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How do you recognize a pivotal moment in your life? We often think that this is only possible with the clarity of perspective—when we are able to look back with an older, wiser point of view, shaking our heads at how we didn’t understand or appreciate the gravity of what was happening. At this moment in time, I think we can all agree: That is not the case. The world around us is full of conflict, problems, and an overwhelming sense of tension and divisiveness. Thankfully, as designers, problem-solving is in our DNA. Now is our profession’s chance to seize the moment and lead the world into a safer, healthier place to live, work, and be.

Looking back at my career as a designer over the past five(!) decades, some of the most memorable projects that sparked the most innovation and creativity were born out of times of crisis. In the ’90s when I was national director of interiors at Perkins and Will, my team was tasked with creating the first federal courthouse design after the Oklahoma City bombing; that project challenged us to ideate a new set of design rules and thinking about public safety that are still commonly referenced to this day. September 11, 2001, forced designers and architects to step back from their projects and consider strategies for safer buildings and seamless security to make occupants feel secure and comfortable. And 30 years ago, design helped improve yet another crisis with its pivotal role in the passing and support of the Americans with Disabilities Act.

I find it hard to avoid the singularity of our current situation, though, as I work from my home office during a global pandemic in the city Minneapolis, which precipitated the current movement to end racial injustice and dismantle systemic racism. These two crises go hand in hand, as they affect a globe full of humans. As designers, we can use the toolkit given to us through our training to help end them—through innovating and finding new ways to solve problems; creating spaces that keep occupants healthy and make them feel safe (whether that be hospitals, offices, hotels, or homes); and listening to those around us, from colleagues to friends and especially Black and other marginalized communities, as they share their thoughts and experiences, and use that knowledge to invent fresh design solutions that tackle inequity. There is no firm too large or too small to make a difference. The global community is your client now... go forth and design!

Gary E. Wheeler, FASID, FIIDA
Interim Chief Executive Officer
American Society of Interior Designers

Over the last few months our world experienced a transformation unlike anything we have ever seen in our lifetimes, due to the global impact of COVID-19. Like many national and international associations, Interior Designers of Canada (IDC) has had to cancel all in-person events and shift gears quickly to respond to member needs and urgent calls from our community.

At IDC we have built our last two Design Symposia on the theories of design thinking—the empathetic, inventive, and iterative process focused on the human experience within interior spaces. Design thinking puts people first—humans at the center of design. While having to adjust to not seeing our colleagues, family members, and friends, we have found ways of making that human connection work in a fully virtual world.

This way of working, producing, and communicating is new to all of us, but what we are most proud of is that we’re making that connection to our fellow humans through ways that we never imagined were possible. The process of putting design thinking into practice in our daily lives has been incredibly humbling.

Through spending more time on video calls, we have found that it takes effort to really listen to another human, to offer full attention, and as a result, the exchange is more rewarding, bringing results and actions. Recently, through such an exchange, IDC held its first of many panels on the topic of racial disparities in design—a conversation that needs much more global attention and input from designers at all levels.

This fall, IDC will hold its first-ever virtual awards program to celebrate the accomplishments of our members. The world has gone virtual, and with it, we are learning how to adapt—as empathetic listeners, better collaborators, and architects of the kind of community we want to belong to.

Trevor Kruse, FIDC
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To Your Health

The topics of health, fitness, and overall wellness have never been more top-of-mind. As the pandemic continues to control the headlines, and the population reflects upon months of isolation and a socially distant future, design’s role in our everyday lives has become more evident than ever. We’ve had the opportunity to really look at our homes—where they are geographically and how well they function for us on a daily basis—and we’ve had time to consider the details of every space we will enter when we leave our homes again—from offices to hotels to gyms and more.

With good health in mind, this issue of *i+D* digs into three spaces where designers will be called upon more than ever to fuse physical and mental wellbeing into the design. We take a look at wellness retreats, a segment of travel expected to see a boost as people re-emerge from their homes (“Safe Havens,” p. 26), and we check in on the health clubs and spas we turn to for the maintenance of both physical and mental fitness (“In Good Health,” p. 34). We examine the changes that will take place in order for staffs to safely return to their offices (“Wellness in the New Workplace,” p. 40), and we also bring in expert advice on how to maintain your business’s financial health during an economic downturn (“Smart Strategies,” p. 18).

The pandemic has emphasized many things, and among them is a wider understanding that design is not simply decorative; it’s imperative, and it impacts everything from mood to physical health. The future of our designed world relies on professionals who can rally their own knowledge and collaborate with colleagues and specialists in disciplines as varied as psychology, medicine, city planning, and real estate as well. Together, we can tackle the issues of a changed world, inspire a brighter future, and allow a shaken population the much-needed opportunity to find respite in a carefully and beautifully designed space. ●

Jennifer Quail
Editor-in-Chief

DESIGN TRAVELS

After five months of being at home, like many of you, I find myself daydreaming of my last trip and looking forward to whenever the next may come. For me, that trip was steeped in beautiful design from the past and present. Tile of Spain’s Passport to Creativity tour was an immersion in the craft of ceramic design of all kinds. Our group of designers and editors witnessed the mastery of Alfonso Rot at his wheel in his shop in Malaga, the ancient techniques still employed in the tile craft today, amazing new designs to suit any style, and so much more. For now, the memories will keep me company but I certainly look forward to when design adventures can resume.
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LIGHTING THE WAY

Ketra’s lighting system allows for spaces like huddle rooms to be color-coded to signify occupancy or to suit the occupants’ needs.

