshare, walk, and bike to commute to downtown. (6 % of this portion includes people who do not commute daily such as telecommuters.) Only 25 % of the whole takes a drive-alone method and the number of solo-drivers has dropped 5 % from 2010. (Figure. 9)

This result shows that a driving to work by a car is not a common method anymore. It could still be so in the suburbs in Seattle. But when it comes to the city of Seattle, the common commute method is a without a car.

From the same survey by Commute Seattle, there is a portion called "Rideshare." This is a newer transportation method in general. What exactly is it?

The breakdown of rideshare from the chart is a rideshare, carshare, and bike-share. Available rideshare services in Seattle are Uber and Lyft. Rideshare is getting common and known well about how it works.

The rideshare works by making a contract within a mobile phone app before the service starts. The contract includes pickup and drop-off locations, estimated travel cost, checking identities of both the driver and the customer. If they agree with the contract, then the rideshare service starts. All the process is carried out within a mobile phone. Therefore; there is no need

How Commuters Got Downtown in 2017

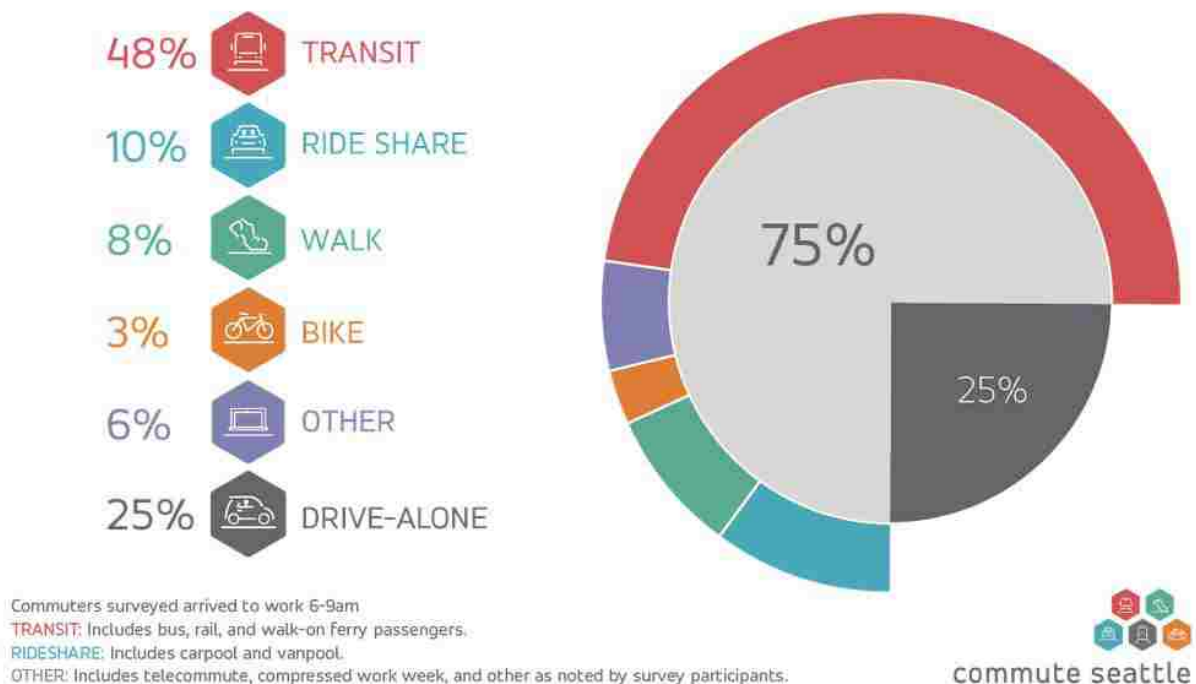


Fig 9. How commuters get downtown

to look for a ride by walking around like we used to do for a taxi, just look up available ride near you and select it.

In terms of a property-free lifestyle, the free-floating bike/car sharing service has a new and strong feature. The basic idea is the same as rideshare service, but the difference is that the free-floating bike/car share allows us to borrow a vehicle for a while and leave the vehicle behind anywhere in the city.

This new rental system, pick it up, borrow and leave it behind, was impossible to do before. The

physical office and customer service counter were always needed for the process. But today it is possible to do so through a mobile phone.

Those rideshare and free-floating bike/car sharing services have become more accessible due to the high usage rate for mobile phones. Today people can move from place to place without owning a vehicle. From this point, Seattleites have become more free from owning property compared to before.

2. Contemporary Lifestyle In Seattle

EAT

seattle likes takeout the most

Based on the 2019 research by Vintage, Seattleites spend the most every month on takeout food among other major cities in the U.S. (Figure, 10).

These numbers come from a combination of the frequency of the takeout and the cost of the food. This could just mean that Seattleites buy takeout coffee more often and that the cost of food is very expensive compared to other cities. However; the survey results also may suggest that Seattleites are familiar with online food

ordering service such as UberEats, DoorDash, Seamless. Those online delivery services are too convenient to stop takeout habits, especially for rainy and dark evenings.

What are the possible impacts of to the Seattleites' ordering takeout food frequently? The answers could include a lack of a need for large space for cooking. Or maybe Seattleites already do not own comfortable cooking space in their one-room living space.

In the future, what if the food delivery service became cheaper and



Fig 10. Top ten cities spending the most on takeout annually

more accessible? Seattleites may start to consider a cooking space as an optional space for special occasions or special people; just like a fireplace is not always treated as a primary way of heating a house nowadays.

From the data about contemporary lifestyle especially in Seattle, it seems that people tend to keep the physical belongings minimal and make up for the belongings and services by renting only when needed. The development of the internet has been encouraging this way of living. The

lifestyle which is free of from physical objects and even the traditional time frame; this is the contemporary lifestyle in Seattle.

2. Contemporary Lifestyle In Seattle

PROPERTY FREE LIFESTYLE

new way of living



Fig 11. Coffee stand on street.
A moment of property free lifestyle.

Property-free lifestyle is an emerging lifestyle choice for many people in Seattle. People increasingly take advantage of services to reduce ownership of physical property. They can borrow services temporarily and own things in digital format.

As the Sears kit house catalog suggested, living successful, happy lives by owning a single-family home or a car has been the dream of many Americans in the 20th century. Things have changed, however, and many Americans, especially Seattleites, find their happiness without as much physical property as before.

This lifestyle change followed the development of the internet. Life is becoming more manageable without physical objects, and it does not require

as much physical space. This tendency has been more pronounced in Seattle since it is a recently-grown tech city.

Thanks to the rise of tech employment in Seattle, many people have moved into Seattle in the last decade. These new workers can afford a small living space in an urban area. Well developed shared economy services in the area support a more minimalistic life for these tech workers. The development of technology has changed the way of living, making physical objects less necessary for everyday life. This early development of lifestyle in Seattle is becoming more common throughout the U.S. thanks to the spread of technology.

3. New Typologies

MICROHOUSING

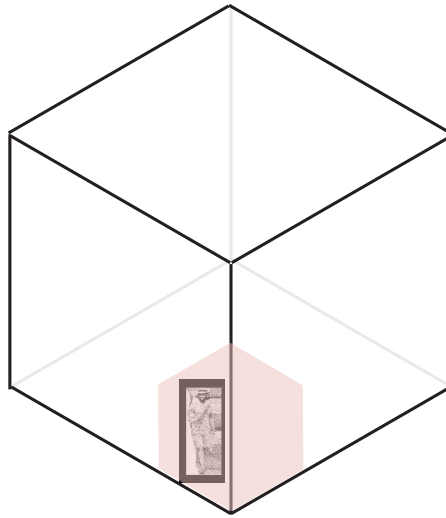
urban small living

From the previous data, it seems that people tend to keep their physical belongings minimal and make up for their belongings by renting only when needed. The development of the internet has been encouraging this way of living.

From this way of living, new dwelling typologies have been developed and have become more common in our lives. There are three of the most characteristic ones here. (Figure, 12)

Microhousing is a very small studio apartment for one person. The range of the room size is around 300-400 sq ft. Microhousing usually includes a bed, kitchenette, and a shower room. A larger kitchen, dining room, and laundry room are located outside of the unit as a public space.

Since many individuals have moved into Seattle for new tech jobs in the last few years, this type of housing has become more popular in Seattle to meet the high demand for housing for individuals.



