

In many ways, the development of Las Vegas embodies values that are distinctly American, with profit-seeking investments, corporate greed, and opportunity for all to gamble their way to success. To Americans, Las Vegas is the land of vacation and enjoyment; a place that promises freedom from the restrictions of everyday life.

So how did this small town in the desert swell to become a lucrative metropolis which attracted almost 40 million visitors and \$9.7 billion in revenue in 2014 (“Las Vegas Stats & Facts”)? Its beginnings are less reputable than one might realize. Las Vegas was officially founded in 1905, fifty years after traveling Mormons built the first infrastructure in the area. Situated between Southern California and Salt Lake City, it quickly became a popular location for passing trains to rest and refuel. But as its population increased and its business men and government began searching for ways to increase profit from travelers, Las Vegas became a hub for gambling and sometimes seedy entertainment. The city's evolution and its attempts to alter its own reputation throughout time make it a unique and famous attraction known around the world. In the modern-day, Las Vegas is known to many as an exclusive destination for relaxation and enjoyment, an oasis in an unlikely location where its isolation allows it to claim that “what happens in Vegas, stays in Vegas”. However, the methods with which it came to hold this reputation remain hidden to most. Las Vegas developed into the city it is today through optimal timing for growth, crucial investments from mob leaders, and marketing messages that established its image as an escape from daily life.

It is also seen by many as a place to avoid, filled with corruption, loss, and regret. Las Vegas constantly battles this doubtful half of its reputation. It has done so all throughout its growth, with mixed results. In a recent poll conducted by the television series 60 Minutes, Americans choose Las Vegas overwhelmingly as the city that cares the least about its own reputation

out of all cities in the world, over Tehran, Bangkok, and Amsterdam ("Vanity Fair poll: Ethics", 1). While this popular belief appeals perfectly to Las Vegas's reputation as a place to go and be free of expectations, it is far from accurate. This misconception is perplexing, as the history of the city involves countless attempts to alter its reputation in order to create the impression of a location that is more desirable to potential visitors. Over its brief history, Las Vegas's reputation has varied greatly, but it has consistently remained of paramount importance to the city and for those who have invested in its success.

To fully understand the city, one must look more closely at its history. Las Vegas was originally founded as a city with honest intentions of chasing typical American prosperity. The land of Nevada was a desert, isolated from all forms of civilization other than minor Native American groups. John C. Fremont, an explorer from the eastern United States, discovered the land on an expedition and saw potential partially due to there being a source of water. In an attempt to make his newly discovered land as marketable as possible, he dubbed it Las Vegas, Spanish for "the meadows". He returned east with tales of a vast green area of land, ideal for settlement. Enticed by this description, Mormons in search of a land to call their own settled in the area for a short period of time. They spent only two years in Las Vegas, but they built its first permanent infrastructure in the form of a large fort which inspired others to come explore the area and thus sparked the origins of the city that would soon grow exponentially.

This growth began in the 1931 when two pivotal events occurred. First, President Hoover proposed the building of a hydro-electric dam on the Colorado River. Construction of the Hoover dam, located just East of Las Vegas, began in 1931 and continued until 1938. Fifty million dollars was poured into the construction by the Federal Government, and the workers flowed into

the area. (Time Magazine, June 1931) The second thing that happened in 1931 was the legalizing of gambling.

In the 1920's and 1930's, Las Vegas had grown to become an important stopping point on the railroad. It was directly between Southern California and the rest of the United States, so trains could easily stop to replenish their fuel and water supplies. So, during the early 1930's, the Hoover dam, and to a lesser extent the railroad required large numbers of workers. These workers were almost exclusively men, and Las Vegas was the only accessible place for them to stay.

These factors, along with the outbreak of World War II and the establishment of the U.S. Army Gunnery School in 1941 led to a dramatic increase in population. In 1930 the city held a mere 5,165 people, but by 1950 it had reached 24,624 people, over four times what it had been just two decades before ("History", City of Las Vegas).

This sudden growth attracted attention to Las Vegas from all over the country, sparking a rush to find a way to profit from the city of single men. These men all worked standard hours during the day, and were out in the city at night, looking to have fun. They were attracted to activities such as gambling and prostitution, and were vulnerable to exploitation techniques that could yield healthy profits. Las Vegas was new on the national scene, and held great economic potential waiting to be tapped.