(Image: Ketra)

BY JENNIFER QUAIL

JUST A FEW MONTHS AGO, LIGHTING COMPANY KETRA OPENED ITS DOORS TO A SPACIOUS NEW OFFICE IN AUSTIN, TEXAS. SOON AFTER, COVID-19 WOULD CHANGE THE WAY WE WOULD VIEW AND EXPERIENCE ALL SPACES GOING FORWARD. BUT, LUCKILY, THE ORIGINAL DESIGN OF KETRA’S EXPANSIVE NEW HEADQUARTERS WAS READY AND ABLE TO ADJUST TO THE TIMES.

“The existing office design allows employees to use informal collaboration areas in pairs or small numbers while maintaining appropriate distance.”

—HORACE HO, KETRA
“The flexibility of our multifunctional spaces has allowed us to readily adapt to recent events,” says Horace Ho, Ketra co-founder and chief operating officer. “As we start planning how to welcome more people back to the office, we have been able to adapt our space as the situation evolves.”

Among the benefits of the original design that are proving useful as the pandemic evolves are the open floor plan and flexible design that have made it easier to spread out desks to achieve the minimum six feet of social distance and enable every desk to still be utilized.

“The existing office design allows employees to use informal collaboration areas in pairs or small numbers while maintaining appropriate distance,” Ho adds, noting, “The large whiteboard walls also facilitate pair or small-group brainstorming with appropriate distance.”

In a building designed by locally based Michael Hsu Office of Architecture, the HQ interiors are the result of a collaboration among Ho, interior architect Vlado Pejic (of Ketra’s parent company, Lutron Electronics), lighting and interior designer Cecilia Ramos (also of Lutron), and Austin firm Urban Foundry Architecture.

The completed project showcases the benefits and abilities of Ketra’s lighting system at every turn. Wide-open spaces and collaborative areas are made intimate by lighting different zones in different ways, creating spaces within the space without the barriers of physical walls. And Ketra is using colored light capabilities to provide a visual reference to designate conference rooms, also indicating when they are unoccupied. Once an employee enters the space, he or she has complete control over the lighting conditions and can choose a hue depending on the ambience preferred for the use of the room. But the system goes much further than that.

At a time when health and wellness are at the forefront of global conversations, Ketra’s lighting system—which was designed to create a human-centric experience and place focus on people’s wellbeing—offers a ray of hope. At HQ, the company’s own lighting system floods the open office and provides the same benefits to employees located towards the center of the office as those closer to the windows. The overall system also integrates shades by Lutron, which are semi-transparent and allow indoor occupants to have a view of nature and the outdoors—even when the shades are fully drawn.

“High-quality light not only enhances the style of the space but also enhances inhabitants’ feelings within that space,” says Ho. “Ketra’s Natural Light solution supports this by following the shifting color temperature and intensity of sunlight to help homeowners and guests feel more connected to nature. Whether helping to inspire productivity with bright white light throughout the day or helping homeowners wind down in the evening with a warm, relaxing atmosphere, Natural Light can play an important role in how people feel.”

As employees physically return to Ketra HQ, the company has plans to use technology to showcase its system with social distancing in mind. Ho says their Collaboration Studio, a multipurpose gathering space, will be set up “to enable virtual demos that capture the lighting capabilities and transition via multiple cameras streamed virtually with a Ketra tour guide.”

Ketra engaged local artist Aaron Darling to paint a mural featuring city skylines that represent the many locations in which Lutron/Ketra have a presence.

The Collaboration Studio at Ketra HQ is a multifunctional space that can accommodate gatherings large and small. (Image: Ketra)
SMART STRATEGIES

BY AMBROSE CLANCY
In times of financial crisis, it's essential to keep in mind two pieces of folk wisdom, suggests Sean Low, founder and president of New York-based consultancy The Business of Being Creative: "Make hay while the sun shines. And neither a borrower nor a lender be." The trick, Low adds, is to act expeditiously on the former while thoroughly rejecting the latter and borrow funds when available.

CONSULTANTS i+D SPOKE WITH ABOUT IDEAS TO KEEP SOLVENT—AND EVEN THRIVE DURING THE WORST FINANCIAL CONDITIONS SINCE THE 1930S—ARE GENERALLY IN AGREEMENT WITH LOW'S ADVICE AND OFFER SEVERAL OTHER WORKABLE IDEAS. MICHELE WILLIAMS, FOUNDER OF SCARLET THREAD CONSULTING IN ALPHARETTA, GEORGIA, AND MANPREET KALRA, OWNER OF SEATTLE-BASED DIGITAL MARKETING AND STRATEGIC BRANDING CONSULTANCY ART OF CITIZENRY, TAKE AS TRUTH CARVED IN STONE THE IMPORTANCE OF CLARIFYING MESSAGES, MARKETING AROUND-THE-CLOCK, AND FIRMING UP PARTNERSHIPS.

AN ADDED BENEFIT, THE CONSULTANTS AGREE, IS THAT DESIGNERS WHO MOBILIZE SHARP, INTELLIGENT STRATEGIES NOW WILL HAVE LOGISTICS IN PLACE TO RECESSION-PROOF THEIR BUSINESSES BEFORE TREMORS FROM THE NEXT FINANCIAL UPHEAVAL ARE FELT.
Fear Itself

Borrowing money is an important strategy to keep a business progressing in any economic situation, Low says, but design businesses have to get over the psychological fear of taking on debt. “When is the best time to borrow? When you don’t need it, because you’ll get it easily,” he explains.