1. microhousing [living small]

Fig 12. Microhousing

From the same cause, this type of housing can be seen more in an urban area that has large workplaces. The popularity of microhousing implies that people choose to live in a very small space and commute for less time. As for the payment methods, microhousing typically takes a month to month contract. From this fact, this type of contract may imply that both the owners and renters treat the microhousing as a temporary until the user finds a longer term dwellings.

Building type: Apartment
Number of the user: 1
Location: Urban area
Minimal duration of contract: 1 month or less
Space organization: Private and shared common space

3. New Typologies

COWORKING SPACE

birth of the free-floating system

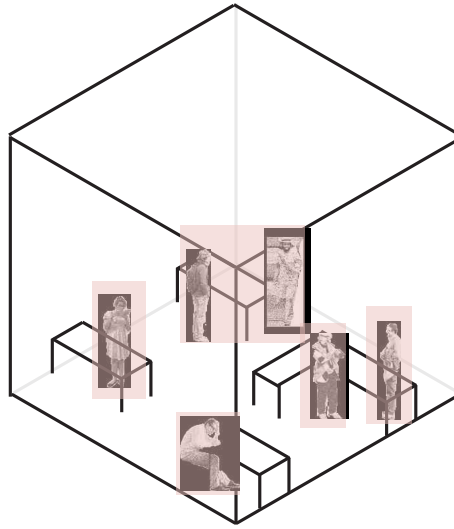
A coworking space is an office space shared by individual workers. The users are people who do not require to have a fixed office to execute their jobs, for example, a remote worker, freelancer or small group launching a startup. They borrow the working space for a certain period within the coworking space and share the space with others. According to Lora Shinn from *the Seattle Times*, the most common rental type is a “floating desk” (a temporary spot, either also part-time or full-time). However, there are also fixed options, such as

a permanent desk (often with mailbox privileges) or even a private office as well.⁹

One of the new features of the coworking space is that the individual boundary of the workers is blurred and temporal due to the nature of the free-floating desk system. Each boundary can overlap with others from time to time; this overlapping moment helps for the problems of isolation that many freelancers experience while working at home¹⁰ and also encourage each to get inspired by people from different

⁹ <https://www.seattletimes.com/explore/careers/6-unusual-seattle-coworking-spaces-with-cool-extras/>

¹⁰ <https://www.raconteur.net/business-innovation/freelance-isolation>



2. co-working space [free-floating desk]

Fig 13. Coworking space

This way of using space can be categorized as shared-private space which is similar to how we use space at the neighborhood coffee shop. In fact, there are many Seattle workers who use a coffee shop as a coworking space.

Building type: Work place

Number of the user: One in a large group

Location: Urban area

Minimal Duration of Contract: 1 day

Space Type: Shared-Private

3. New Typologies

AIRBNB

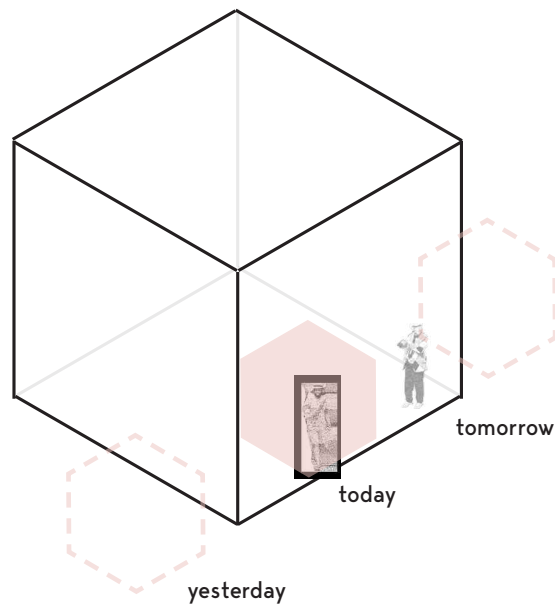
borrowing someone's lifestyle

Airbnb is an online service that connects supply and demand between hosts and guests. The basic process is that a host posts their available room online and a guest chooses a room under these conditions. The room hosts are local people, not hotel owners, so usually, the room offered is in a private residence rather than being a commercial hospitality space. Therefore, the guests can get more personal and local experience throughout the stay.

This hospitality experience is similar to visiting a friend's house when

you are traveling. But the Airbnb host is not a real friend of course. (They can become a real friend after this contract though.) This is a friend the guest found online. What is really happening is that the guest borrows a friend through Airbnb and then also borrows the lifestyle from the borrowed friend.

In contrast to the previous two typologies, the owner of the space is an important factor. As it was explained, Airbnb can provide a rent-a-friend and a rent-a-lifestyle experience. In microhousing and coworking space



3. airbnb [borrowing lifestyle]

Fig 14. Airbnb

cases, the owner does not affect the experience very much. Since the priority of those two space's users is about convenience such as access to the urban area and keeping a temporary desk. Airbnb users' priority is about borrowing the local lifestyle provided by the owner of the room. The convenience comes later. This is a significant feature of the Airbnb typology and also a brand new value developed by the property free lifestyle. To sum up, their new dwelling typology attensps to live small, stay temporary, and borrow a lifestyle.

Building type: Hospitality

(Lodging)

Number of the user: One to a few people

Location: Varied

Minimal Duration of Contract: 1 night

Space Type: Borrowed Private

4. New People

NOMADIC WORKER & NEW LOCALS

new people from property-free lifestyle in Seattle

- More remote worker
- More startups



nomadic workers

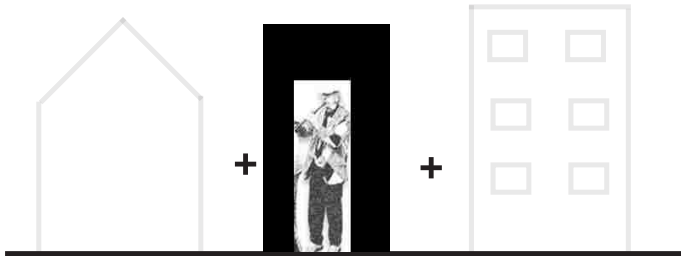
- More tech jobs
- More new people moved in
- Housing shortage + high rent



new "locals"

Fig 15. New people from property free lifestyle

nomadic workers



- Self-employed
- Can be free from fixed office
- Have a skill to sell/share
- Used to be local in another city
- Established own culture already



chef, designers, musicians,
writers, teachers, etc.

new "locals"



- Well educated millennials
- Work for tech firms
- Moved from another city
in past 10 years
- Draw a high salary
- Not established strong community in
Seattle yet?



tech workers in seattle

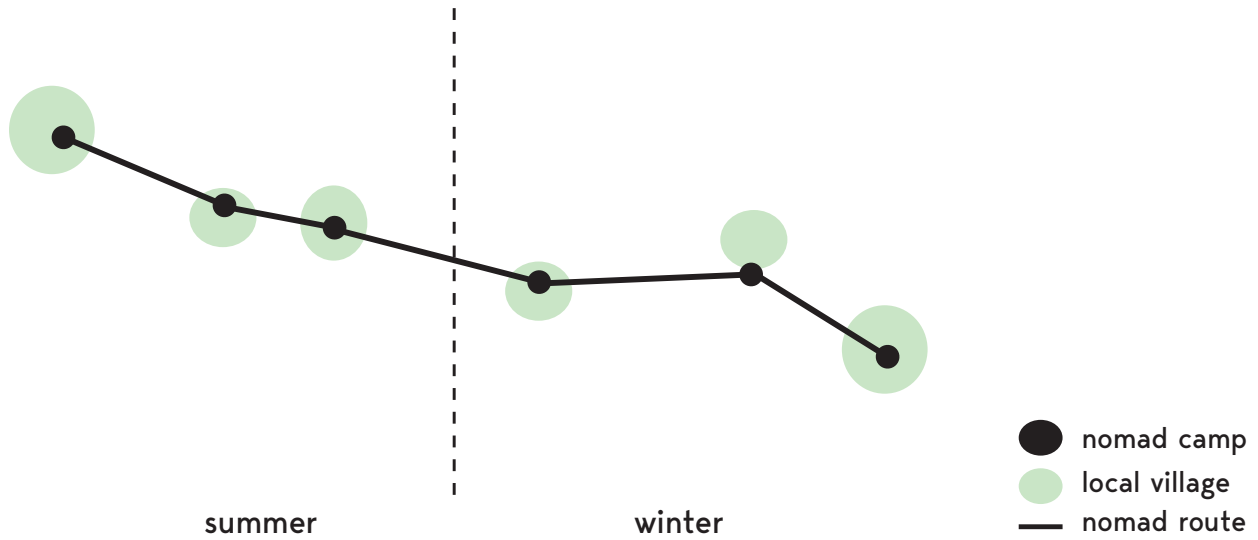
Fig 16. Definition of nomadic worker and new local

