



L'Institut Idée

RED



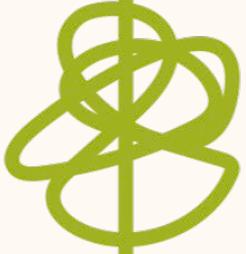
KIRSH DESIGN

your workplace reimaged

Reimagining the workplace

REPORT ON THE FUTURE OF THE WORKPLACE

September 2020



“

Everything you can imagine is real.

”

Pablo Picasso



Time to challenge assumptions

Until recently the conventional wisdom has been that a workplace was essential to maintain productivity, develop a strong culture, and attract the best talent.

But now, many people are getting used to working from home (or from anywhere) thanks to the adoption of digital collaborative tools. They do not want to give up their flexibility or go back to long commutes. So what does that mean for the workplace? How can we reimagine this space, not only for a post-COVID world but to be the kind of places in which talented people would choose to spend time? How should workplaces be designed so that they are safe and conducive to great work?

Is there now a new purpose or role for the workplace?

This document will provide some answers to these important questions. Building on the strategic thinking of L'Institut Idée and the design experience of Kirsh Design and Red Studio Inc., this document has been created as a practical tool to help leaders “reimagine the workplace” and leverage the opportunities arising from the current environment, using a unique set of tools and learnings from all three entities.

Make yourself comfortable, put that Zoom on hold, and enjoy the read.



Executive summary

The document is divided into two sections: the macro context – the overarching emotional drivers as it relates to choosing a space in which to work, and the micro context – the key dimensions organizations should look at in order to fulfil these emotional drivers.

MACRO CONTEXT: THE EMOTIONAL DRIVERS

CRAFTSMANSHIP WILL NEVER GET OLD

People are drawn to spaces that are carefully crafted to meet their diverse needs. Spaces that purposefully address both their physical and psychological requirements and that allow them to feel safe to dare and explore.

HUMAN NATURE NEEDS NURTURE

People are attracted to spaces that are warm, welcoming, comforting, and accepting. They want to feel "at home" – be in a place where they can be themselves and are encouraged to think bigger.

TOGETHER WE GO FURTHER

People are driven by their need to belong to a crew who will encourage and support them. That's why they want a space that will foster this sense of community, and where positivity and collaboration are promoted so that their creativity can flourish.

MICRO CONTEXT: THE KEY DIMENSIONS

A SYMPHONY OF THE FIVE SENSES

Multi-sensorial spaces in which people can access natural light, fresh air, acoustic comfort, nourishment sources, and be comfortable can massively impact people's mood and performance. Not to mention that it can help increase their sense of safety and camaraderie, which in turn can create a stronger culture.

ONE SIZE DOES NOT FIT ALL

From re-purposable spaces and furniture to customizable equipment and dynamic aesthetics, adaptive workplaces can boost people's effectiveness and sense of agency. Incorporating flexible design that inspires and enables serendipitous interactions is key.

MULTIFACETED SYSTEMS REQUIRED

Redefining a company's operations so that they align with its principles and behaviours is essential to build people's trust and forge team cohesion. Creating a boundless culture that goes beyond the physicality of a space is also necessary for a company to put its values into practice.

THE WORKPLACE AS A LIVING ECOSYSTEM

Moving from a mechanical view of the workplace – built for efficiency, productivity, control, and compliance – to a biological view – designed for effectiveness, mastery, autonomy, and trust – is now required to leverage its full potential.

Macro context

THE EMOTIONAL DRIVERS



The approach

At L'Institut Idée (L'Institut), we employ a unique, proprietary method called the Structural Mapping Process® (SMP) to access, release and activate the hidden insight, imagination and power within individuals and organizations. The SMP is our celebrated approach for achieving insight into mass behaviour and societal preferences. Over the past 15 years, the SMP has been used with over 150 major clients to gain clear insight into the emotional drivers for success.

On April 29, 2020 principals from Humanise, Kirsh Design, Red Studio Inc. and other key stakeholders met with L'Institut to participate in an SMP session.

The SMP session centred around the desired Outcome of “I choose to work* in this space!” The session produced a “map” that depicts the direct paths to effectively and sustainably achieving this Outcome.

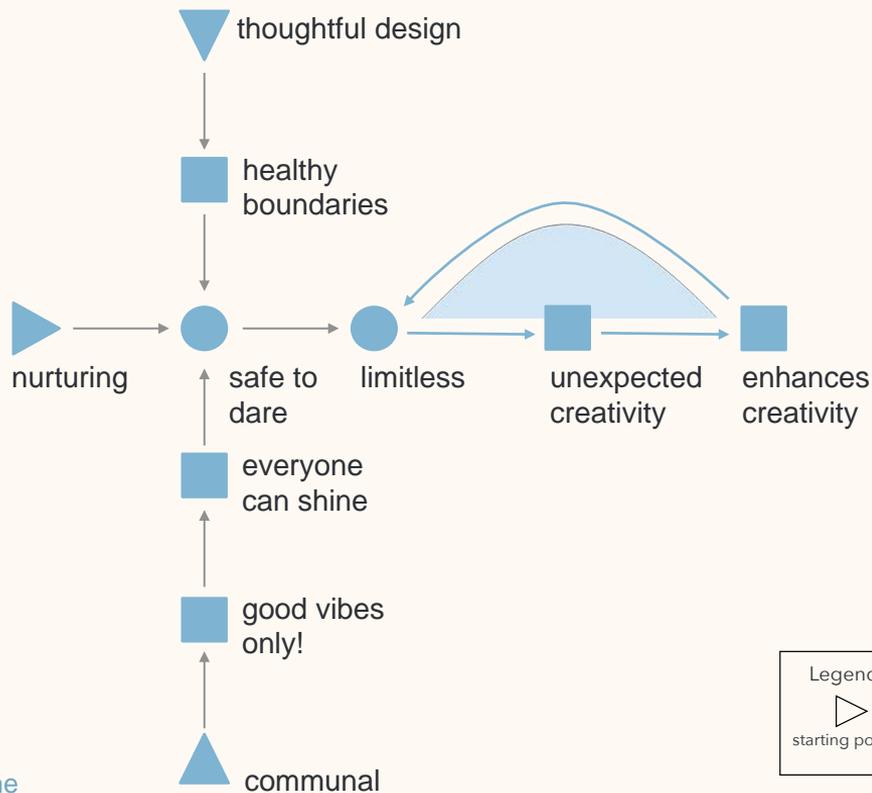
The first section of this document contains the map, key insights and the implications for the role of the workplace that emerged from the map. This information was then used to rethink the design and operational considerations that have been highlighted in the second section.

*work that makes money, generates income





“I choose to work* in this space!”