But when you do need it, and it’s available, it’s foolish not to pursue loans, especially when the federal government is opening its coffers for borrowers. “And there are also likely state and non-profit funds available,” Low says. “If some business has returned and a line of credit is possible, now is the time.”

Williams notes that fear has never solved anything. Instead of panic, action is demanded on the micro and macro levels by cutting personal expenses, and “in your business cut all except what will impact strong branding,” she advises. “Manage every penny, and tell every penny where to go.”

The Small Business Administration (SBA) tracks these ideas and advises looking for savings everywhere, from brown bag lunches to carpooling.

Williams notes that many designers think their business is different simply because a creative person is at the helm. That thinking can be fatal. “Business is business,” she says, “and the same principles apply.”

Making Hay

When a lender has greenlighted funds, Low explains, a business can take advantage of design services that the pandemic has created, “especially in the luxury space.”

Designers are then confronted with a choice, Low says. “Do they take on too much business to recover from the shutdown? Or really focus on the right business? If you have capacity to do, say, five projects, but you’re offered 10, my advice is to triple the price for the five,” he recommends. “The people who care the most want you to do your best, and if that means triple the price, so be it. People invest the most in what they believe will help them the most.”

Kalra says, “The silver lining for designers right now is that people are maximizing being at home by investing in home improvement projects. Take advantage of this by pivoting your business to support the needs of these possible clients at home through the pandemic. Get creative in how you provide your services.” And she recommends getting up to speed on virtual consultations.

What’s in the Storeroom?

A company loaded with inventory when hard times hit has a real problem. Williams advises watching inventory the same way as cash flow—mercilessly.

One tip to recession-proof your business is to take full advantage of “better information technology,” notes writer Bill Connerly in an article for *Forbes*. “Barcode scanners, accurate warehouse data, as well as better transportation and communications” can cut supplies that will just take up space when clients aren’t calling.

M&Ms

Kalra says in rough times, relying on revitalized messaging and marketing will light a path out of a dim present, and the place to start is with a vibrant digital presence. “Now is the time to invest in the foundation of your website,” she urges.

A pillar of best business practice is to know where your customers are. And the truth is they’re gathering hourly, day and night, on the internet. According to an *MIT Technology Review* Americans spend almost a full day a week (23.6 hours) online; and mobile device access to the web jumped from 23 percent in 2010 to 84 percent in 2018.

No matter if eyeballs are on home screens or on the palm-sized tyrants we can’t do without, online is where a business has to be, Kalra says. When she uses the word “investing,” she means providing potential customers “with a seamless user experience.”
She advises, “Make sure you optimize your website for search. Create crosstalk throughout your marketing platforms. This is also a fantastic time to invest in your social media marketing strategy. Know which social channels you want to invest in, and create a content calendar.”

When it comes to messaging, start by asking simple questions, Williams says. “Drill down into what’s the problem to solve and market—and then market some more,” she emphasizes. “Market when you don’t think you have to.” Too many designers in the midst of the pandemic think pulling back and easing up is a smart strategy, she says. “Wrong!” she stresses. “Keep your message out there.”

Sales cycles can be three to six months ahead of an initial contact, Williams adds, and the lack of immediate results from pitches doesn’t mean much. “What I’m witnessing is that the ones who kept their foot on the gas are slammed with work,” she offers.

Social media advertising is one of the critical methods of letting people know who, what, and where you are, Kalra says. “Google AdWords is a great way to stay top-of-mind for any possible clients looking to hire you,” she notes.

“Drill down into what’s the problem to solve and market—and then market some more.”

—MICHELE WILLIAMS, SCARLET THREAD CONSULTING

**Social and Society**

A killer pandemic stalks the globe. Record unemployment. Businesses shuttered and financial anguish. Millions in the streets protesting for justice and equality. During a time when history is happening in real time, social awareness in messaging can boost a company. Or, it just as easily can come off as obnoxious pandering, the consultants say.

“It’s a hard one,” Williams says about striking the right tone. “Messaging should be clear, kind, always drawing people in—especially now. You must find a way to continue brand messaging and show awareness. I’ve learned that every word carries weight. Question everything you send out. And, if you make a mistake, apologize.”

Kalra believes in not being afraid and always being open. “Engage, engage, engage,” she encourages. “Continue to create high-quality content, and engage with others. Social media is not just about sharing content; it is also about engaging with the content others are posting.”

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A Little Help from your Friends

When the pandemic began to accelerate, one of Williams’ clients, who had advertising spots with a local radio station, got a call from the station manager suggesting that, if she continued with the contract, the station would give her extra spots for free. “They did it—free, four or five times a day, in prime spots,” Williams says. “With business starting up again, she’s working all the time.”

One reason the offer was made was because the designer had established a personal, open, and honest relationship with the manager, and she never took it for granted. The designer, in a good-will gesture, then offered to give free face masks to the community. “Calls rolled in asking for masks, which created brand recognition,” Williams explains. “It was a multiplier because the station’s brand was also strengthened.”

Partnerships are essential, but can also be dangerous, Williams cautions. “Remember, your business will be hurt by partnering with a business that’s careless. Don’t get extended financially with someone who isn’t solvent. Because, when push comes to shove, it’s on you.”