4. New People

LIFESTYLE MODEL **NOMADS + LOCALS**

application from traditional to contemporary

Traditional relationship between nomads and locals



Contemporary relationship between nomadic workers and locals

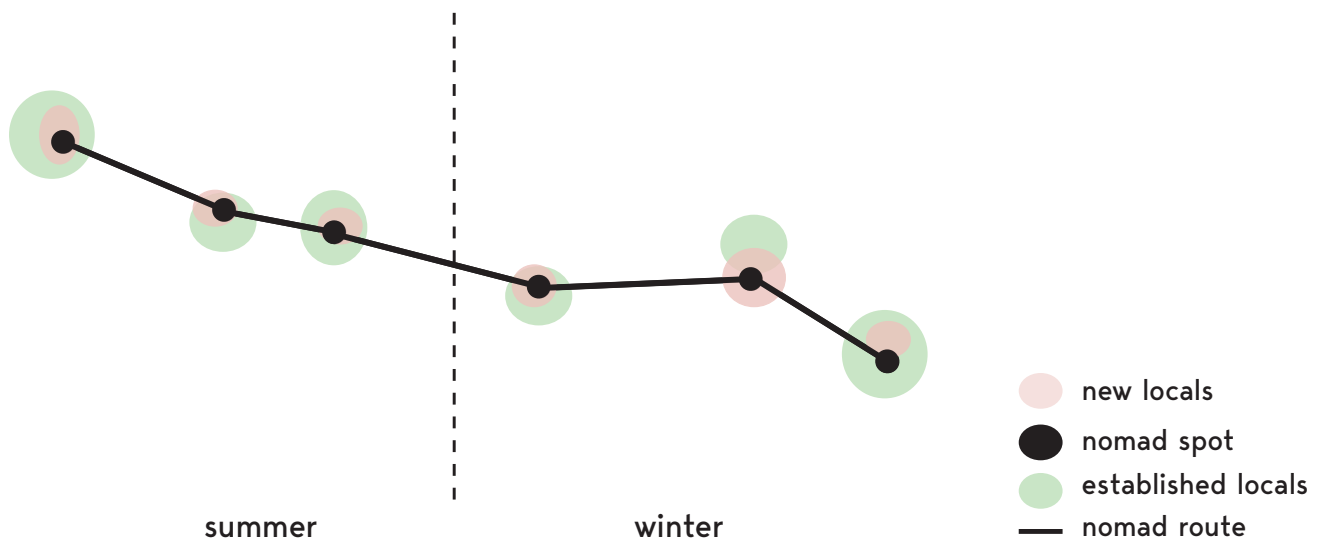


Fig 17. Lifestyle model comparison

5. Case Study

PAO / TOYO ITO

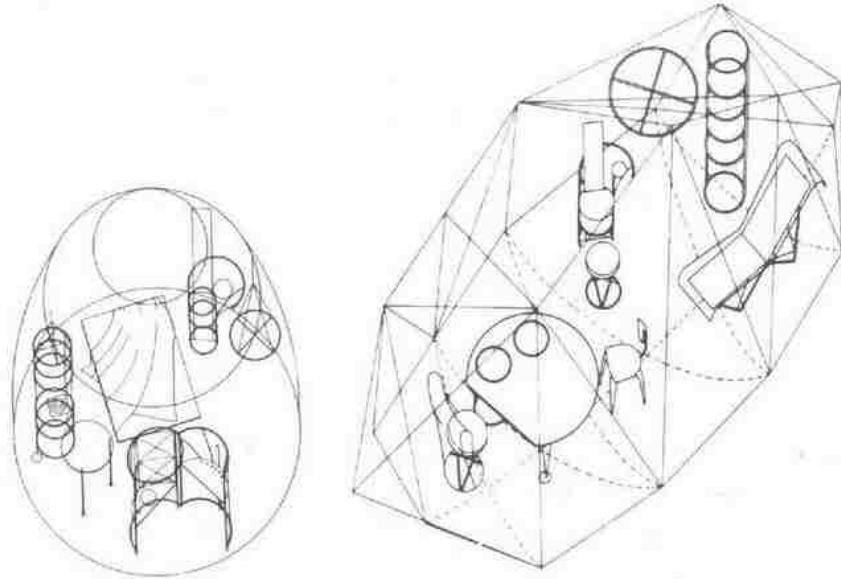
mobility and temporal

Two case study projects have examined. They contain features of the property-free lifestyle.

This temporary shelter is designed for a typical young woman who is chasing entertainments every night by taking developed infrastructure in Tokyo in the 1980s. Since the user is too busy to enjoy the nightlife in Tokyo so the mobile shelter was designed to keep just minimal dress and makeup. The concept of this project is “Free from land, free from family, and free from the body.” This concept is close to the idea

body.” This concept is close to the idea of a property-free lifestyle although the time and location are different. (Figure, 18)

In the article “Nature Speaks”, Jane Redfern describes our lifestyle in a primitive age, when humans lived for tens of thousands of years as hunter-gatherers and moved around all the time. Living a nomadic life meant that people had few if any possessions. They just had what they needed and could carry, essential provisions such as water, vegetables, spears, bows, and



Pao, Toyo Ito, 1985

Fig 18. Pao

arrows. They didn't need much else. They didn't need much else. The idea of owning things was alien to them and they shared when they could because it meant less to carry. They didn't need to store things, and no one owned any property¹¹.

Ito's Pao project works the same as the primitive era. It seems like the driving force for traveling has just changed from the animals in a field to the entertainment in a city. In this way, this is a rational approach to develop a new lifestyle for contemporary urban living.

Building type: Temporary shelter

Year Built: 1985-1987

Number of the User: 1

Type of user: Single female

Location: Urban area

Space Type: Private

¹¹<https://www.naturespeaks.co.uk/2018/08/why-a-wandering-possession-free-life-is-a-natural-way-of-living-for-humans.html>



Pao 1
Premobilario para la Moda
Pao furniture for Styling



Premobilario para el Aperitivo
Pao furniture for Snacks



Premobilario para la Intelligencia
Pao furniture for Intelligence





Fig 21. Pao and infrastructure in tokyo.

5. Case Study

GAE HOUSE / ATELIER BOW-WOW

outsource services

This single-family home is designed for a couple. They live in a hip urban residential area in Tokyo, which is a similar culture to Capitol Hill. The user requested to the architect for minimal space for activities such as sleep, eat, work and washing. They did not want to have any extra spaces, such as a sleeping space for a guest, since they think that most of the things and services can be outsourced from the city.

This project is not just about minimal living in terms of a number of

rooms and belongings. It is aimed at the house and the city that complements each other.

Building type: Single family home

Year Built: 2003

Number of the User: 2

Type of user: Couple

Location: Urban area

Space Type: Private



Top left: Fig 22. Cook and eat space

Top right: Fig 23. Gae house activities

Bottom: Fig 24. Work space

6. Project

DEFINITION OF PROJECT

co-working community model : vision

[Trade : goods, services, information and ideas]