With all the attention on Las Vegas came the mobs, their leaders, and the flood of money that accompanied them. Las Vegas had grown in size very suddenly, in just a few decades, and its local government in the 1940s and 1950s had yet to expand proportionally. These government forces were generally unable to control mob activity, and over time essentially yielded control of the city. Mobs acted with minimal regard for government restrictions, allowing for greater flexibility in exploration for profit. Gambling had been legal since 1931, as legalized gambling al-

lowed the state to appear more in control of the city, even if in reality they had little control. Many gamblers had moved to California after laws prohibiting gambling had been tightened on the East Coast. These gamblers saw the appeal of legal gambling in Nevada and moved to the city in droves (Green). Las Vegas had become the national center for what was an illegal activity elsewhere in the country.

The 1940s saw massive growth in very specific areas of the city. These areas were hotbeds of entertainment and tourism. Areas such as The Strip and Fremont Street were locations for many of the first hotel-casinos. These businesses sought to create a complete experience for their customers, including not only a place to stay, but also the source of all of their entertainment in the city. The original mob leader behind this idea was Benjamin Siegel. Siegel was a boss from a large New York mob who recognized the potential in Las Vegas and moved to the city to capitalize on it. Even with the booming population in Las Vegas, land in the city was still very inexpensive (Brewer). Siegel founded the "Fabulous Flamingo" (later became simply the "Flamingo"), which was the first hotel to attempt to offer the complete experience to visitors. Siegel initially found no success, as his casino ended up giving out more money than it earned. As a result he was murdered just six months later and died having seemingly failed, but after his death the casino changed ownership and grew to be very successful. It would become the most famous hotel-casino during the city's mob years. Siegel's attempt inspired many other mob leaders to make the move to Las Vegas, particularly from New York, and buildings on The Strip and on Fremont Street were almost exclusively constructed with mob money.

Thomas Hull, another mob leader, saw the same potential and built a casino-resort in the city, known as El Rancho, in 1941. His investment was on a greater scale than had been seen in the city to that point. His resort was located just off the highway to Los Angeles, and he found

immediate success due to its great location. His investment proved to be highly rewarding, and inspired a rush among mob leaders to build the most extravagant casinos and resorts possible. This became a competition among them, with rampant corruption funding the entire process. It was the beginning of an era of modern casinos, exploiting vacationers by hosting them and their immediate needs and entertainment within one building.

In the midst of high levels of corruption, Hank Greenspun, the editor of the Las Vegas Sun local newspaper, decided to conduct an investigation to exploit criminal activity in Las Vegas. His reporting called national attention to the issue, and drew the concern of Congress. Estes Kefauver, an American congressman from Tennessee, chaired a Congressional Committee examining the link between organized crime and gambling. The committee found “widespread evidence of skimming which sheltered gambling profits from taxes” (“II. History of Gambling in the United States”). The committee considered a national prohibition of gambling, but no decision was made. In the investigation, Kefauver stated that there was a government in Las Vegas separate from the United States government anywhere else, which he labeled "The Syndicate" ("Las Vegas: An Unconventional History"). The Syndicate was a "government within a government" that worked closely with criminals to protect low-level operations of crime and dealing. Most of The Strip, he claimed, was funded by Syndicate money. Meyer Lansky, a figure of organized crime in the city, believed the Syndicate would remain in control of the city and expand outward into the rest of the United States. Referring to the Syndicate, he said, "We're bigger than U.S. Steel" (“Las Vegas: An Unconventional History”). The organization was even rumored to have inside dealings with the CIA, to whom they could offer inside information on black market dealings in the city. The Las Vegas government had learned to sacrifice strict order within the

city in exchange for building a strong reputation to attract men to the city. Such activity had never before occurred within the United States, and Las Vegas's reputation spread quickly.

To draw in large crowds of customers, mob leaders and early casino founders focused on generating the impression of accessibility. They began advertising their casinos, along with the Las Vegas lifestyle, all over the country. The highway soon reached Las Vegas, and cars grew in availability. Soon, central air conditioning became popular, and these two important developments made traveling to this desert oasis more practical, and reduced the inconveniences of the isolated desert location.