The Time is Now

It’s a cliché that every crisis presents an opportunity. As such, Low sees today’s conditions presenting a “singular moment in time for designers to elevate their social and professional status as experts—not just in beauty, but in form and function—and their work will be seen as indelibly linked to living a better life.”

The times demand being nimble, acting with speed and confidence, and not selling yourself short, Low adds. “If you’ve worked hard on securing and hoarding cash, you’ll be that much freer to do the work that really matters,” he says. “That success will be its own reward as you see your way through a recession or future shutdown. It requires doing your best work for those who care the most at the price you need.”

AMBROSE CLANCY is the editor of the Shelter Island Reporter and a novelist, nonfiction author, and journalist. His work has appeared in GQ, The Washington Post, and Los Angeles Times.
Contributors

In this issue of i+D, our authors provide insight on many aspects related to wellbeing: financial health, personal indulgences, exercise and activity, and concerns about re-entering the workplace. Their research and resources provide helpful direction—as well as some surprises—as they themselves do while continuing to navigate their own new normal. —Linda K. Monroe

1. Ambrose Clancy, Smart Strategies
   As the world begins reopening after pandemic closures, Ambrose asserts he has been extra careful about following health safety protocols. “Most of the people in my region have done the same,” plus, state and local governments have provided excellent guidance and leadership,” he says. “I hope people—no matter what they do or wherever they are—are staying vigilant.” On a professional level, Ambrose is ever-vigilant whenever he researches the subject matter for his articles in i+D, including his piece for this issue in which he offers ways designers can secure their financial health (p. 18). He explains: “Speaking with consultants about surviving through the economic catastrophe and making their businesses recession-proof for the future, I was struck by the advice from Sean Low to focus on clients who can pay more for more high-end work. Also, Michele Williams voiced the idea that their creativity doesn’t make them unique and that ‘business is business’—and they should learn and follow best practices to manage a successful company.” Ambrose was also impressed when interviewing Manpreet Kalra, who stressed the idea of “always being nimble” and advised designers to consider that a large majority of people are now at home most of the time and require support of their staff and clientele, such as “using outdoor space for dining or treatment areas, and creating treatment suites within a spa so a client can enjoy all of the services and amenities without having to move around into different areas,” she notes. Earlier this year, Jessica and her family jumped on the pandemic puppy bandwagon and adopted a rescue mutt that “has been a bright spot,” she admits, “and has made it more fun for my kids to go hiking, kayaking, and do other outdoor activities, which seem like the only safe pastimes this summer!”

2. Jessica Goldbogen Harlan, Safe Havens
   In our new socially distant environment, Jessica believes design will play an important role “in not only our physical health and safety, but also our mental health.” She notes, “Designers are already working on beautiful solutions to help us social distance in a way that seems natural instead of forced and makeshift.” Although she is eager for things to get back to normal, she concedes that she does worry about being in crowded or high-touch places. “I think I won’t feel 100-percent safe being out in public until there is an effective vaccine,” she says. With respect to her article on wellness resorts and retreats (p. 26), Jessica enjoyed learning about the creative ways properties have been able to use their existing spaces to ensure the safety of their staff and clientele, such as “using outdoor space for dining or treatment areas, and creating treatment suites within a spa so a client can enjoy all of the services and amenities without having to move around into different areas,” she notes. Earlier this year, Jessica and her family jumped on the pandemic puppy bandwagon and adopted a rescue mutt that “has been a bright spot,” she admits, “and has made it more fun for my kids to go hiking, kayaking, and do other outdoor activities, which seem like the only safe pastimes this summer!”

3. Michele Keith, In Good Health
   In conversations with the designers for her article on fitness centers and day spas (p. 34), Michele found that “they are in the forefront, really ahead of the game.” She says, “They took the pandemic seriously from the start and immediately reacted with research and creative solutions for their projects. From designing attractive yet functional barriers, to carving out more space, to finding appropriate materials to use, they are making these changes agreeable to people, as well as making them feel safe and secure.” Michele adds that she was surprised at how designers have been creating interiors targeted to a specific customer and taste, “especially for the fitness centers—nothing was half-way.” However, she admits she does not plan to return to her own gym until a vaccine is available. “I’m afraid I don’t have sufficient confidence that everyone will do the right thing when they’re there, even though my neighbors are, on the whole, a rules-following, mask-wearing bunch.” While more homebound, Michele has been buying online and has since become a pro. She says, “The good news is that almost everything is returnable, and the sellers are truthful about delivery dates and delays and even suggest canceling orders if I really can’t wait.” But, she affirms, “I’ll be happy when stores and showrooms get back to normal.”

4. Anna Zappia, Wellness in the New Workplace
   One of Anna’s favorite activities is attending exhibits to experience couture up-close and in person—a pursuit she has missed most during the lockdown. And, as public venues start to reopen, she says she hopes that “we can continue to maintain respectful distances and wear our masks as needed.” She adds, “It has been surreal in New York City during this time, but most of us seem to be doing our part so we can all stay healthy and resume some sense of normalcy. New Yorkers pull together when there’s a crisis and look out for one another, and it’s one of the things I love most about the City.” Of course, wellness during any time is top of mind, but Anna’s article on wellness in the new workplace (p. 40) reveals how designers are investigating myriad ways to fulfill their clients’ expectations. “I thought most of the interviewees would only want to talk about new products or the latest designs,” she recalls. “I was surprised to learn how much research is being conducted. We discussed how important connection and collaboration is among employees, and how that contributes to our sense of physical and mental wellbeing in the workplace. These experts agreed that the human factor will be the key to thriving again as we head back to the office.”
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Safe Havens
In a post-pandemic world, wellness travel takes on new significance

Ask anyone what they’ve missed most during this year’s COVID-19 pandemic shutdown, and the answer is likely to involve travel. Milestone birthday vacations, family reunions, honeymoons, annual trips were all cancelled or postponed back in March when the world realized the deadly effects of the coronavirus.