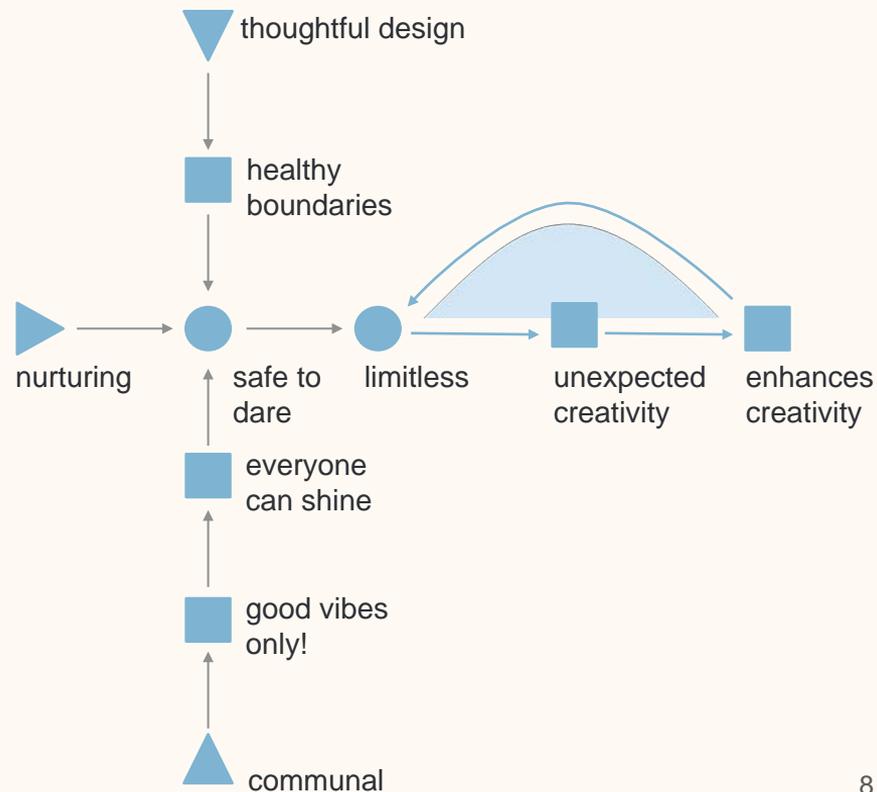


* Work that makes money, generates income



Overall key insights

- The 3 key emotional journeys that form the DNA of people choosing a place in which to work are:
 - **Understand the appeal of well-crafted and considered space** that is purposefully designed
 - **Provide a warm and welcoming space** where one feels safe to explore, dare and grow
 - **Nurture positive and supportive individuals** who encourage and challenge each other to go further
- Every universal need, identified by Maslow, must now be thoughtfully addressed through the workplace.
 - Fundamental Safety needs are indicated by “**healthy boundaries**” and “**safe to dare**”
 - Belonging needs are indicated by “**nurturing**” and “**communal**”
 - Esteem needs are indicated by “**everyone can shine**” and “**limitless**”
 - And the entire Meme represents themes directly relating to Self-Actualization and even Self-Transcendence

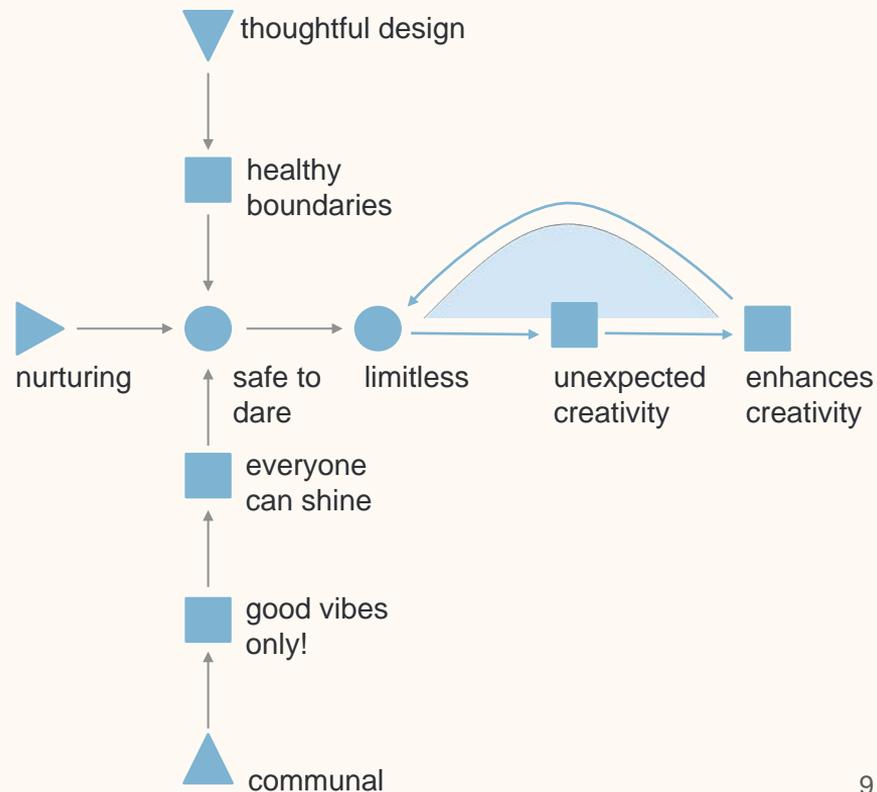




Key themes

Craftsmanship, comfort, and camaraderie

- Consider the functional needs and the different comfort levels when it comes to proximity – from both a psychological and health perspective. Also, provide a setting and environment that fosters inclusion, collaboration, and boldness while ensuring safety
- Create an environment where people feel comfortable, cared for, and welcome
- Foster community, create a positive and affirming ambience for all and foster an environment of collaboration, respect, support, and courage





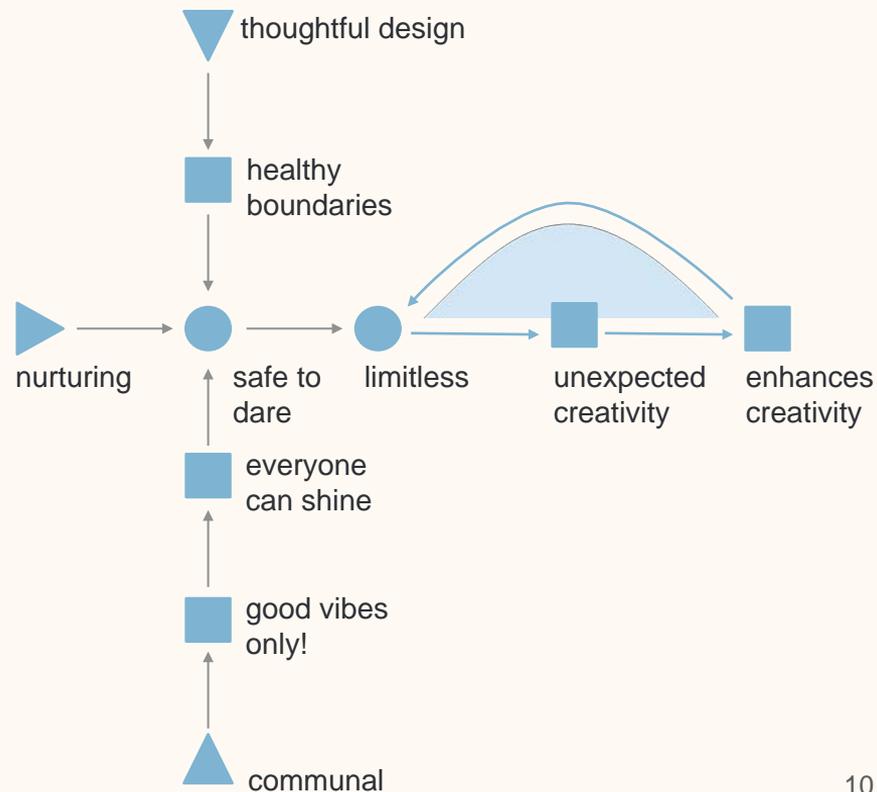
Key themes (cont.)