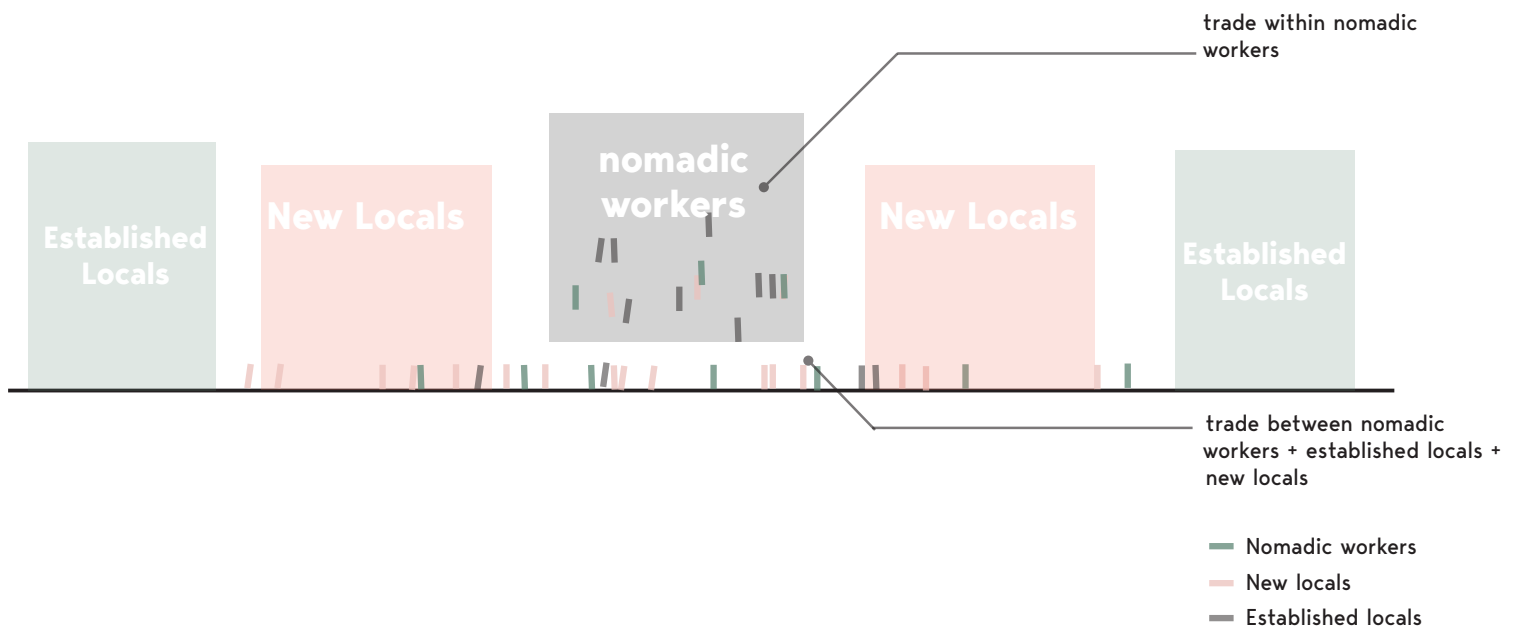


Fig 25. Trade between nomadic workers and locals

6. Project

PROGRAM

co-working community model

co-working community model : program

WHO / Small Group of Nomadic Workers [residents]

WHAT / Short-Term Live-Work [coworking studio + living units]

WHEN / Every quarter

WHERE / World-Wide [design only Seattle location]

How it works /

Recruit same kind of nomadic professionals from all over the world, stay + work together at one site for 3 months

SEASONAL SCHEDULE

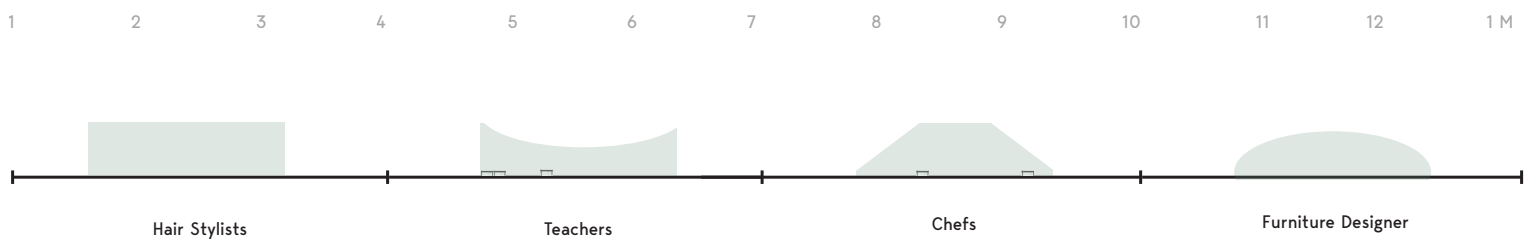
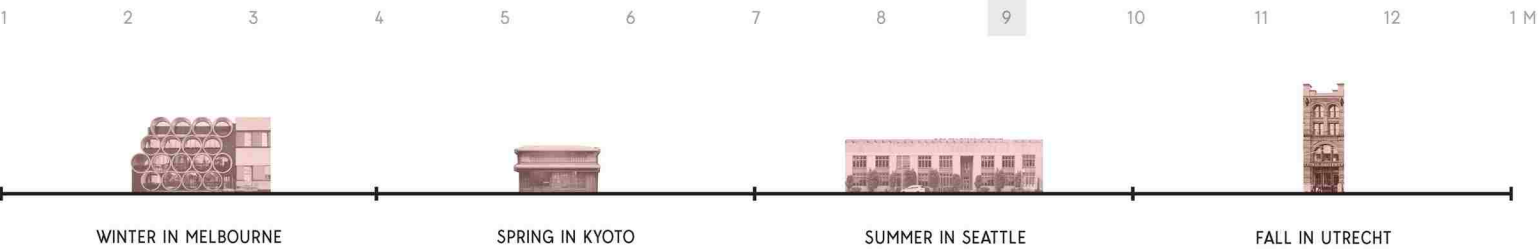