Now, as people cautiously plan to resume their lives in a changed world, a shining star is emerging in the hospitality sector: the wellness travel industry. It makes perfect sense: After the year we’ve had, where better to entrust our health and personal safety than spas and resorts that already specialize in wellbeing? And, in what undeniably will go down in history as one of the most stressful years in our lifetimes, where better to recharge, destress, and decompress than at a hotel that’s expressly designed with this very purpose in mind?

Wellness hospitality has been steadily increasing for years. A 2017 report from the interior design firm WATG called it the fastest-growing sub-sector of the hospitality industry, as it had grown an estimated 10.6 percent from 2013 to 2015 and is only on the rise.

“Even more so now, spas and wellness businesses are no longer a ‘nice to have’ but a ‘need to have,’” says Jennifer Findlay, founder and CEO of Core Essence, a design and consulting firm that specializes in spas and wellness. “The demand for wellness was already booming globally—an estimated $4.5 trillion economy [as of October 2019, according to the Global Wellness Institute]—and there was a huge spotlight on health and wellness before the pandemic happened. COVID-19 has shone that light even brighter now.”

Jennifer Findlay and her sister, Kathryn Findlay, the design director for Core Essence, started their business in late 2016 with an integrated approach to the interior planning and design of a space, concurrent with the concept and development of core service offerings. “It used to be that spas were an afterthought, the last thing considered, so they’d end up in a basement, just a checkbox on an operator’s need list,” says Jennifer Findlay.

Instead, notes Kathryn Findlay, Core Essence takes the approach that a space and its built environment have the potential to positively impact people on a psychological, emotional, and spiritual level. She says, “We try to incorporate design principles that will positively impact the environment of every space we touch,” whether it’s through lighting levels, color temperature, air quality, physical comfort, or biophilic elements.

As spas and other wellness businesses have begun reopening, the Findlays believe that not everyone will feel comfortable traveling. “but when they do, they’ll gravitate to brands they trust,” says Jennifer Findlay. “The message needs to be front and center to the marketing strategy about what they’re doing [to protect customers]. I think it will demand a level of innovation that is exciting, and we’ll see tremendous growth in this sector.”

Tranquil surroundings, calming views of nature, and indoor/outdoor spaces, like those at Hotel San Luis Obispo, are more important now than ever.

(Image: Tanveer Badal)
Open with Caution

Hotel San Luis Obispo had only been open for a few months before the pandemic began, but it got a good response from travelers right off the bat. “People were blown away and loved the space,” says Circe Sher, co-founder of Piazza Hospitality, which owns and operates Hotel SLO. “Until that point, lodging options had been fairly traditional in San Luis Obispo, California, and this property was a completely different style and experience.” The 78-room hotel incorporates original art into the architecture and references to the past—particularly the area’s Chinese heritage—into the otherwise modern aesthetic.

Hotel SLO had to close its doors in March but in late May was given the go-ahead from the local government to reopen with stringent health and safety protocols. Employees were trained and alterations were made throughout the facility to ensure that guests were safe and employees protected. Fortunately, the hotel’s design is spacious and open, which made it easy to reorganize furniture into appropriately socially distant arrangements. “We had a lot of fun creating a detailed signage program for stuff like elevator capacity, six-feet distance stickers, and reminding guests to wear masks,” says Sher. “We also put up plexiglass partitions, designed handmade masks for our staff, and created single-use menus as well as QR codes that people could access with their phones to read menus.”

And indeed, the guests started to arrive. “A lot of people are taking California drive trips along Highway 101, and they’re making San Luis Obispo a stop along the way,” says Sher. “We’ve been on the radar of the design-conscious younger demographic, but I think even the older clientele we’ve had feel really safe in this hotel because of its design and how spacious it is.”

The one thing that still remained closed as of press time was Hotel SLO’s Sol Spa, which has quickly become known for its beautiful salt sauna in the locker rooms and mud scrubs that the guests can design with different herbs. The management hopes to reopen in August with elements like sanitizing aromatherapy, custom-designed face shields to go over the massage tables, and limited bookings and services. Fortunately, one of the factors in the original design of the spa was the use of materials that are easily cleanable—for instance, instead of drapery, dropped panels and window films offer privacy but can simply be wiped clean—which will make it easier for Sol Spa to practice sanitation procedures.

The first consideration for any resort, luxury hotel, or spa as government shutdown orders relax is, “how do I get my doors back open, and how do I get my teams and the guests back in safely?” says Jennifer Findlay.