Safety

- Ensure a work space that people feel both safe to work within (physical safety) and feel a sense of safety to take chances and try new things (emotional safety)

Creativity

- Enable pure imagination to live and take flight and space where true inspiration and transformation can take place
- Take a human-centred design approach to developing work spaces where community, collaboration, and creativity can flourish and thrive
- Design with people at the core, not productivity. The result will be work spaces that are built for humans not workers



This calls for a new approach
to work



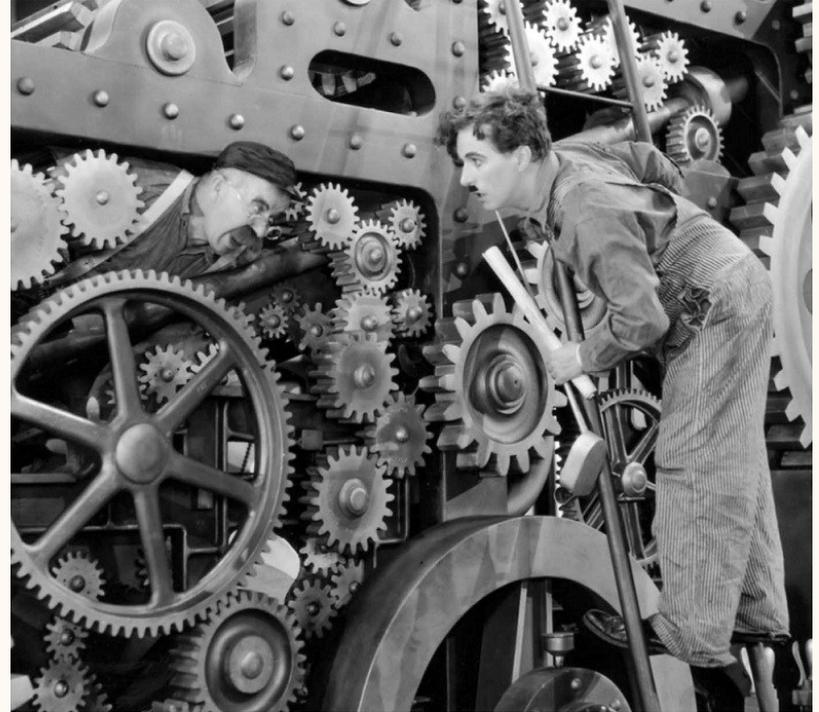
Work is not mechanical anymore... yet this is how organizations continue to operate

In a creative economy, work is no longer a mere procedure or algorithm... yet so many organizations continue to operate this way.

We can trace the basis for most workplace design back to the Industrial Revolution, the era of assembly line workers governed by a managerial class. Many of our work environments have not evolved beyond those industrial origins even though we are clearly in the era of the knowledge worker, where creative problem-solving skills are most valued.

Gone are the days when we blindly measured production numbers and worshipped mere efficiency. Talented people want to be engaged in meaningful work and experience new levels of mastery. And to do so, they seek out environments that bring out their best.

It's time for the workplace to take a leap forward...



Charlie Chaplin in *Modern Times*



This leads us to seeing organizations as machines to be operated rather than ecosystems to be nurtured



When we view organizations as **machines**, we assume wrongly that people and processes should be managed and structured to work efficiently together in a systemized, predictable, and mechanical fashion.



When we view organizations as **ecosystems**, we understand that they are interconnected, dynamic, and ever-changing systems that evolve and innovate as required in order to create lasting value.



To thrive in our increasingly complex and uncertain world requires us to reimagine organizations and their workplace as living ecosystems



It's time to move from a mechanical view of the workplace – built for efficiency, productivity, control and compliance – to a biological view – designed for effectiveness, mastery, autonomy, and trust.

Rather than being primarily structured based on organizational requirements, workplaces now need to take into account multiple perspectives. As living organisms, they must behave holistically, taking into account the needs of three interconnected parts: **human health** (emotional, physical, mental, social), **planetary health** (sustainability), and **economic health** (individual, collective, corporate).

Micro context

KEY CONSIDERATIONS AROUND SPACE



The 3 dimensions of a work space

Now that we understand the macro context surrounding the emotional drivers people have when choosing a place in which to work, let's look at what is required to deliver on these emotional drivers.

The chosen workplace should be seen as a living ecosystem that is flexible and adaptable to evolving needs as opposed to a static, purely functionally-driven "machine." Therefore, there are three key dimensions that must be considered. We refer to them as:

1. The sensory

- The intangible components that may not be visible but have an experiential impact

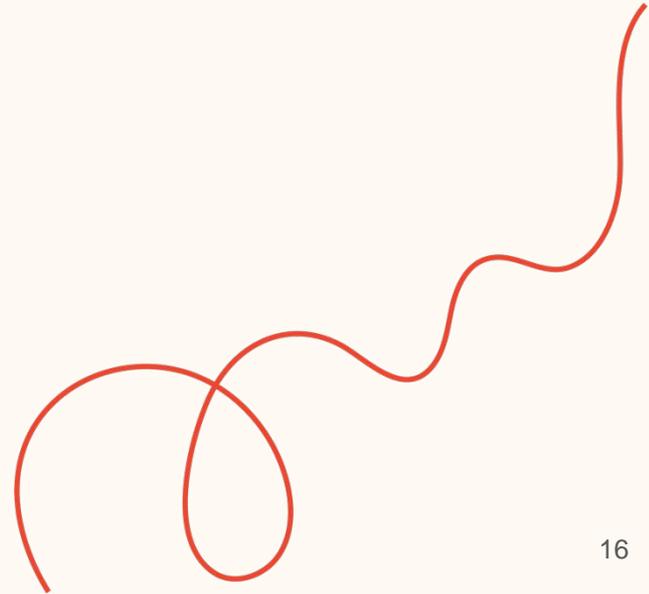
2. The physical

- The tangible components that can be seen and touched

3. The systemic

- The systems that make the whole ecosystem operate at its best

The next sections will address each of these areas in detail.



The sensory

**THE INTANGIBLE COMPONENTS THAT MAY NOT BE VISIBLE
BUT HAVE AN EXPERIENTIAL IMPACT**



“

The five senses are the ministers of the soul.

”

Leonardo Da Vinci



And then there was light

Natural light has a profoundly positive effect on a person's wellbeing and ability to function. Exposure to light (natural or artificial) is proven to directly influence our circadian rhythm, dictating our sleep-wake cycles, hormone release, body temperature and other bodily functions.

Above all, proper light and sufficient sleep notably improve creative problem-solving and general cognitive abilities, which are priceless to organizations who want to remain competitive.

What's more, we can reduce our energy demand by optimizing natural light and incorporating daylight harvesting systems – devices that use daylight to offset the amount of electric lighting needed to light a space properly.

Takeaway: Bring in natural light. It will help elevate people's mood and performance while lowering your energy bill.