By the 1950's, Las Vegas was ready for large-scale tourism and needed to notify the world. The most popular form of advertising was through billboards. Billboards on the side of busy roads and highways were popping up all over the country, and were an easy way to create an impression on anyone passing by. Possibly the most famous billboard, "Kim", clearly and bluntly depicted the image that Las Vegas's lead investors were desperate to convey (Duke Digital Collections, Appendix B). The scene displayed a woman, lying on her stomach wearing a bathing suit, and holding an alcoholic drink in her hand. The suggestive image was intended to appeal sexually, and intentionally narrowed its target audience to men, who would notice it. It suggested that single men should come to Las Vegas to fulfill their fantasies and meet women such as Kim. Another famous billboard series, shown all over the country, displayed text such as "Las Vegas, 55 minutes by air" (Duke Digital Collections, Appendix B). This message constantly reminded people in their daily lives that at any time, they could escape the stressful world they lived in and drive or fly out to Las Vegas to relax, have fun, and gamble.

Las Vegas's key investors worked hard to create a distinct 'Las Vegas lifestyle' entirely centered around the casino. Those who held stakes in the profits of casinos became involved in

working to simplify other parts of the lifestyle. They took control of both hotels and restaurants to make them as inexpensive and convenient to visitors as possible. Any loss of profit in these facilities could be compensated for by the greater volume of tourists who could afford to vacation in the city, and were able to spend even more time in the casinos. To get the visitors that typically gambled large amounts, the hotel-casinos offered "comps", or perks, to these high-rollers. These included small benefits such as free drinks, limousine rides, and even free hotel rooms. They became a status symbol among those who spent lots of time in the city, and fostered gambling addictions for many visitors (Brewer). The casino-hotels invested in a cycle: they made it easy for people to spend as much time gambling as possible. The more they gambled, the more addicted they became to the casinos, to the city, and to the lifestyle.

Throughout all of its efforts to build a luxurious vacationland, Las Vegas remained at the mercy of leaders of the Syndicate over the handling of money. This possession was apparent in the residential parts of the city, which generally lacked other forms of revenue. They remained poor and received little attention from those who controlled the money. Rich white families moved out to the growing suburbs, while the inner-city areas where workers lived became highly crowded. School systems in the city were overloaded with children and were poorly managed (Green). While the county government controlled most of the land in the area, including The Strip and Fremont Street, they did not receive significant tax revenues from them and were unable to fund standard city infrastructure. Las Vegas was truly a city whose motives were centered entirely around profits and attention brought in by the casino system and the Syndicate, while the remainder of the county suffered for it.

Even with extensive efforts by leaders in the mobs that controlled Las Vegas's profits, the city couldn't shake its established reputation as a haven for crime, corruption, and danger. Mob

leaders, such as Benjamin Siegel, had been murdered for their involvement. Gambling addicts often stayed in the city for long periods of time, entranced by the experience, and lost all of their money in the casinos. People around the country knew to either stay away or visit with caution. Michael S. Green in his "Dictionary of American History" argues that this reputation extended to many aspects of daily life, including racial segregation:

Las Vegas's image suffered not only for its criminal connections but also for its Reputation as the "Mississippi of the West." Banned from patronizing resorts where they performed, black entertainers stayed in segregated West Las Vegas until the late 1950s (Green).

Even minorities who were brought in to entertain the tourists were banned from staying in the casino-hotels so the casinos could manage their image. Las Vegas was a racist city, a corrupt city, and a dangerous city. These negative images gave many people reasons to avoid it, and to disapprove of it. Las Vegas's profits were still increasing exponentially, but its reputation wasn't able to make the leap to finally evade this negative image.

Beginning in 1961, Las Vegas underwent one of its largest changes in history. The United States federal government started aggressively cracking down on mob activity and hunting down gangsters throughout the country, and Las Vegas was a well-known hideout location for many of them. Many Syndicate operations were forced out of the city by the federal government, and their leaders were no longer able to control all of the casinos, hotels, restaurants, and other attractions in the city. The Strip and Fremont Street became safer destinations, with a drastic reduction of shootings and violence in the area. As gangsters were on the way out, many businessmen took advantage of the timing to buy the hotel-casinos and continue to operate them as huge money-making operations. Businesses from outside of Las Vegas began to move in, including hotel chains such as Hilton, Hyatt, and Holiday Inn. These blockbuster deals were seen in the news around the country, and Las Vegas's reputation gradually began to improve.