Among the changes that Core Essence’s clients are starting to make is using contactless systems for booking, completing forms, and processing payments. They’re also implementing medical-grade standards of care and hygiene and taking a hard look at new protocols for laundry or disposal of personal protective equipment (PPE).
When it comes to materials, those new cleaning procedures might mean rethinking the types of furniture, surfaces, and other design elements and finishes within a space. “Materiality is going to take on a new level of importance for a variety of reasons,” says Kathryn Findlay. “These spaces haven’t really been designed to take on that degree of cleanability. Think about the seating upholstery at a nail salon: Was it really designed for the wear and tear of harsh cleaning?”

Opting Outside

For many properties, landscaping and outdoor spaces have taken on new significance in a time when getting out in the fresh air has been a salvation. Once just a perk of a space, open-air amenities are now essential to many resorts and spas, as they help clients feel like they’re being safe and socially distant from other guests.

Hotel SLO was designed with copious outdoor spaces, thanks to its beautiful surroundings and the favorable climate. “Incorporating that indoor/outdoor flexibility and lifestyle was something we really thought about when designing the hotel,” says Danielle Velasco, interior designer at Gensler, the firm that designed Hotel SLO.

A huge courtyard is central to the hotel’s interior, with the lobby, bar, reception area, and meeting rooms all opening onto this outdoor space. The fine-dining restaurant has an airy covered patio, and there’s a covered outdoor meeting room with two large tables providing seating for around 25. Large doors can be rolled open in the lobby to offer fresh air, and every guest room has a comfortable patio or balcony.

The roof also boasts outdoor space. “They’ve been utilizing it so much,” notes Velasco. “There’s a bar on the roof and a trellised area with lounge and dining seating, plus a bocce court and a small garden where herbs and vegetables are grown for the restaurants. They’ve even been doing yoga on the roof.”

Outdoor spaces have only increased in popularity at the Gensler-designed Hotel San Luis Obispo. (Image: Tanveer Badal)

As people cautiously plan to resume their lives in a changed world, a shining star is emerging in the hospitality sector: the wellness travel industry.
Adds Sher, “This is something that has been one of the best outcomes. While the hotel’s design was terrific, it really was made for this time; we’ve been blessed with all these incredible outdoor expanses.” For instance, the dining tables in that spacious courtyard have become the most sought-after reservation spots. “There’s a sense of normalcy,” she says, noting guests are able to relax and dine and not worry that someone else will not be six feet away.

Outdoor spaces also are prevalent in the spa, where clients enter through the central courtyard, and a beautiful outdoor room connects to the common quiet room with doors that can be pushed open on nice days.

“These outdoor spaces and amenities are going to become even more of a focus than they already are,” says Kathryn Findlay. “When you think about the reopening process for spas and any business, those with outdoor amenities certainly have an advantage. If the experts are correct in saying this will not be our last pandemic, clients are going to be aware of this going forward.” She adds that particularly in urban areas, where people have been cooped up in their apartments with limited access to the outdoors, hospitality businesses with ample outdoor spaces will have a huge advantage.

Even prior to the pandemic, the Findlays had seen a big demand for Nordic-style spas, with indoor/outdoor areas and thermal elements like steam and sauna. And, when there’s not an opportunity for actual outdoor space, bringing the outdoors in is becoming increasingly important. “Taking cues from nature like incorporating organic curves, living walls, healthy plants, and other elements will create those natural touch points,” says Kathryn Findlay.

The WATG report confirms that direct and indirect exposure to nature, which has a positive benefit on one’s physical and mental wellbeing, will continue to be an increasingly more important element in wellness design, with such innovations as walls and even roofs that can retract to create a seamless connection between the indoors and out.

Safe Havens — By Jessica Goldbogen Harlan

Jennifer Findlay and Kathryn Findlay, Core Essence (Image: Lauren Miller)
The Future of Wellness

“If I could make a prediction about how we’re starting to look at future products, we’re going to have to take cues from the healthcare environment,” says Kathryn Findlay. “We have to use specific materials that are designed to take a high level of cleaning. Are these materials going to get a fresh look from a design perspective? Yes. But they will also have that level of cleanability built in.”

California-based architect Jean Dusek Klueter spent several decades specializing in spa and wellness design at WATG, where she contributed to the aforementioned report on wellness hospitality. Since launching her own firm, Klueter Architects, earlier this year, she consults on spas and other wellness hospitality projects. Klueter believes that wellness resorts will be the first travel segment to take off post-pandemic, “especially four- and five-star resorts that have bungalows, allowing for a private aspect,” she notes.

Currently under construction, Core Essence is leading the design and development of spa and wellness for an 80 room boutique wellness resort in Grand Cayman. (Image: NCB Group)

For architect Jean Dusek Klueter, an entry procession, where the guest can decompress upon arriving, offers the perfect transition from a busy life into a wellness environment. (Image: Courtesy of Jean Dusek Klueter)
She envisions that in the near future, successful spas will offer private suites, where one would have an area to change as well as enjoy multiple treatments and even amenities like a hydrotherapy tub or a steam shower, or a private terrace with a small vitality pool. “A couple or a small group could have a package of treatments in the suite and even have lunch there, and after four or five hours of use, it would be easier for the staff to just clean that treatment suite, rather than constantly cleaning locker rooms,” says Klueter.

She also concurs that nature will continue to be an important element in wellness design. “Just seeing nature is a benefit to the psyche,” she points out. “Imagine a NanaWall that can open up a room to 18 feet of open-air space. Architects are always trying to use the outdoors as an extension of space, especially, for instance, in a beautiful resort in the tropics, where you can get away with a smaller space if you can use the outdoors.”