Sounds like a great place to work

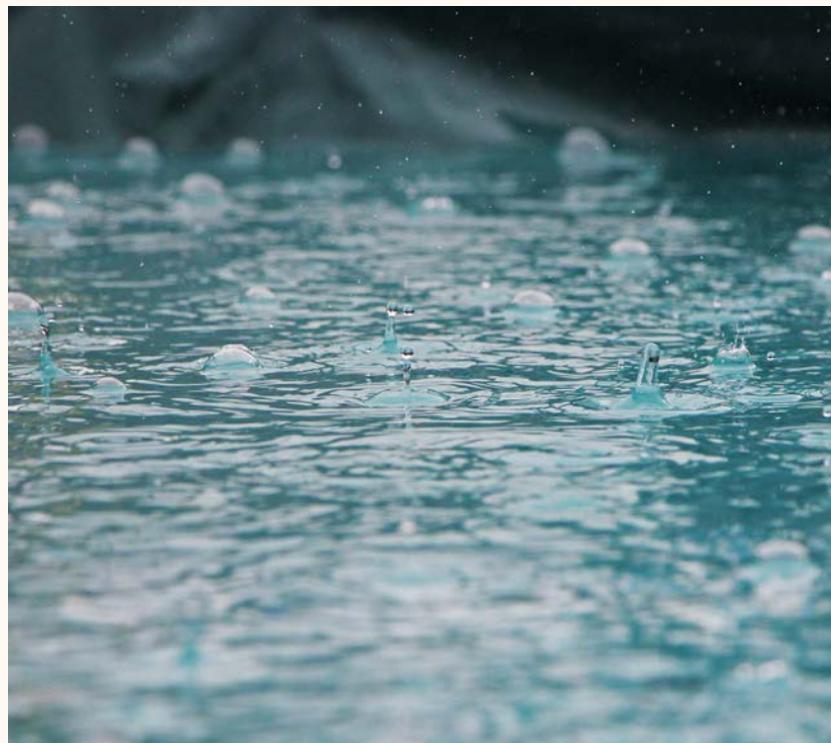
Sound has a tangible, measurable effect on how people live, feel, and work. And yet this crucial aspect of the workplace is often completely neglected.

In many offices, people attempt to block out unwanted sound by using earbuds or headphones. While these devices may reduce distraction, they also impair interaction.

Offering acoustic comfort and select music in dedicated areas can improve people's focus and short-term memory. Incorporating sound-absorbing furnishings and introducing sound masking in select areas can benefit mood, cognitive performance, and concentration.

Conversely, common areas meant for socializing or collaboration can benefit from well-chosen music at the right levels. A thoughtful approach to sound in each area of a workplace is well worth the investment.

Takeaway: Design for acoustic comfort. Good acoustics, sound masking and well-chosen music can improve people's focus, memory, and sense of togetherness.





We are as healthy as the air we breathe

The air we breathe in a workplace is a shared resource. That's why ensuring indoor air is free from pollutants, pathogens, toxins and particulates is critical for protecting people's health. Filtration, air purifiers and increased maintenance all play a role in keeping the air clean.

Distribution is also key. Not only must the air be of high quality, but it must be delivered to the "breathing zone" and exchanged regularly for optimal safety. Proper ventilation at the breathing zone also keeps people functioning at their best. Let's get rid of stale air pockets that make us feel sleepy and sluggish.

The function of a space dictates the amount of ventilation that is needed. Be sure to understand how the space will be used to match the correct amount of air so the occupants can thrive.

Takeaway: Invest in quality air. Air purity and proper circulation means employees can 'breathe freely' and be at their best.





Nourishment for the mind, body and soul

As more is expected of people when they're at work today, they in turn need more from their work environment.

Offering healthy food and beverages at work not only results in increased energy and higher performance, it also conveys a message of caring.

Spaces where people can genuinely “break bread together”, build community in a powerful way.

And a workplace that's truly committed to wellbeing will provide spaces where people can take a break, meditate or even do light exercise. Sound body, sound mind.

Takeaway: Nourish your people, body, and soul. Access to nutritious food and beverages, along with spaces for stress relief and mindfulness, can boost creativity and build a sense of community.





We are creatures of comfort

When we're comfortable, we can think more clearly and do our jobs more effectively. A comfortable environment also communicates that the company cares about people and considers their wellbeing a priority.

Today, by using sensor technology we have the ability to understand how people move within a space, and which areas and configurations they prefer. This information can then inform the optimal use of furnishings and real estate.

Today we have plenty of furniture options that are ergonomic, flexible and customizable, so that we can ensure good posture, prevent injury or discomfort, and support a variety of purposes and interactions.

Another essential element is temperature: too cold and people make more mistakes, too hot and people are more irritable and fatigued. Solutions and technologies that maximize thermal comfort can help people "get in the zone" and do their best work.

Takeaway: Put comfort on a pedestal. Attention to comfort can boost people's focus and effectiveness.





Thought starters



Human health



Planetary health



Economic health

LIGHTING

How can you optimize your infrastructure so that the maximum number of people have access to natural light based on their needs?

What can you incorporate that will help you use light to conserve energy (e.g. daylight harvesting systems, sensors, blinds)?

How can you maximize natural lighting in order to save on the costs of artificial light?

ACCOUSTICS

How can acoustics and music help you design areas that fulfil people's needs for both deep work and creativity?

Are your acoustic materials sustainable?

How can you measure the long-term economic benefits of providing good acoustics?

AIR QUALITY

What systems and devices can you use to ensure optimal air quality per occupant at all times?

How can you make sure that your air "used" is returned to the environment as equal or better-quality air?

Can you invest in smarter systems and devices to improve operations?

NOURISHMENT

What is the best way to design your space so people have access to hydration/nutrition sources?

Are there incentives/nudges you can use to encourage people to recycle more or use reusable containers (e.g. water bottle)?

Are there partnerships you can build with local food/beverages suppliers or wellness service providers to support your community's economy?

COMFORT

Can you think of ways to make areas and furnishings more reconfigurable based on how your amenities are used and how people move around/use the space?

How can you keep a comfortable temperature while preventing energy waste?

How can you quantify the economic benefits of occupant comfort?

The physical

THE TANGIBLE COMPONENTS THAT CAN BE SEEN AND TOUCHED



“

The body is a house of many windows: there we all sit, showing ourselves and crying on the passers-by to come and love us.

”

Robert Louis Stevenson



Plan the space well and they will come

With more people working remotely, the primary purpose of the workplace is shifting from merely housing workers and hosting meetings - to enabling moments of collaboration and inspiration, both planned and spontaneous. Today's workplace is a "hub" where people gather for energy, inspiration, and creativity.

Workspaces that can be reconfigured to accommodate a variety of activities give people the freedom to choose how and where they work and make the most of your real estate.

De-densifying spaces to improve circulation and visibility help people feel comfortable and safe. Bringing the outside in with biophilic design reconnects people with nature while making a place feel warm, welcoming and frankly, more human.

Takeaway: Rethink the space plan. Spaces that are flexible and less dense can increase people's sense of security while promoting active collaboration.



Sources: Boland, B., Smet, A., Palter, R., & Sanghvi, A. (2020, June 19). Reimagining the office and work life after COVID-19; Terrapin Bright Green, (2012). The Economics of Biophilia



Hi, tech

In today's economy, building a culture where people collaborate and innovate means we must collapse the boundaries between working remotely vs. physically being in the office.

Consider videoconferencing in social spaces to connect remote and in-office people. Virtual whiteboards can also seamlessly support collaboration.

Software is now available that can help the building of a strong culture in the new workplace, including:

- Collecting data on emerging collaboration patterns between people working from home and working in the office, and helping people optimize how they work;
- Assessing how employees are feeling and offer solutions for improving morale and performance;
- Helping employees foster not only formal collaboration but more spontaneous interactions.

Sensors can provide key information on traffic flow and pinch points. Smart materials can indicate surfaces that have been touched but not cleaned. Touchless technology and voice activation tools can limit contact with high-touch points.

Takeaway: Put technology to work. Smart tech can facilitate collaboration and provide useful data for protecting people's health.



Sources: Boland, B., Smet, A., Palter, R., & Sanghvi, A. (2020, June 19). Reimagining the office and work life after COVID-19



Materials have a material effect

The materials we use in the workplace have a more significant impact on people's health and wellbeing than we might think. Natural materials deserve our attention, as they can make a place feel warm and inviting vs. the cold, sterile environments favoured in the 20th century. And new antimicrobial materials are now on the market that are easy to clean and improve hygiene.