Fig 26. Project in year timeline

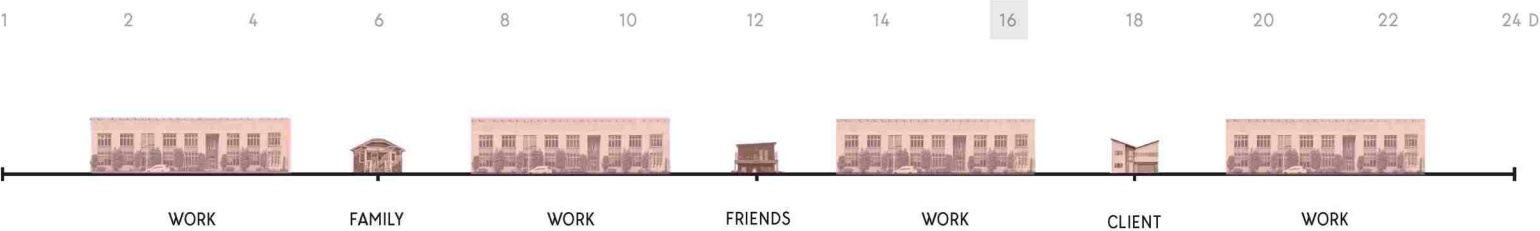
6. Project

Co-working community model : Dwelling scenarios for the nomadic worker

A YEAR IN PROPERTY-FREE LIFESTYLE



A MONTH IN PROPERTY-FREE LIFESTYLE



A DAY IN PROPERTY-FREE LIFESTYLE

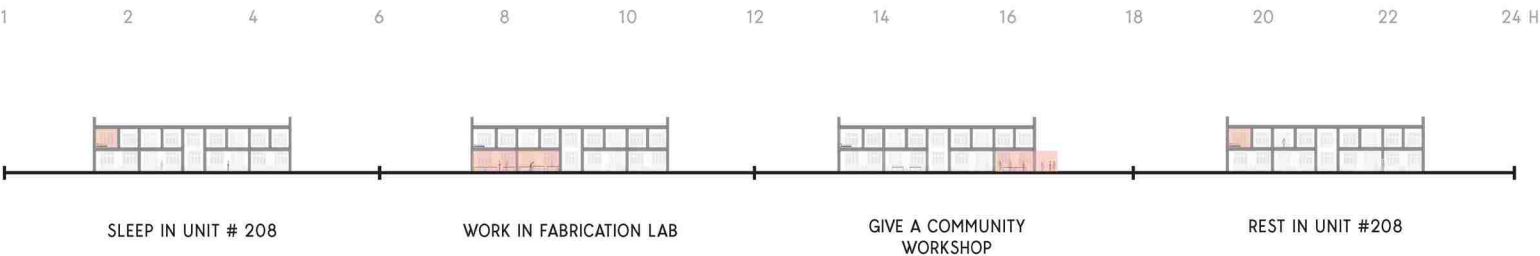


Fig 27. Dwelling senarios for nomadic workers

7. Design

DESIGN GUIDELINES

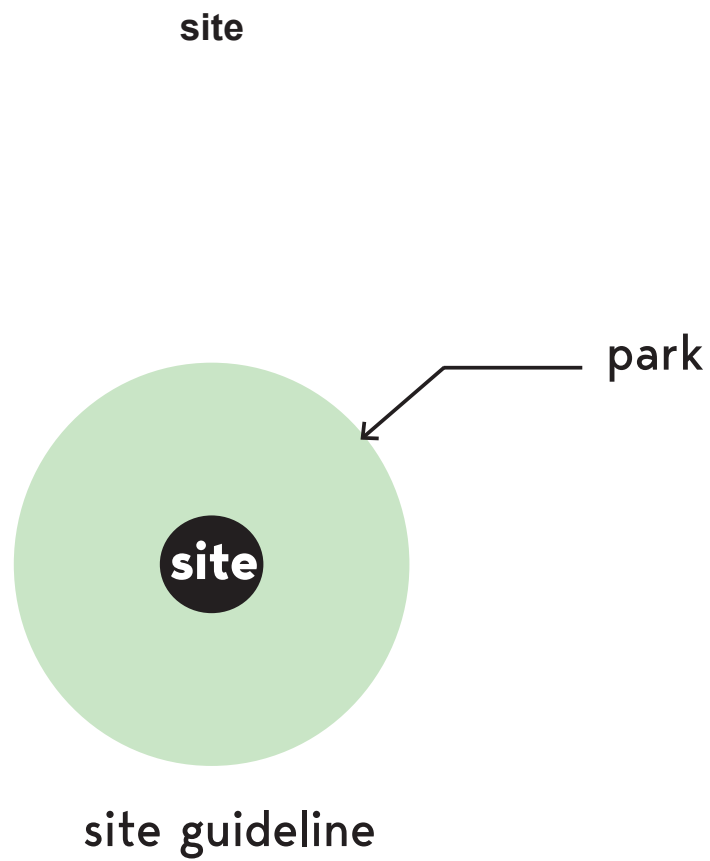


Fig 28. Site guideline

The project is located in a city where one has a high chance of meeting locals and new locals.



South Lake Union

The project is located in a park, which is open land and the biggest common space in a city, in order to interact with locals.



Denny Park

7. Design

DESIGN GUIDELINES

architecture

Architecture has an adaptability
to meet various programs.

activity

place

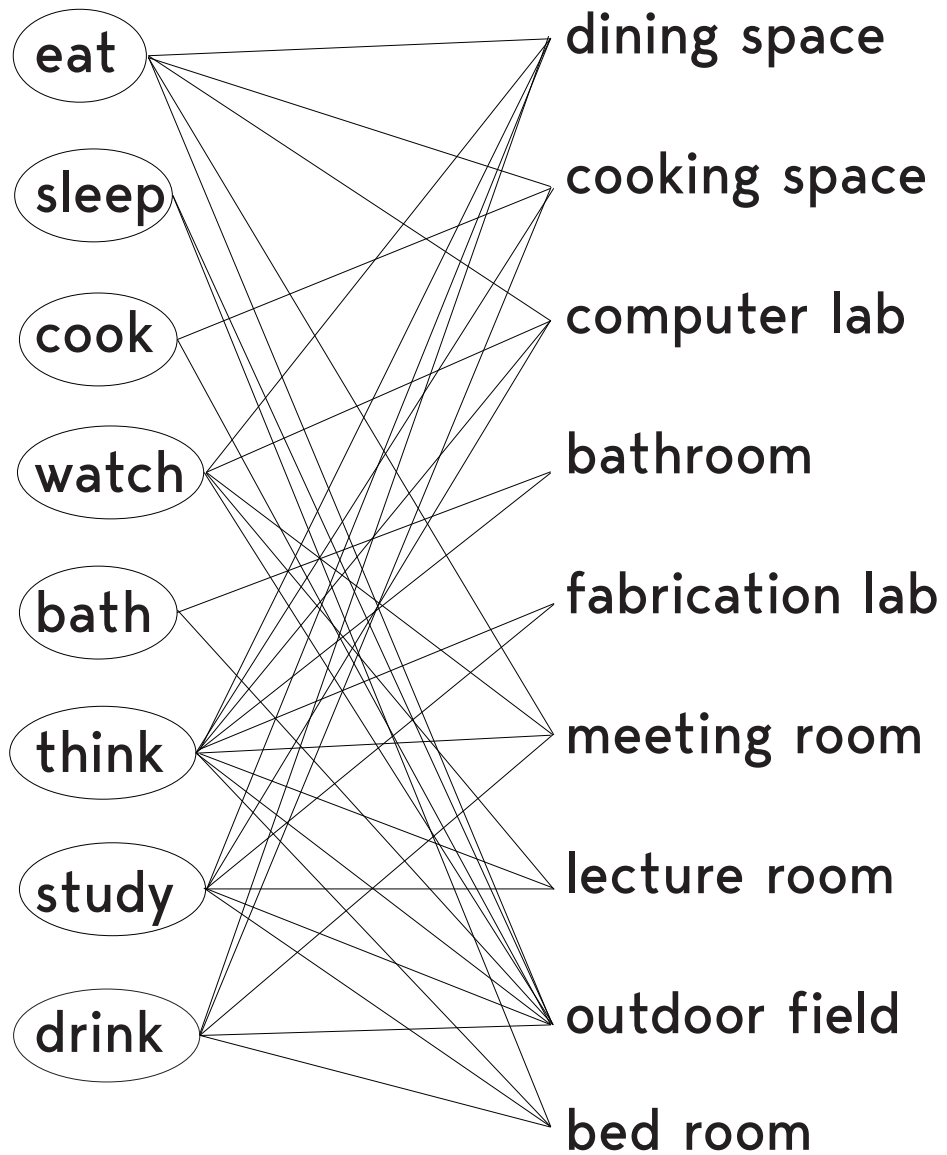
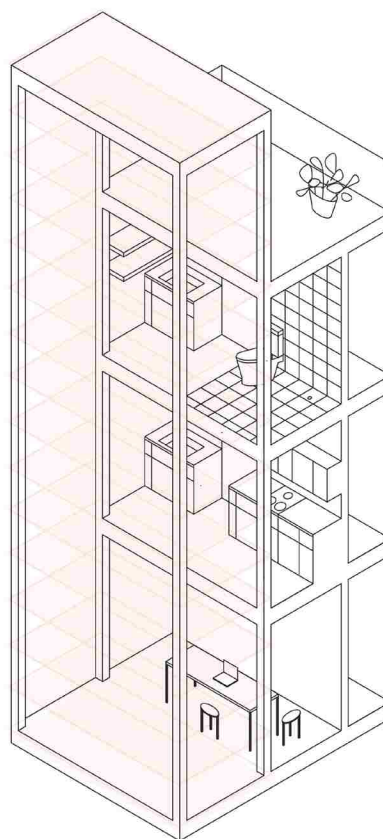


Fig 29. Adaptability : activity and place

7. Design

DESIGN GUIDELINES

new typology



storage

wash room

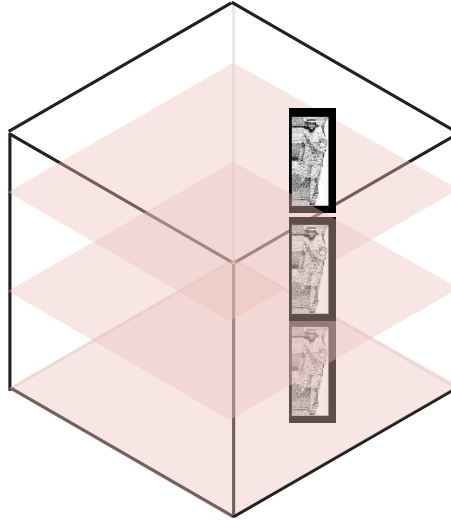
dining room

work room

Your platform becomes your [].

Fig 30. How platform works in a unit.

7. Design



4. free space [free-floating platform]

Fig 31. Free space

The new typology for a nomadic worker's living space is a free space. Various programs: work studio, kitchen bathroom, and storage, are vertically stacked as a fixed living unit. One free-floating platform moves freely between the floors. This platform occupies about half of the program floor. Thus the space is completed and starts to function when the platform meets each floor.

This typology attempts to move forward from a traditional house and office setting. It suggests a new contemporary live and work relationship

through the blurred space of the platform.

A case study for such a platform space is the Maison à Bordeaux designed by OMA¹¹. Unlike the case study, the platform in this typology is entirely free from the specified program to meet adaptability toward various programs.

Building type: Any
Number of the user: Any
Location: Any
Minimal Duration of Contract: Any
Space Type: Any

¹¹ <https://www.youtube.com/watch?v=FSaNIi8vEQ4>



Fig 32. A lift in a house. Koolhaas houselife by Bêka & Lemoine.