While wellness travel is poised to take off, Klueter sees design opportunities far beyond just spas and resorts. She believes that other hospitality segments as well as office buildings, medical facilities, and even homes will start taking cues from the wellness design industry to incorporate elements that can decrease stress and increase wellbeing.

“An examination room without windows might have an artificial skylight that simulates a sky exposure,” she suggests. “An office building might have a private treatment room where someone could take a break to meditate or enjoy a sound bath with Tibetan singing bowls. Or a home or office might have an AlphaSphere, a multisensory relaxation lounge chair [by Austrian design studio sha].”

Whether close to home or traveling to a faraway locale, there’s no doubt about it: Everyone will deserve a wellness experience after the COVID-19 pandemic, and the designers of such relaxing retreats aim to deliver.

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In Good Health

Designers are rethinking the spaces where we work out and wind down
Taking care of our bodies and minds—more a vital aspect of overall health and wellness than a luxury—has been sacrosanct for many people for quite a long time. And in the post-COVID-19 world it's sure to be a practice that will increase, as many health reports point to obesity as a possible contributor to the death rate in confirmed COVID patients, and obesity and stress are both linked to numerous health issues.

So, what becomes of the spas and fitness centers we've been relying on prior to the pandemic with their shared showers and lockers, exercise machines positioned mere inches apart, and juice bars where people congregate after workouts? Designers will be called upon to find the solutions that allow these places to operate in a world that is likely altered forever.

We spoke to four award-winning designers with vast experience designing spas and fitness centers—in addition to other building and design categories—to learn how they visualize the changes that will meet our new circumstances, both to keep clients safe and healthy and to be pleasing to the eye.
Begin at the Beginning

“Always important—but now more than ever—is the first impression clients get upon entering a salon,” says Leslie McGwire, president of Leslie McGwire & Associates in West Bloomfield Hills, Michigan. “A safe, clean, and sophisticated atmosphere can easily be created with a beautiful table at the entrance arranged with flowers, the salon’s brochures, information pertaining to the precautions being taken to guard clients against COVID-19, and a gift such as a face mask color-coordinated with the business to show clients they really care. Simple but thoughtful takeaways like small bottles of hand cleaner or loofahs individually wrapped in gift paper with the salon’s logo are always appreciated.”

“It’s all about creating an experience, taking people away from everyday life and getting them to focus on health,” says David Shove-Brown, co-founder and partner of Washington, D.C.-based //3877. “Of course, cleanliness and durability are mandatory, but we can’t forget that it’s also about the client’s experience.”

Cleanliness Above All

“Cleanliness is next to godliness,” intone the sages, and it’s never been truer. Shove-Brown says of designing fitness centers, “There’s a difference between cleanliness and the perception of cleanliness. Whereas before it was OK for a fitness center to simply look clean, today’s clients scrutinize everything. They need to see a commitment to cleanliness; it’s a question of their safety. And this includes the smallest detail, from the pen they use to sign in to the toilets’ flush valves.”

“Rigorous sanitizing process to prevent any pathogen transmission is a given,” says Mierski. Adding that clients are “reassured when permanent measures are integrated into a public place,” LEMAYMICHAUD’s lead

Dwayne MacEwen, principal and creative director of DMAC Architecture in Evanston, Illinois, agrees, saying that most important is the guest experience. “While both spas/salons and fitness centers focus on a wellness typology,” he explains, “spas/salons are more about relaxation and rejuvenation—emotional/spiritual wellness—and fitness centers are mostly about energy, movement, performance—physical wellness. Each has different goals warranting different kinds of experiences and different designs.”

“There are so many important elements in a successful spa. But if I had to pick one,” says Pierre Mierski, senior partner at LEMAYMICHAUD, with offices in Montréal, Québec, and Ottawa, “it’s creating a getaway from the everyday routine, an escape from reality, a pause button in our crazy lives. And it all starts with a comprehensive relaxation experience in symbiosis with nature.”
designer Katrine Beaudry is instigating many changes in the firm’s renovations to keep people safe and healthy, including hand-washing stations at the entrances and exits, disinfecting/sanitation stations, capacity controls, and protective walls in key locations.

"With cleanliness as such a high priority, lighting is key, especially in high-touch areas like rest rooms and changing areas," continues Shove-Brown. "In addition, the materials used for furniture, such as the benches in changing areas, need to be solid and easy to maintain.” Bamboo, quartz, and teak are among his choices, while McGwire singles out the Pompeii Quartz collection and Wilsonart solid surfaces along with textured porcelain among her go-to finishes for countertops. All are durable and resistant while providing a sophisticated appearance. Copper is something currently being explored, shares MacEwen, because of its virus-killing properties.

One aggressive player in the fight to keep people safe is DMAC’s client Midtown Athletic Club in Chicago, with whom MacEwen says he’s working closely on expanding and refreshing. A document emailed to members prior to reopening, “The New Standard of Clean” covers everything members should know including the new kinds of technology now being used—such as the Matsana yoga mat with a UV-C light disinfection system—specifics about room capacity and social distancing, when and where dividers will be installed, reminders to look for signage, and acknowledgment that assessment of the club will be made continuously.

Save for a few LEDs, Mierski dims the lights as much as possible in the spas he designs, at times using candles, which adds to the tranquil ambiance—exactly what’s needed during the pandemic. “People tend to lower their voices in a darkened space,” he notes. It’s also why he pipes soothing music into saltwater-filled pools like the one at his Strøm Spa Vieux-Québec. “Floating effortlessly, one can easily connect to their inner feelings and basic senses of touch, hearing, sight, and smell,” he says.