Interesting textures can create a sensory-rich experience, but we should also select materials that are environmentally friendly. In the words of Mies van de Rohe, "less is more". For instance, working with, and honouring, a space's original elements can create a sense of place while reducing the amount of additional materials needed. Better for your employees, better for the planet.

Takeaway: Choose natural and antimicrobial materials that are durable and easily cleaned. Organic materials can support your teams' health and sense of wellbeing.





Looks nice, feels nice

The aesthetics of a workplace speaks volumes about an organization's point of view on the world. But the “look” of a workplace needs to be informed by a larger design concept. A proper design concept conveys the company's culture and values while demonstrating a real understanding of the people and the activities it houses.

When planned thoughtfully, the sum total of colour, pattern, texture, and light creates an atmosphere that elevates people's moods and sets the right tone. Consider these elements as a wholeness, rather than as disparate parts.

There are many benefits to featuring art in the workplace. Art represents an investment in beauty and creativity. It acts as a tool to enhance wayfinding by serving as “landmarks” within a space. Art can change the mood of a space entirely. And showcasing local art grounds a workplace within the culture of its surrounding community.

Takeaway: Invest in meaningful beauty. A well-conceived design concept with aesthetics that capture a company's DNA can both shape and elevate your company culture.





Thought starters



Human health



Planetary health



Economic health

SPACE PLANNING

How can you design your space to increase the number of unexpected interactions people have and foster collaboration?

What natural conditions (e.g. natural light) can you take advantage of to conserve resources?

Are there policies/government incentives to support the upgrade of energy conscious systems and equipment for your building/space?

TECHNOLOGY

What technological tools can you use to collect the data needed to translate emerging digital collaboration patterns into your physical workplace?

Can you leverage technology (e.g. touchless technology and voice activation) to save resources?

In order to save on travel costs, what technology do you need to recreate almost the same experience as an in-person meeting digitally?

MATERIALS

Which areas of your workplace would benefit from using more natural materials to make them feel warmer?

Can you source locally produced and supplied materials? Are there any recyclable/upcyclable options?

What “well-being” metrics do you need to include when measuring the financial return on new materials investments?

AESTHETICS

What tools can you use to know if the aesthetics of your workplace really reflect the raison d'être of your organization?

Can you partner with local artists to make your workplace more in tune with its local culture (e.g. through paintings, objects or murals)?

Can you invest in digital art displays that would provide more flexibility while saving on the costs of art replacements?

The systemic

THE SYSTEMS THAT MAKE THE WHOLE ECOSYSTEM
OPERATE AT ITS BEST



“

The brain is wider than the sky.

”

Emily Dickinson



Show me your operations and I'll show you your future

In a world where new viruses like COVID-19 may become commonplace, building operators play a pivotal role in ensuring the health of employees. Here are the new must-haves:

- Building operators need to be qualified and up to date on new protocols;
- They need to ensure ongoing and clear communications between the operator and the tenants;
- Building operations metrics (e.g. cleaning protocol, maintenance schedule) must be transparent and openly communicated.

Takeaway: Redefine your operations. Assigning an evolved role for the office manager or creating a new 'wellness leader' trained in current protocols shows your commitment to your team's wellbeing.



Sources: Boland, B., Smet, A., Palter, R., & Sanghvi, A. (2020, June 19). Reimagining the office and work life after COVID-19; Leading Edge Forum, Reconfiguring the Collaborative Workspace - How to work more effectively as a remote team



Culture eats strategy for breakfast... and technology for lunch

We can't dictate a culture, but we can promote and support the behaviours that shape it. More than ever, leaders need to actively walk the walk, model the right behaviours, regularly communicate their expectations and provide guidance whenever needed.

Staying attuned to people's needs helps the culture remain healthy and strong. Instead of leisure-based perks, consider social support at home (e.g. collective volunteering, childcare, formalized mentorship opportunities). To promote social connections across your team, consider randomized buddy systems, like virtual coffee meetups.

Takeaway: Build a boundless culture, whether people work from the office or from home. Fostering desired behaviours with clear and regular communications can solidify your culture.



Sources: Canvas 8 (2020). How behaviours are changing in the COVID-19 pandemic; Newport, C., & Syme, R. (2019, August 6). Was E-mail a Mistake?; Brower, T. (2020, May 26). How To Sustain And Strengthen Company Culture Through The Coronavirus Pandemic



Hygiene makes the world go round

As we ramp up hygiene standards in every sector of society, the focus of business leaders needs to be on preventive actions. Your organization may need to implement professional cleaning protocols for workstations and any other common spaces at regular intervals throughout the day.

Asking people to keep their desks and other shared areas clean and uncluttered is no longer optional.

Fostering a sense of pride and ownership of place is a great way to make cleaning measures stick. Communicate hygiene protocols using signage and public dashboards that emphasize and reinforce that workplace wellbeing is a communal responsibility. Encourage participation through recognition, incentives and personal cleaning kits.

Takeaway: Bring hygiene to the forefront. Instilling a sense of pride and ownership while ramping up cleaning protocols can enhance productivity and wellbeing.





Thought starters



Human health



Planetary health



Economic health

BUILDING AND OFFICE OPERATIONS

How can you become aware of new communication and collaboration patterns? And how can you use this info to make meaningful changes?

What processes can you introduce to ensure effective remote meetings and reduce the travel pollution that comes with physical meetings?

Can you run a cost-benefit analysis to determine how many people need to be trained in the latest wellness standards and protocols?

CULTURE

What rituals (e.g. virtual coffee, buddy systems) can you put in place to give all people equal opportunity to connect regardless of distance?

Does your organization have a stated POV on sustainability? How do you show that you're walking the talk?

What new social support at home (e.g. paying for WFH setups or childcare) should you invest in to keep your culture strong?

HYGIENE

What strategies can you put in place to make cleaning measures "stickier" within your teams (e.g. signage, recognition, incentives)?

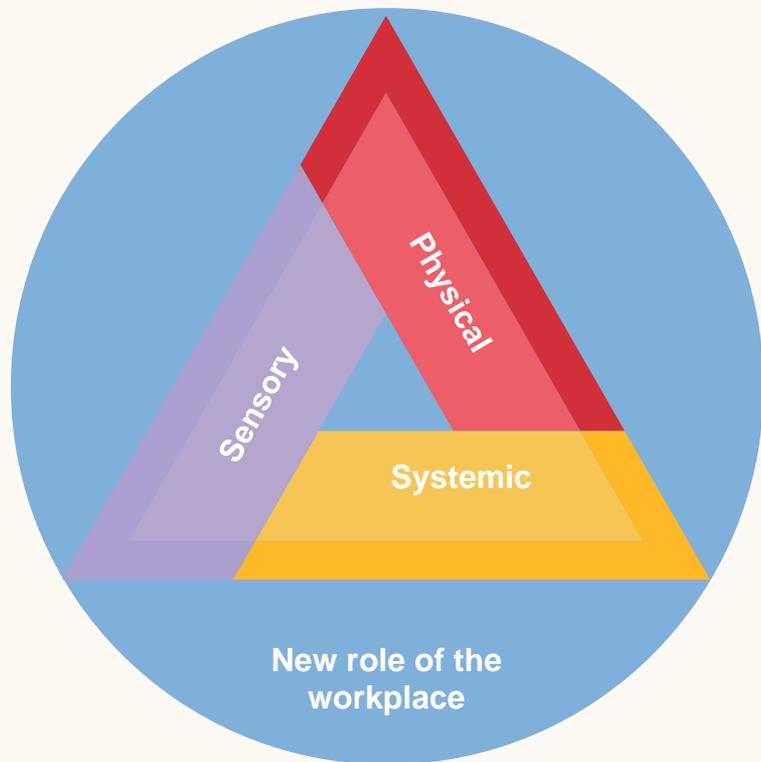
Are you using natural products? What protocols can you incorporate to make sure that your cleaning standards are respected without over-cleaning?