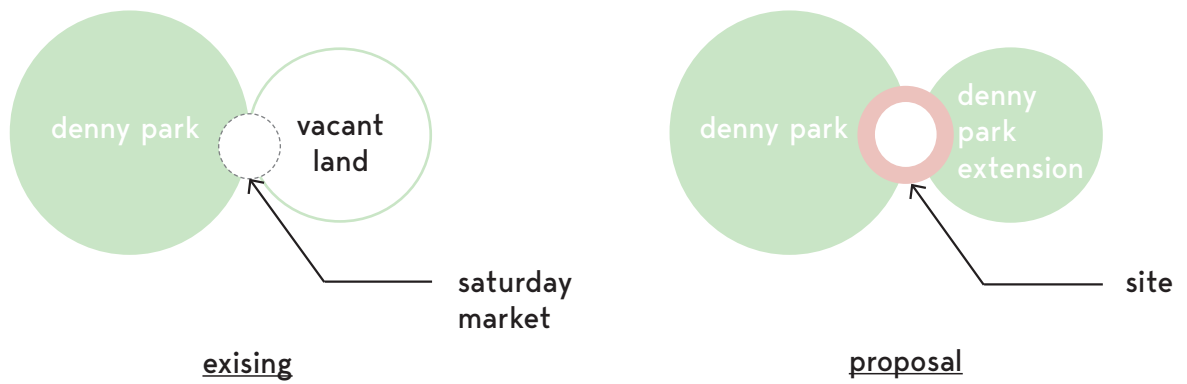
7. Design

MASTER PLAN

a case for south lake union location



Fig 33. Site location in south lake union



Site Strategy for South Lake Union Location

Fig 34. Site strategy : proposal

7. Design

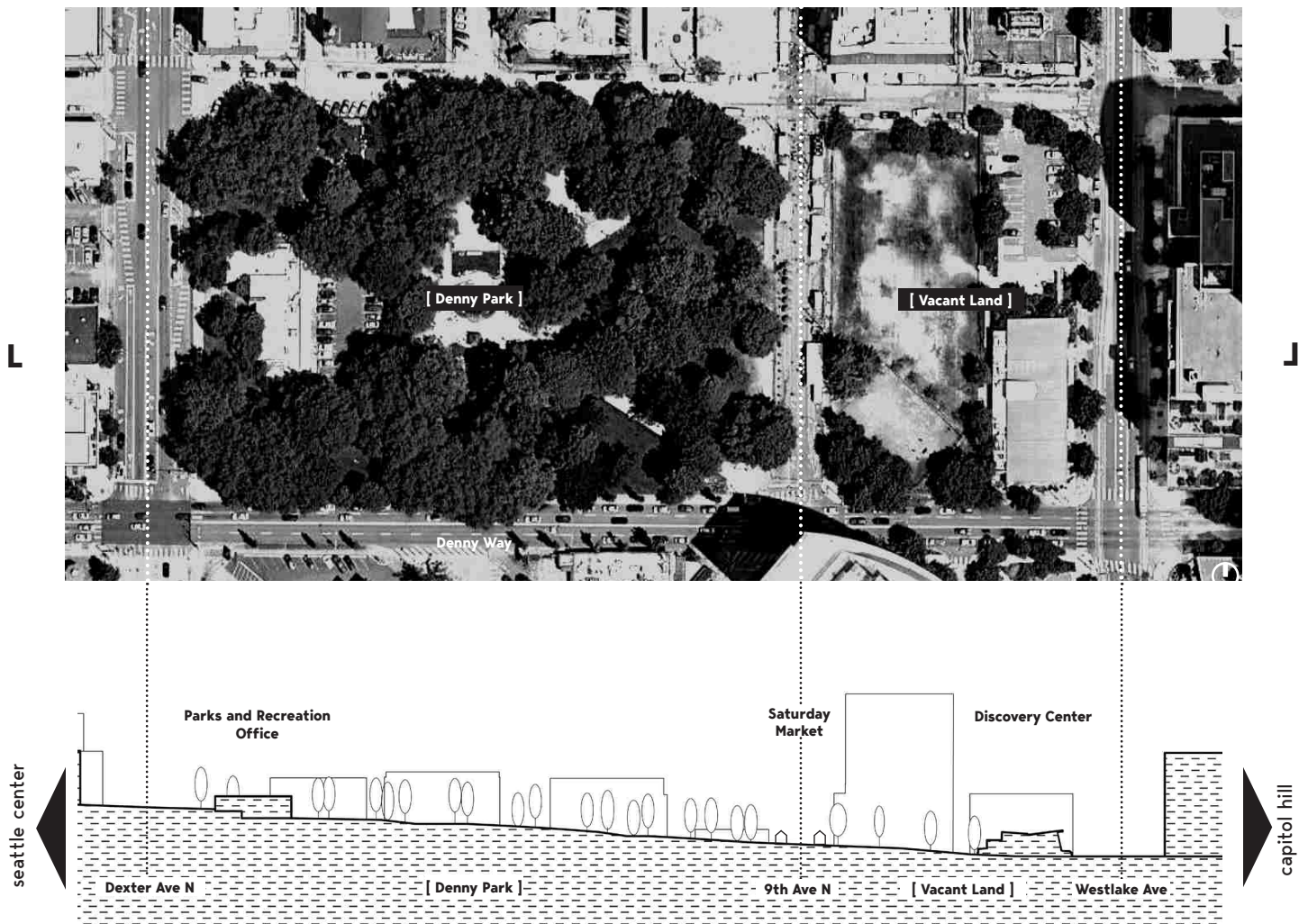


Fig 35. Existing condition