Wealthy businessmen, moving into Las Vegas to replace corrupt mob leaders, wanted to ensure that the public knew their operations were not going to be run in the same fashion. In the 1960's, the marketers of Las Vegas hotel-casinos began to target a new demographic: families. They wanted Las Vegas to be seen as a destination for the entire family to safely visit and enjoy. The businessmen also desperately wanted to shake any old reservations that potential customers held about their newly-purchased establishments. They pushed hard to create a new impression around the country. Hotel-casinos began to offer more than just gambling. Theatrical productions and auto shows became common activities for the whole family to enjoy (Duke Digital Collections). Sexual symbols were mostly removed from advertising, and replaced by a more relaxed, family-oriented theme. In addition, advertisements marketed Las Vegas increasingly as a luxurious place to live. For example, one billboard advertisement simply showed the words "Giant Buffets" resting atop a pile of golden bars and jewels (Duke Digital Collection, Appendix C). It emphasized that Las Vegas was no longer just a place for the desperate single man looking to gamble and make money. Las Vegas had become a luxurious place for people to vacation, and for those who wanted to live a care-free, enjoyable lifestyle. Headlining acts and productions were suddenly more than simple schemes to attract potential casino customers. They were their own individual sources of revenue, which offered more value to the city than simply acting as bait for gamblers. Families around the United States recognized this change, and were increasingly comfortable visiting the city for entertainment and general enjoyment purposes.

With businessmen at the helm of the city's biggest corporations, a potential new form of revenue arose. With great amounts of hotel space, Las Vegas was poised perfectly to become a center for conventions of many different trades. Throughout the 1960's, hotel-casinos built many of the largest convention halls in the United States. It was the perfect setting, as Las Vegas was

considered a relaxed environment in which to host a convention for a specific trade. Conventions have continued to grow in popularity, and today 22,000 conventions are held in Las Vegas annually (“Las Vegas Stats & Facts”). They have generated a significant portion of the revenue earned on The Strip, and have yielded great returns for the hotel-casinos’s business investors.

Among Las Vegas’s most famous investors was Howard Hughes. Hughes was an American business tycoon who became one of the wealthiest men in the world after selling his airline, TWA, for \$600 million. The IRS, fearing the power and influence that would come with an individual having amassed so much money, warned him in 1967 that he needed to spend at least half of his fortune to avoid paying significant taxes on his entire fortune. In search of a place to spend this money quickly, he traveled to Las Vegas and discovered a plethora of highly-profitable businesses available for sale. Hughes bought a casino, several hotels, the Las Vegas airport, and numerous other profitable pieces of property around the city. In an attempt to essentially monopolize the entire Las Vegas experience, Hughes stockpiled many of the most significant and profitable landmarks in the city (Brewer). In this time period, Las Vegas cemented its economic standing as a city in which only the richest investors could participate. The wealthiest of them competed for assets and control over the most lucrative attractions in the city. With control in the hands of the richest investors, there were few opportunities for small businesses to prosper in the city. Las Vegas had become a city with an artificial, meticulously crafted consumer lifestyle built by big-business tycoons.

Despite the gambling industries considerable growth through the 1960’s and 1970’s, the 1970’s presented a fresh challenge for the rapidly-expanding city. The city received a wave of bad press due to some remaining members of the Syndicate skimming casino profits, and the entertainment industry began to lag. Many entertainers who had previously been famous around

Las Vegas either retired or died, and their replacements were simply inadequate by comparison. The city lost a great deal of its merit as an entertainment mecca and entertainment lost its stature as a defining piece of Las Vegas's economy. "Las Vegas was seen as the place where has-been entertainers made their last attempt to revive their careers" ("Las Vegas: An Unconventional History"). This reputation meant that Las Vegas was seen to some as a second-class place, while the best acting, singing, and performing could be seen elsewhere.

Undoubtedly one of the most famous performers in American history, Elvis Presley almost singlehandedly held the city's reputation for entertainment together in the 1970's. In 1969, Elvis signed a deal with businessman Kirk Kerkorian to be his hotel's exclusive performer. Presley's career had slowed in the preceding few years, but his act "Vegas Elvis" proved to be a huge hit. He continued to perform in the city all throughout the decade. Tourists from all over the country were attracted to Las Vegas just to see Elvis, and he became a very popular and beneficial attraction for the city even as the rest of the industry failed to regain any traction ("Las Vegas: An Unconventional History").