Which cleaning protocols can be done by your teams and which ones require the paid service of a cleaning professional?

Now, putting it all together



How to reimagine the workplace



01

From work as a machine to work as an ecosystem

- Understand the appeal of well-crafted and considered space
- Provide a warm and welcoming space where people can explore and grow
- Encourage and reward people who display positive and supportive behaviours and who enable others to go further

02

From a nice-looking to a multi-sensorial space

- Ensure people always have access to natural light and fresh air
- Adjust the acoustics of each area to match its specific purpose
- Make physical and psychological comfort a priority

03

From fixed to adaptive components

- Use repurposable spaces and furniture to foster collective interactions
- Choose design aesthetics that reflect your company's DNA
- Leverage smart technology to increase safety and collaboration

04

From location-based to multifaceted processes

- Be ready to change how work is done
- Use your culture to foster desired behaviours, wherever people may be working
- Evolve your rituals and practices to instil a sense of pride and belonging

The workplace... reimagined

AN ILLUSTRATION



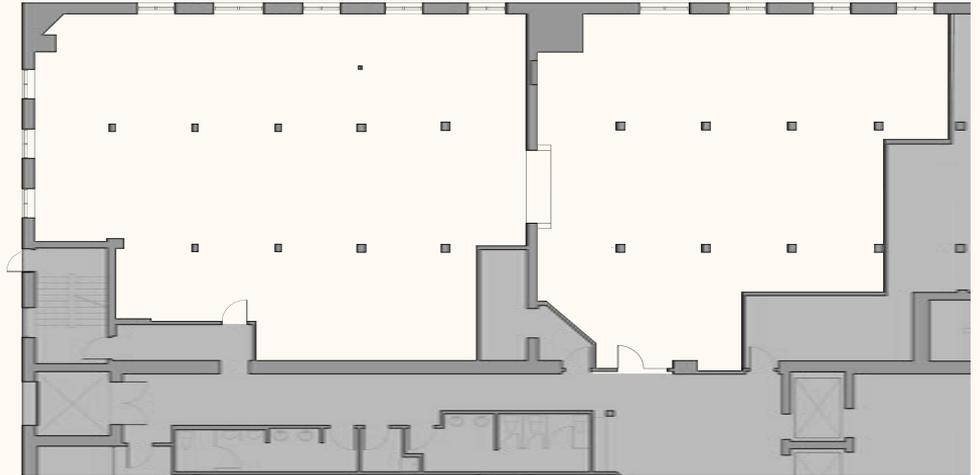
Let's start at the very beginning...

Red Studio Inc. and Kirsh Design are a Collective of Architects and Interior Designers who envision and design spaces for human health while respecting Mother Earth.

It's official, our world has changed dramatically. Now is the perfect time to re-imagine a new kind of workplace.

Great ideas strike when a diverse community of talent explores what can be. Our colleagues at Humanise led us through a Structural Mapping Process® (SMP) Session. For several months, we formed a new vision for the workplace, establishing the core elements that must be present for people to choose to work in a space.

Our journey together has been thought-provoking and exciting. This document shares our path.



Existing Base Floor Plan
215 Spadina Avenue, Suite 150



Prototyping the Humanise Toronto headquarters

So many “aha moments” occurred during the SMP experience, where we uncovered the underlying emotional drivers that will make people want to spend time in a workplace. With crystal clarity about what is essential, we imagined what could be... a workplace where everyone can shine and contribute in meaningful ways to the whole.

L’Institut is part of a collective called Humanise, a group of companies that live together under one roof. Humanise’s brick and beam Toronto headquarters was our prototype for the workplace of the future. As with everything, one size does not fit all; the interior concept images in this paper align with Humanise’s unique philosophy. But while the aesthetic is specific to Humanise, the foundational characteristics identified in the SMP are universal to a 21st-century workplace.



Existing Space
215 Spadina Avenue, Suite 150



A new evolution

Since the industrial revolution, the workplace has been modelled on the production line, where the boss closely supervised production. Today, we live in a completely different world where innovation and limitless creativity are the holy grail. Yet, many offices are still structured as a hierarchy, with executives in coveted offices, overlooking a mass of workstations. Like the bygone era of a production line, the workplace is in dire need of an overhaul.

Enter a worldwide pandemic. What does it take to encourage people to leave their homes and venture into the office? Richelle Sibolboro from Humanise said it best:

"I want to come to the office with a purpose. I am looking to jam with the best in the industry and meet with my peers. How can we create transient moments that can only be experienced in real life? People go to galleries, events, meet-ups, talks, etc. because they want to be around like-minded people, see new perspectives, and learn new things. It's all about personal growth. How can the office elevate us to become better individuals than just a '9-5' job?"





Welcoming safe space

Organizations are undergoing self-reflection in terms of inclusivity, diversity, and equality.

The workplace should aspire to be as multi-cultural as Toronto is known for being. How can we truly create a welcoming and safe space for individuals from different backgrounds, ethnicities, sexualities, and identities?”

We took inspiration from Humanise's company branding – The Pink Sky to showcase this new era of limitless potential.

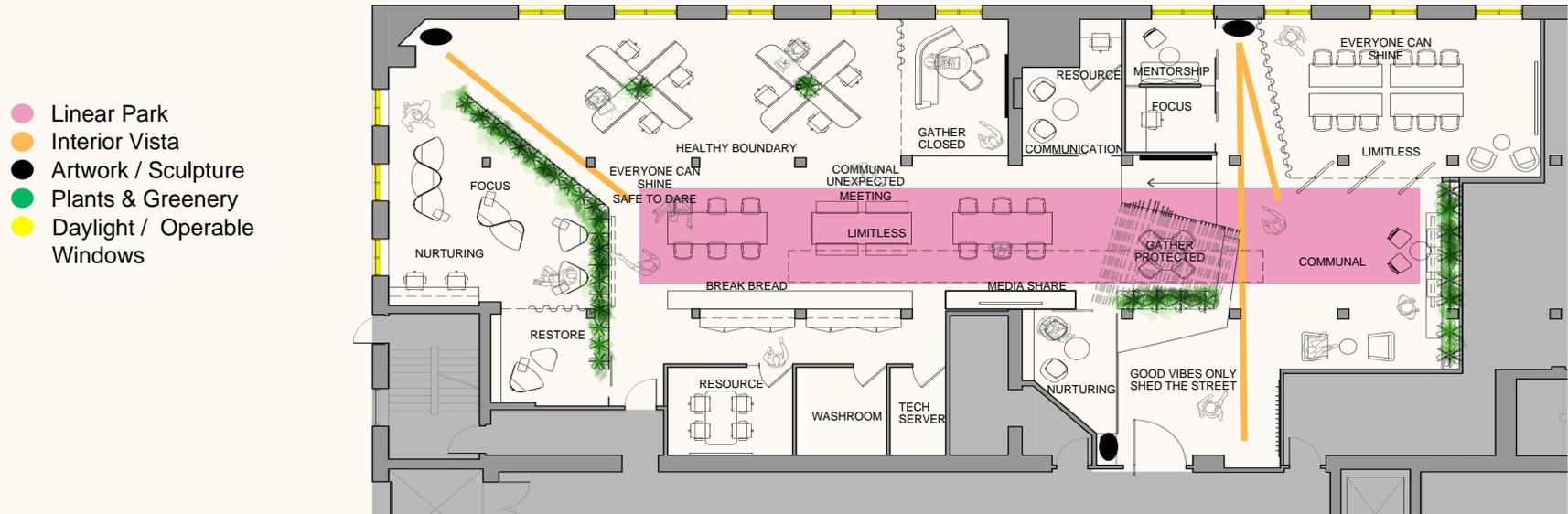




The plan

A workplace that encourages people to work where they are most comfortable is one that values and respects the individual. A workplace that offers fresh clean air, abundant natural light, and acoustic comfort significantly reduces stressors, enabling people to feel comfortable within the space.