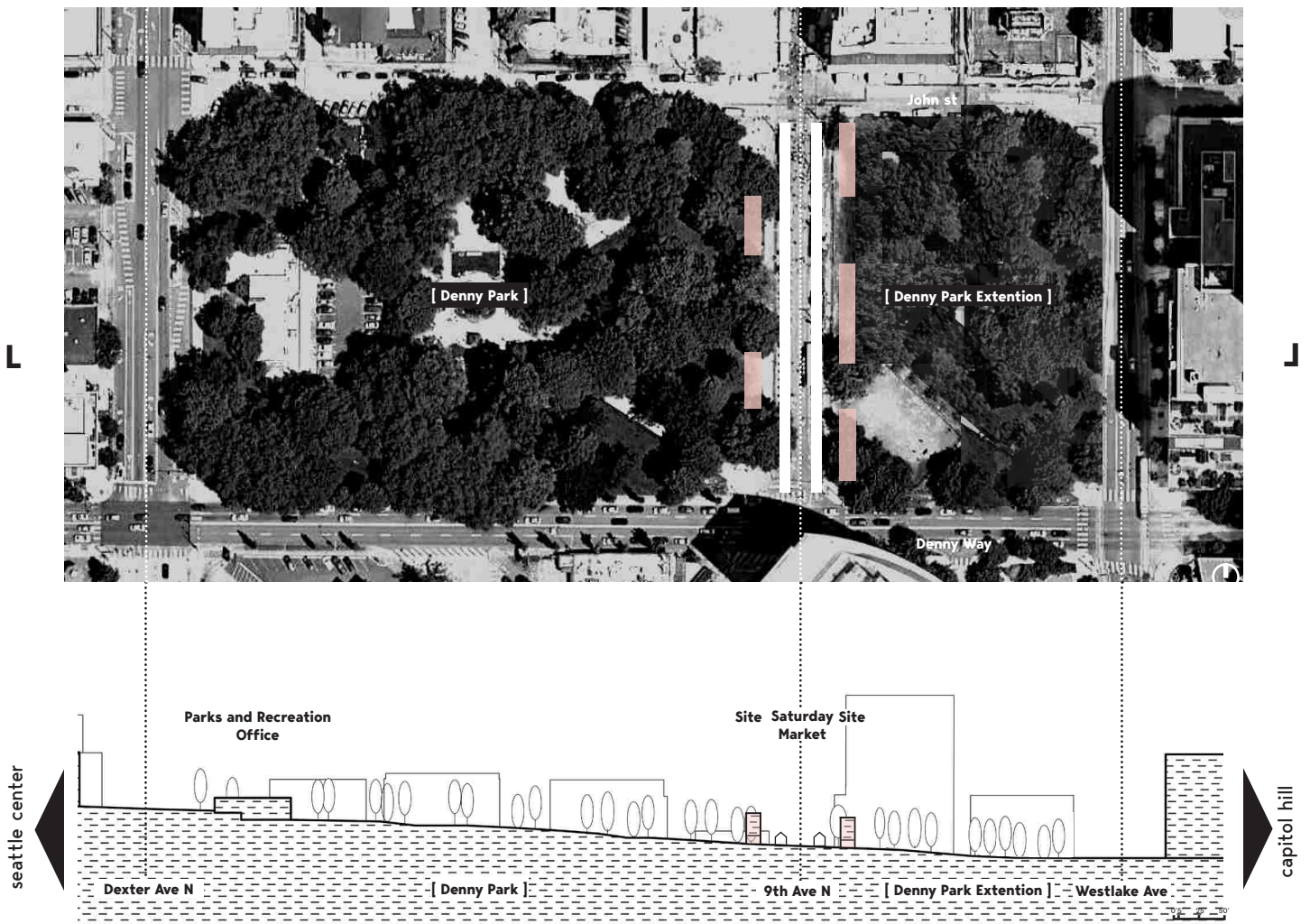


Fig 36. Proposal



7. Design

ARCHITECTURE

case for south lake union



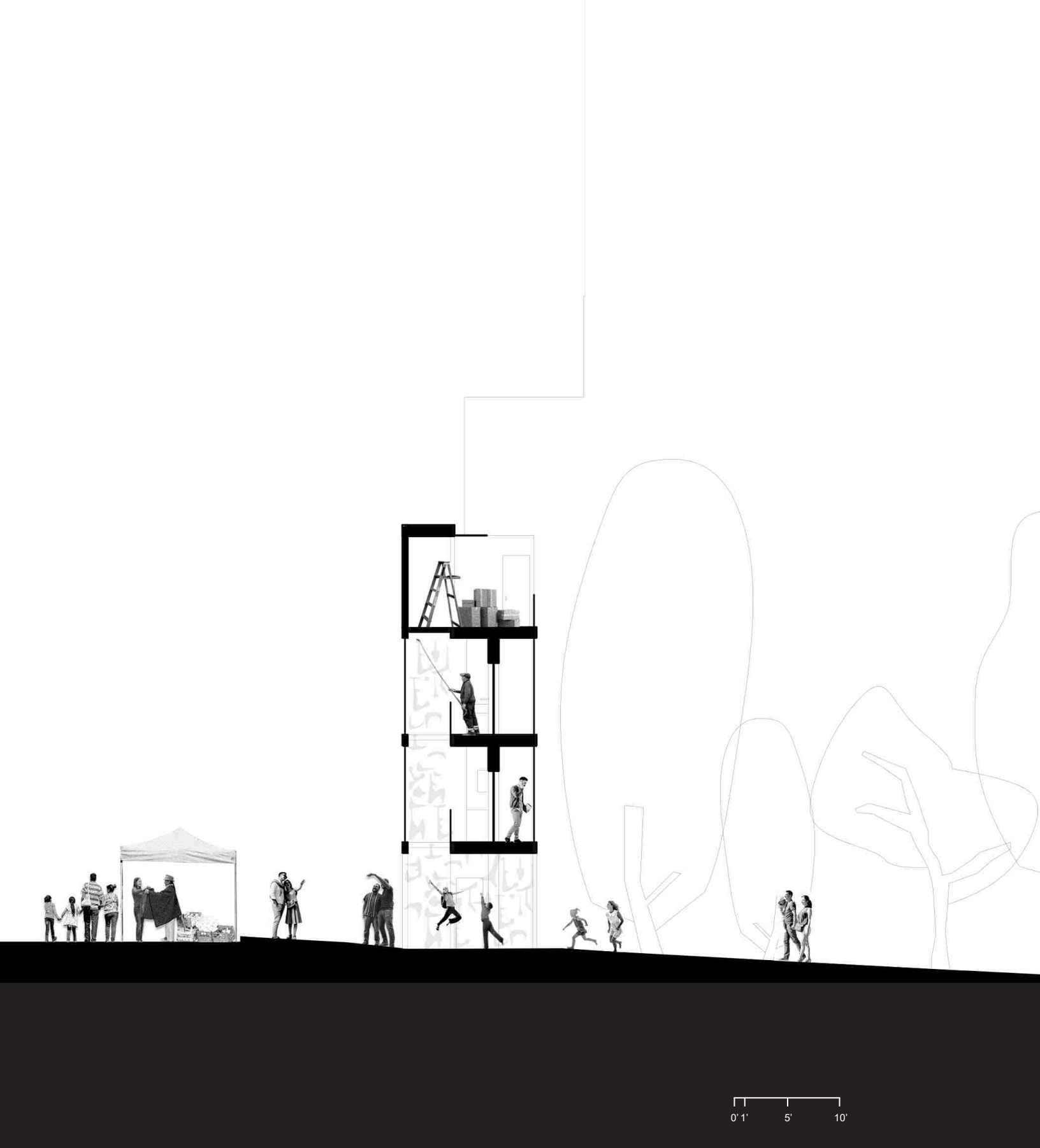


Fig 38. Interaction between nomadic workers and locals

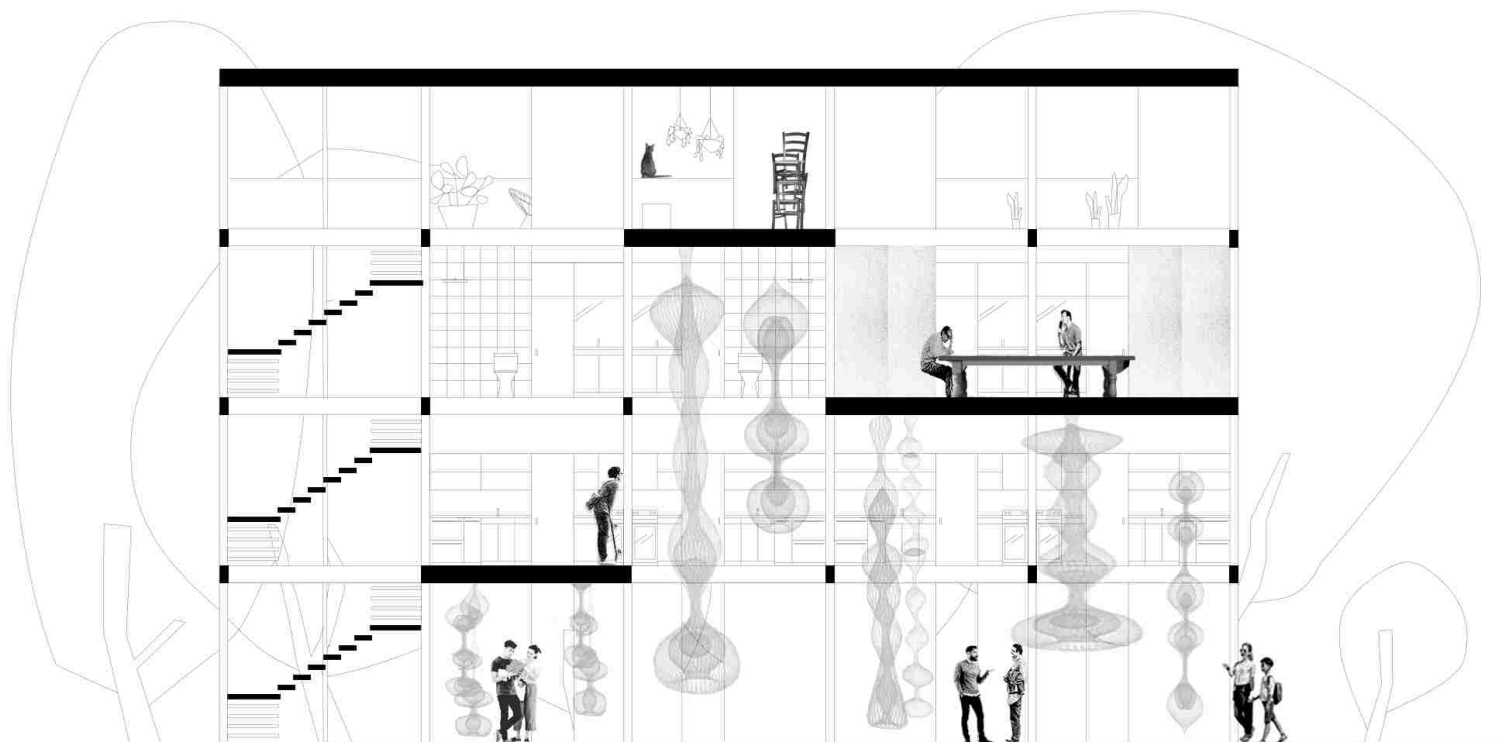
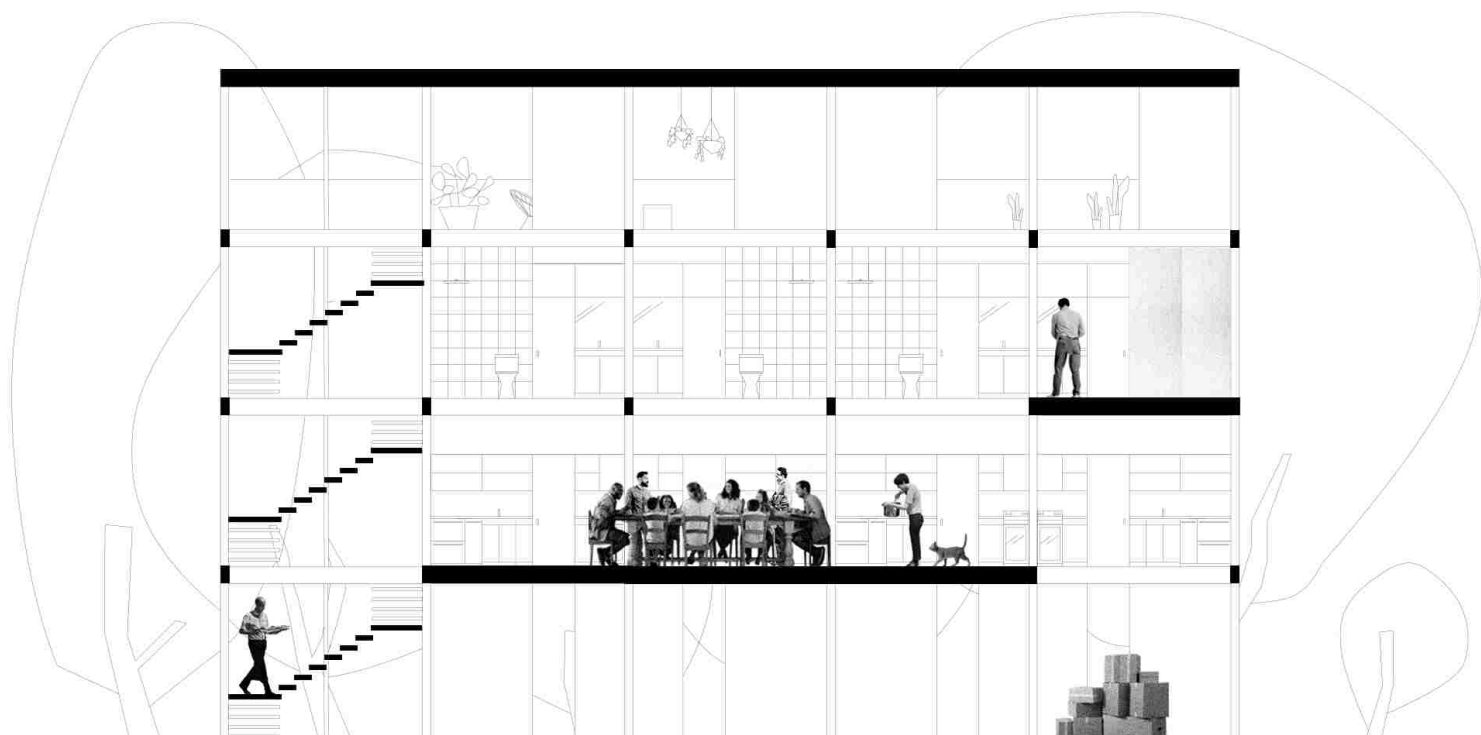