Since the 1980's, Las Vegas has experienced explosive growth, mainly due to the introduction of the megaresort era. Steve Wynn kickstarted this era in 1989 with the construction of the Mirage, the first hotel-casino in Las Vegas built with money from Wall Street. Over the next few decades, investors from Wall Street recognized the city's potential for growth, just as mob leaders and early businessmen had done in the preceding decades. Old, smaller hotels that used to be landmark attractions were torn down to create space on The Strip for new megaresorts. These resorts carried the same principles of fulfilling the customer's every need, but held many more people. For example, the MGM Grand Las Vegas, when it opened in 1993, was the largest hotel in the world, with 6,852 rooms. Today, these mega hotel-casinos continue to thrive, their

roots shrouded and forgotten, as business conventions and international visitors augment Las Vegas's family audiences.

The city of Las Vegas has followed a long and varied path to its current condition, one which many contemporary entrepreneurs within the city would eagerly like to reshape. The development of this American oasis involved several frenzied rushes to acquire land and infrastructure, generating competition and corruption in the race to maximize profits and showcase the ideal recreational lifestyle for those visiting the city. No other city in the country has worked so tirelessly to manage its own reputation, or used similar means to build its tourist economy. Las Vegas still is regarded as somewhat controversial in nature, as some see it as a destination for a great vacation and an escape from everyday life, while others see it as a dangerous hotbed of corruption, addiction, and regret. Regardless of how it has been viewed throughout history, certain factors stand out as having shaped the Las Vegas of today. The optimal timing of key public works projects in the early-mid 20th century, investment by mob leaders and members of the Syndicate, and marketing techniques that painted an ideal image to maximize the city's appeal were all key contributors in forming the city as it is today. Ultimately, organized crime was replaced by legitimate private business investors who retain control of the management and image of this distinctly American oasis. However, under careful analysis, Las Vegas turns out to be quite the opposite of a city that embodies the 'American dream'. That Americans could choose this city as one which cares the least about its reputation is a misconception of the uninformed. It is a destination which restricts small business opportunities in exchange for overwhelming corporate monopolies, artificially builds entertainment to open the wallets of its customers, creates the illusion of an opportunity to gamble into wealth, and tampers with consumer mentality by

simplifying other needs. Las Vegas's intentions are all but genuine. It is a contrived faux paradise, artificially sprouted from Nevada's shifting sands, and Americans have yet to catch on.

Word count: 4,117

### Appendix



Appendix A

Appendix C

Appendix B

## Annotated Bibliography

"An Evaluation of the New Deal." *Ushistory.org*. Independence Hall Association, 2013. Web. 25 Feb. 2015.

*This source provided information on the development of the New Deal during the Great Depression, which provided for the beginnings of the Hoover Dam project in an effort by president Franklin D. Roosevelt to create jobs.*

"Boom in the Desert: Why It Grows and Grows." *American Decades Primary Sources*. Ed. Cynthia Rose. Vol. 7: 1960-1969. Detroit: Gale, 2004. 96-101. U.S. History in Context. Web. 9 Nov. 2014.

*This source provided a lot of useful background information on the topic of Las Vegas. It analyzes sections of the city's history very closely and helped me understand why specific events occurred, and the effects that they had.*

Brewer, Tony. "Las Vegas." *St. James Encyclopedia of Popular Culture*. Ed. Sara Pendergast and Tom Pendergast. Vol. 3. Detroit: St. James Press, 2000. 92-93. Gale Virtual Reference Library. Web. 7 Nov. 2014.

*This was a background information source which I used to get a sense of Las Vegas's history from another perspective. It was mostly useful for clearing up confusions I may have had from other sources.*

Green, Michael S. "Las Vegas." *Dictionary of American History*. Ed. Stanley I. Kutler. 3rd ed. Vol. 5. New York: Charles Scribner's Sons, 2003. 41-43. U.S. History in Context. Web. 6 Nov. 2014.

*This was one of my go-to sources. It detailed general moods by the public both in Las Vegas and throughout the country toward people and events, and provided many useful facts and opinions which were cited throughout the essay.*

"History (Official City of Las Vegas Web Site)." History (Official City of Las Vegas Web Site). City of Las Vegas, 2013. Web. 09 Nov. 2014.

*This was my most used source. It is an enormous timeline of significant events in the city's history, compiled by the actual city government. It excludes most negative information about mob activity and corruption, but was useful for timeframe information and population numbers.*

Katsilometes, John "A Brief History of 'What Happens in Vegas Stays in Vegas'" The Week. Web. 09 Nov. 2014.