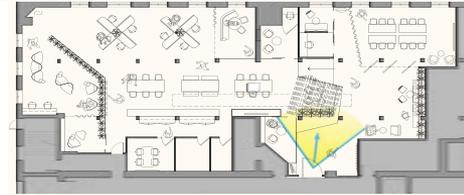
Working with the floorplate, structure (columns and beams), and taking cues from garden design, we created a linear park that became the central "lungs" of the Plan where people gather formally or spontaneously to share ideas and break bread. We designated flexible spaces for meetings, interactive, and functional areas, as well as quiet spaces.





Come on in and shed the street!

Leave it all behind. Your potential here is limitless. In this space, everyone can shine. Greenery, happy colours, and unique sculptural elements convey the message that you have arrived somewhere special. Artwork pulls you into the communal area where nourishment and unexpected creativity meet.





Flexible spaces make great sense

Why dedicate space to a single purpose, when it can accommodate multiple functions?

Movable walls, dividers, and acoustic curtains allow for quick reconfiguration for any number of activities, including social gatherings, all-hands team events, client presentations, lectures, yoga and meditation classes. And to that end, furniture that is easy to move is a must.



Meet



Learn



Town Hall



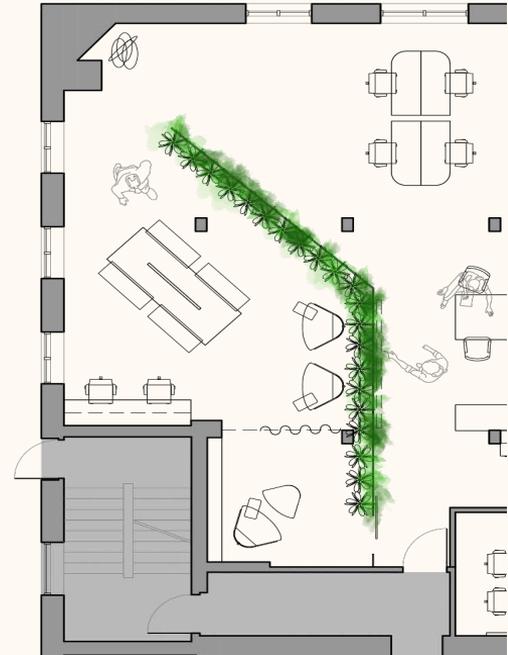
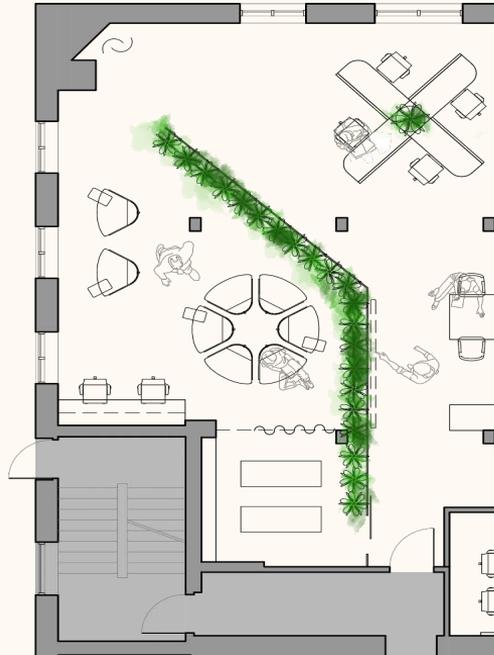
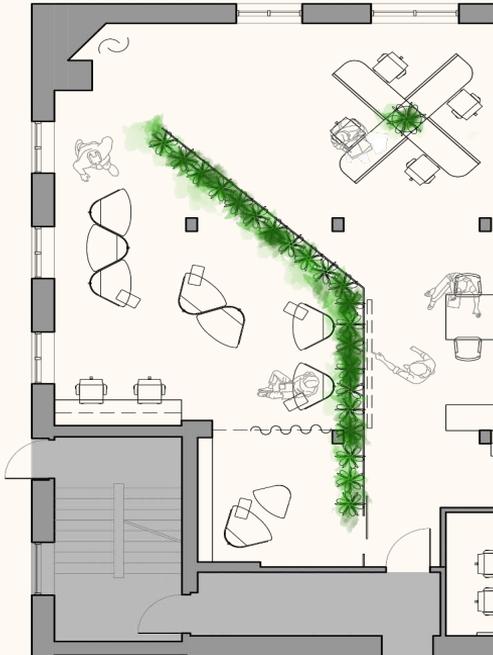
Mingle



Group Wellness



Flexible spaces make great sense (cont.)

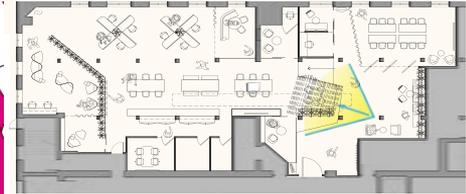


Flexibility - Nurture, Focus & Restore



The Linear Park

Enter through a portal of colour and texture, embellished by greenery and artwork. Feel nurtured and encouraged as you follow the pink sky into the communal hall, meeting spaces and ideas wall beyond. This area connects to all other spaces and is the beating heart and working lungs of the office. As a result, the workplace is no longer a collection of rooms and spaces, but instead feels like a single organism.





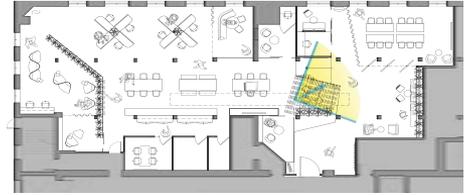
Communal Hall, Ideas Wall

We thrive in a world with healthy boundaries, a place where it's safe to dare. Respecting and encouraging our differences, we offer spaces to support individuals with different sensory needs - enhancing creativity and supporting limitless potential.

The communal hall serves as a place to break bread, enjoy the company of our peers, share an espresso, and brainstorm the next big thing. Doodle and be brilliant on the ideas wall.