Fig 39. Day



0' 1' 5' 10'

Fig 40. Night

8. Conclusion

CONCLUSION

the co-working community model
in property free lifestyle

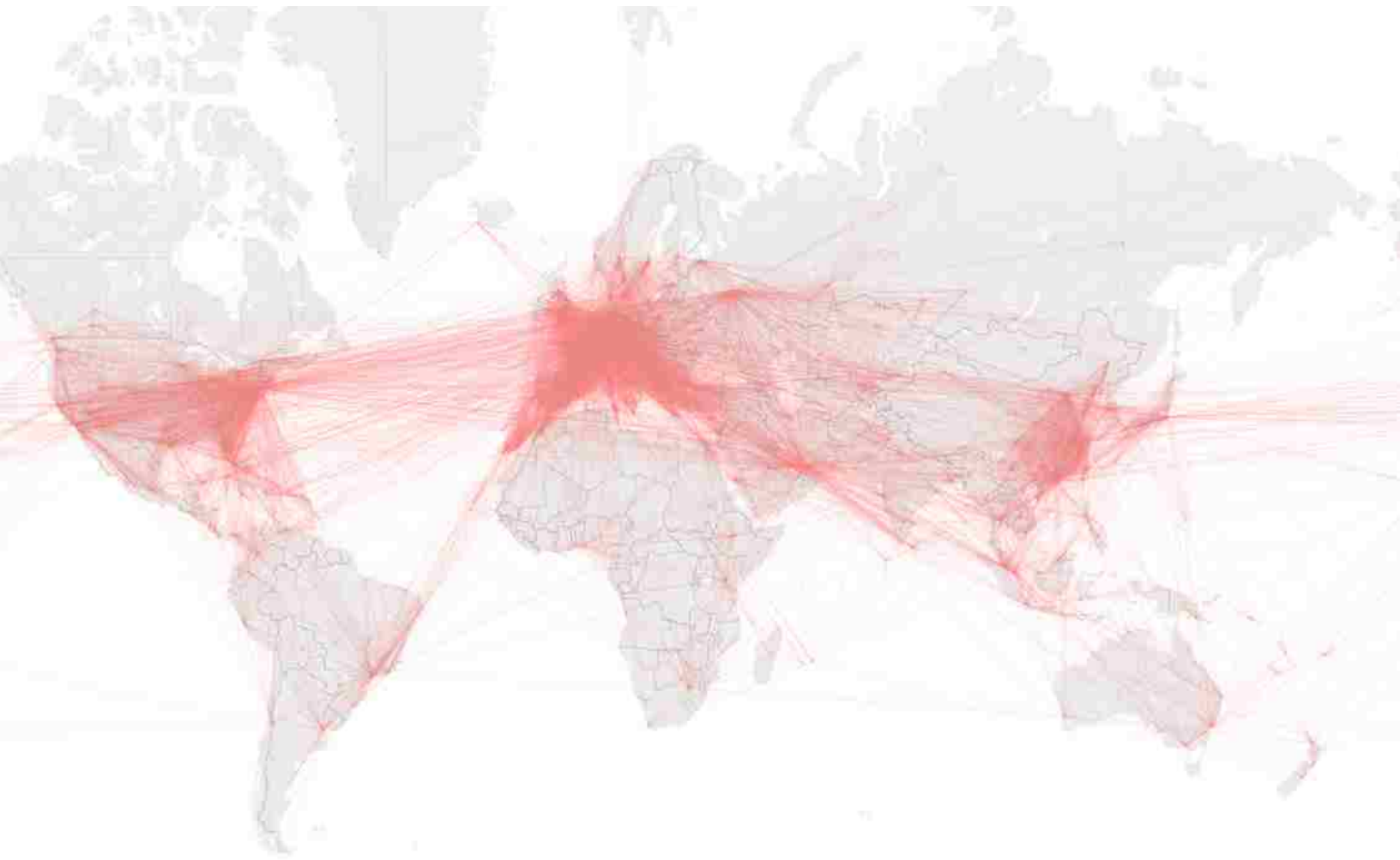


Fig 41. Possible nomadic workers' travel path

This thesis examines our property free lifestyle, especially in Seattle, and identifies a new group of people, nomadic workers. It proposes a new lifestyle model that integrates them into the community.

The lifestyle model is addressed by a new typology: a co-working community project that blends the programs in a nomadic worker's lifestyle with the surrounding community. In this typology, the needs of nomadic workers, new locals arriving in the area, and long term established locals are all brought together as a community.

In this experimental story, one might identify with either a nomadic worker, new local, or established local. Being a long time nomadic worker might still sound extreme. However, joining

this community model can be beneficial not only for the nomadic worker but also for the neighborhood and its cultural development.

for the neighborhood and its cultural development.

The roles in such a community can be temporary. Any individual need not commit to only one side. One could be a nomadic worker for a year and then become a new local in another city. It is also possible to work while taking care of family members. Adaptability is one of the strengths of a property free lifestyle, and it is hoped that it will lead to an architecture that is similarly adaptable in response to a changing future.

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