*This source provides a very specific history of the development of Las Vegas's reputation as a place to party. It focuses on a slogan which I did not include, as it was only invented in 2001, but the source remained useful for other information leading up to it.*

"Kim." Duke Digital Collections. Duke University Libraries, 1979. Web. 02 Dec. 2014.

*This is a single photograph, showing the billboard image which I referenced in my essay.*

"Las Vegas: An Unconventional History." PBS. PBS, n.d. Web. 02 Dec. 2014.

*This was an extremely extensive source which was split into categories of different timeframes, people, and events throughout the history of Las Vegas which proved to be very helpful. I quoted/cited it multiple times in my people, as it offered useful characterizations of the people in it.*

"Las Vegas 55 Minutes by Air." Duke Digital Collections. Duke University Libraries, 1979. Web. 02 Dec. 2014.

*This, like the source above, is a single photograph of a billboard image. The photographers for these images were not available on the page, but they provide a clear visual sense of how Las Vegas attempted to appeal to potential tourists.*

"Las Vegas Imperial Palace Casinos." Duke Digital Collections. Duke University Libraries, 1979. Web. 02 Dec. 2014.

*This was another photograph of a billboard, like the one above. None of them provide information about the photographer, but they are all hosted on the same website.*

"Las Vegas Stats & Facts." Las Vegas Stats and Facts. Las Vegas Convention and Visitors Authority, 2015. Web. 28 Feb. 2015.

*This source provided numbers for the visitors and profits of the city of Las Vegas in 2014. I used these numbers in my opening paragraph to stress how large the city had become, so that I could question how it became so big.*

"National Affairs: Las Vegas Made Safe." Time. Time Inc., 01 June 1931. Web. 01 Mar. 2015.

*This was an old Time Magazine which provided information on the creation of and motives behind the Hoover Dam. It was very useful to view a perspective from the actual time period, to accompany modern analysis of the reasoning behind it.*

SSRS of Media, PA. *60 Minutes/Vanity Fair Poll - Ethics*. PA: CBS News, 15 June 2014.  
DOCX.

*This source was a list of surveys, mostly unrelated to the topic of Las Vegas. I referenced and cited a specific question they asked in the survey to show an opinion and misconception about modern-day Las Vegas that I later addressed and disproved in the essay.*

### Bibliographic Essay

Writing about Las Vegas proved to be very interesting for me. While at times it became dry and repetitive - certain events and changes seem to occur in nearly exactly the same way multiple times in Las Vegas's history - I learned quite a bit and was genuinely surprised about parts of it. I found myself telling people about quirky parts of its origins that are not commonly known to most people, such as how the Mormons moved in, built a massive fort, and then moved out a mere two years later. Facts seemed to keep popping up that I never would have expected to be involved.

I have never been to Las Vegas. However, my father travels there quite often for various business trips, and he is always complaining about it. He can't stand the artificial atmosphere and the sense of regret from seeing people who have lost everything to an addiction to gambling. Because of this, I entered the project with some already-existing expectations and biases about the city. It made it quite easy to pick a side and focus mainly on the negatives in my essay, so looking at the facts from an open-minded perspective proved to be a challenge.

Another challenge was finding adequate sources on the topic. Las Vegas grew exponential in the 1940's and 50's, but it had another boom in population in the 1990's and early 2000's. This time frame is out of the range ideal to focus on in the paper, which made it tough to weed through these sources to actually find ones that went into the history of the city in depth. Primary sources, on the other hand, proved surprisingly easy to find. Photographs of billboards were a



very successful method for me to visually analyze the techniques used in the city's advertising and expose the clear target groups for their marketing.

Finally, the greatest challenge I encountered throughout the project was how to word and focus my essay in a way so that it would be controversial. Las Vegas is a city which has many of the same rumors and impressions around it at all times, so it was easy to be sucked into writing about its history and all of the bad things that have happened. This would be a slightly controversial essay, but one that someone arguing the opposite could not really back up with substance. I realized this was a large flaw in my initial outline and ended up trashing it to create a new one. It added a lot of extra work to the process, but proved to be much more helpful than simply trying to reorder the paragraphs and recycle information from my old paper. I was also able to get back more into focusing on the aspect of the topic which I found most interesting: The psychological effects of the city, the impressions it attempted to create, and the marketing tactics used to create these impressions.

Overall, I enjoyed the topic. I was surprised at how obscure its origins are to most people, and that I was able to find actual misconceptions people had about the city and its motives.