Branding Graphics

Air Movement

Artwork

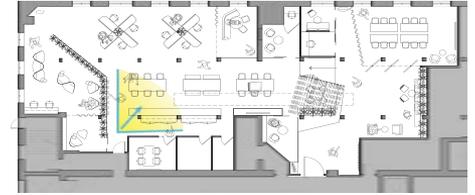
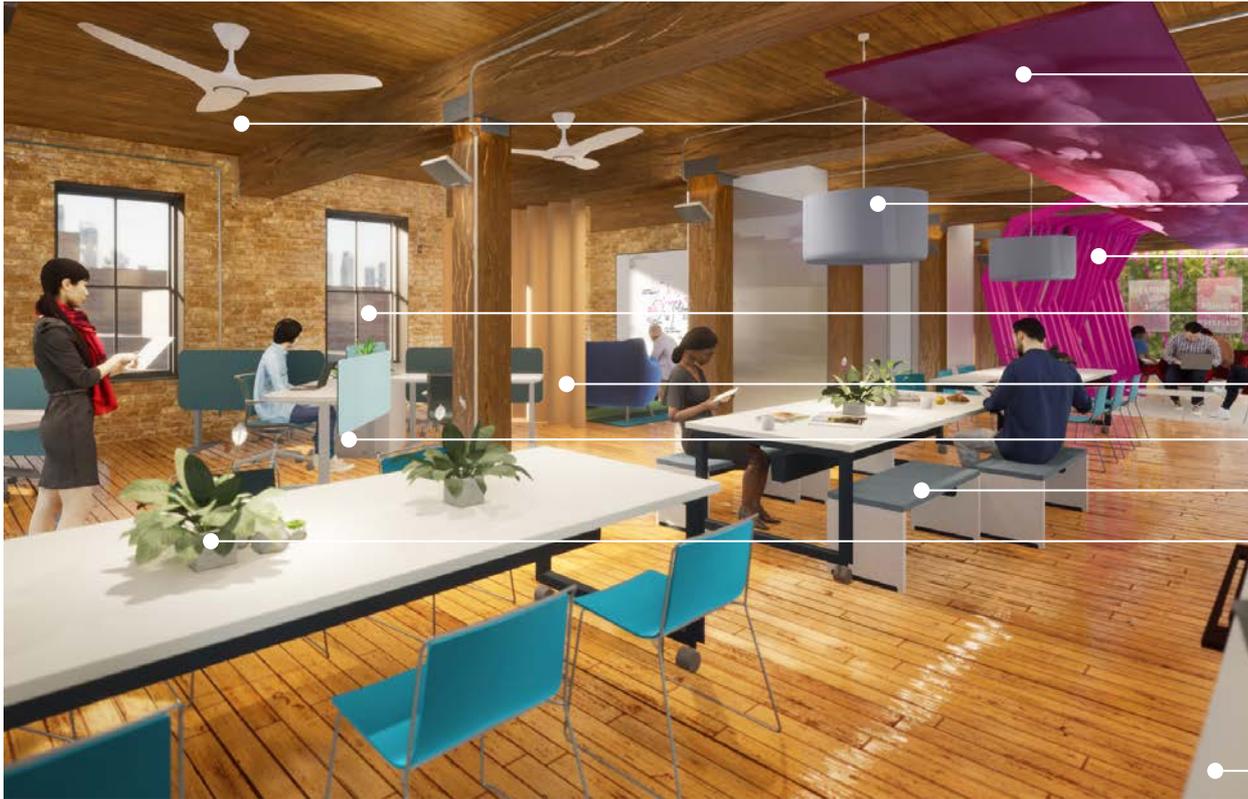
Acoustic Curtain and Folding Door Panels

Living Wall

Reconfigurable Furniture Groupings

Architectural Sculptural Feature





Branding Graphics

Air Movement

Light Fixtures with Acoustic Shade

Architectural Sculptural Feature

Natural Light and Exterior Views
Operable Windows

Acoustic Curtain (Flexibility)

Reconfigurable Furniture Groupings with Greenery

Reconfigurable Furniture Groupings

Greenery

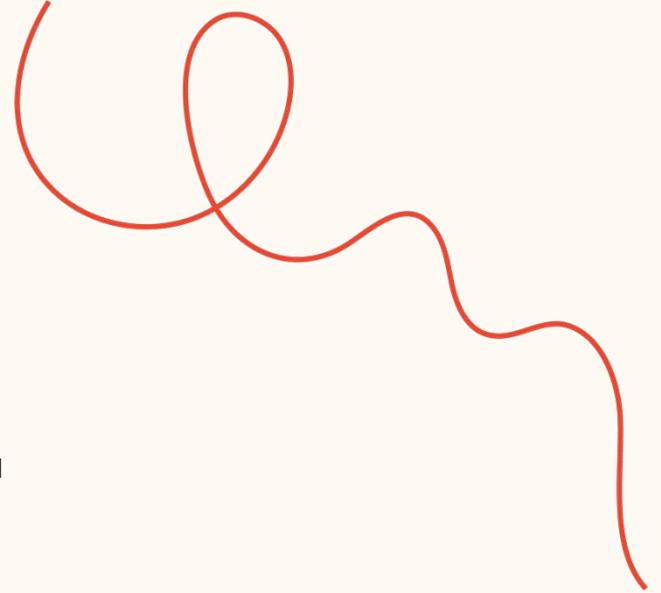
Opportunity for Nourishment (Kitchenette)

About L'Institut Idée and Humanise

L'Institut Idée (L'Institut) is a unique consultancy that has pioneered participatory methods for Master Planning – insight, strategy and ideation – that have been used by Fortune 500 companies around the world.

L'Institut is part of a unique collective of independent firms under one roof called **Humanise**, who are dedicated to the idea of Business for Humans (B4H). The B4H approach puts the human perspective first, and we work with our clients to ensure that they understand – and deliver upon – real human needs and values. We are committed to the belief that organizations that are in service to their communities and make a positive impact on human lives, are ones that will remain relevant and be successful over the long term.

Understanding and leveraging human emotions and values is a cornerstone of Humanise's expertise and forms the basis for the recommendations in this document.



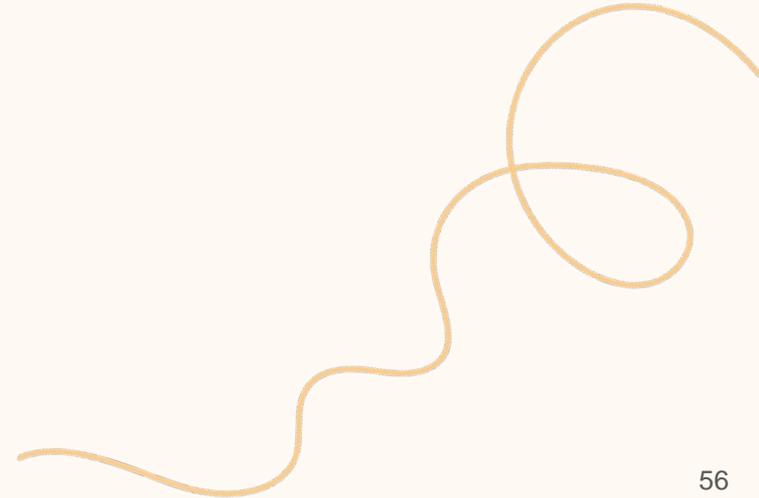
About Kirsh Design and Red Studio Inc.

Kirsh Design is a full-service, Toronto-based interior design practice. We create spaces where people can shine. How do we do that? Through a holistic approach to our physical, mental, social, and emotional wellbeing.

We form a community with clients and stakeholders, honouring individuality, unique perspectives, experiences, and knowledge. Together we create remarkable spaces where people and ideas thrive.

At Red Studio Inc., we practice architecture with a unique, holistic approach that is both human-centered and sustainable. We are re-defining environmental design through a lens of health and wellness. This approach is embedded in all that we do, whether it is master-planning, urban design, architecture, interiors, product design or research initiatives.

Through design innovation and a passion for excellence, we inspire clients towards environmental stewardship, health and well-being.



Thank you for joining us.

To continue the conversation, please contact:

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