As for his take on materials, interior and exterior, Mierski notes, “They’re always inspired by the landscape. With the Strøm, it was the nearby St. Lawrence River whose quiet strength and history suggested greyish wood, Corten steel, concrete, slate, river rocks and tiles that simulate them, and painted and rusted metal.” Of course, such considerations as resistance to mold and humidity and easy, thorough maintenance and cleaning are paramount.

Flooring is another big factor, especially in common areas where there’s the possibility that respiratory droplets from a sneeze or cough will descend to the floor via gravity. Unlike McGwire who uses carpet floor tiles because dirty spots can be quickly and easily eliminated by simply removing and replacing them, Shove-Brown prefers roll-out vinyl flooring that covers the entire space. It’s easy to clean, and “without seams there’s no chance for sweat and dirt to hide and fester,” he says, adding, “Many places are removing all seating in the welcome/sign-in area as an extra precaution.”
More Space

The removal of shower rooms, particularly in the smaller fitness centers, began pre-COVID, says Shove-Brown. Eliminating these areas—and with them possible virus-carrying faucets, shower curtains, and towels—allows for larger gyms and locker rooms, which proves to be a wiser use of space these days.

Mierski agrees, saying that creating more space is one of the first things to do to ready spas post-COVID. “Turning one locker room big enough for 100 into two with a 50-person capacity, perhaps even putting certain services in a separate pavilion, may be the answer,” he advises.

Color Treatments

White may have been the color of choice for fitness centers the past many decades, but today, black is moving in. Chicly cool and collected, black tones may be employed with an Asian note, as in DMAC’s Midtown Athletic Club, or rock ‘n’ roll prompted with throbbing neon accents as at /3877’s Pulse Fitness. It’s up to the designer.

McGwire’s overall view: “Spas will continue to embrace a palette of various hues of white, light greys, and soft beiges with pastel accents to inspire serenity and relaxation. And fitness centers will be using brighter colors, purple, orange, and green, to create energy and excitement.”

COVID-19 Must-Haves

All the designers believe in such necessities as social distancing, no-touch waste disposal, wellness barriers, and machines dispensing everything from hand sanitizer to face masks. The difference is how they integrate them into their designs and make them inviting rather than “in-your-face,” as one put it.

The same holds true for signage, which McGwire suggests being coordinated with the color palette of the specific area. “This way,” she says, “they look more upscale yet still do their job.” And combined with the clear barriers she uses, made of a commercial polyester material, the overall effect is easy on the eyes.
Short-term Remedies, Long-term Goals

“Until a clear solution to the pandemic is found, people will be apprehensive about going to the gym no matter what we do,” believes Shove-Brown. However, he adds, most people have short-term memory. “Next summer, or in a few years when the pandemic is over, people will feel differently about all these things.” As such, smart designers are being far-sighted and planning for the future even as they design for today.

MacEwen says, “We can’t lose sight of the fact that salons and fitness centers are still hospitality spaces. In the short term, we are helping our clients plan for reopening and exploring the aesthetics of separation through design; for example, what will make people feel safe enough to want to come back without it looking like a HazMat environment. At the same time, we’re looking at physical separation solutions that could work long term in such a way that they would be noticed if removed down the road—in other words, items that are very attractive and functional.”

High on everyone’s list of essentials is touchless technology with its applications in numerous instances including checking in/out, opening/closing doors, dispensing towels, filling water bottles, turning faucets on/off, and so many others—the sorts of things approved by the Americans with Disabilities Act that have long-term and wide-reaching implications.

“Above all,” says Mierski, “we try to create environments that are in symbiosis with nature to inspire serenity and relaxation, fitness and health, balance, and put nature in the foreground. For Nordic spas like ours, whether in the country or an urban setting, the architecture must be a pedestal for perfect communion between the client and the landscape.”

MacEwen’s take on nature is to bring the outside in, mentioning the outdoor turf field he designed for personal training at the Midtown Athletic Club & Hotel in Chicago, with “the best views in the city.”

Most interesting—and the opposite of the pre-COVID mindset—is the idea of increasing the visibility of essential workers who serve clients and clean spaces and equipment. “COVID has reminded us,” MacEwen says, “that they are the ones keeping us safe. And it would be easy enough to enhance their visibility with something like branded T-shirts and masks.”

From what the designers say, people will want to come back to spas and fitness/wellness centers as long as they feel safe. And the design of these spaces will be more important than ever to elevate the guest experience and motivate them to leave their home, work out, and luxuriate in a bit of pampering.

MICHELE KEITH is a New York City-based writer whose work has appeared in The New York Times, ASPIRE Design and Home, Luxury Listings NYC, and DESIGN, among other magazines. She also has written two coffee table books for The Monacelli Press: Designers Here and There and Designers Abroad.

DMAC's design for Midtown Athletic Club includes The Outfield, a training space that allows guests to take their fitness outdoors.

(Image: Anthony Tahlier)
Wellness in the New Workplace

As society slowly returns to offices, designers are finding solutions for a safe work environment

For decades, companies both large and small have created workplaces with the concept of wellness in mind, increasingly offering amenities like gyms, meditation rooms, and cafeterias stocked with healthy snacks. Now, as we continue to grapple with COVID-19, health and safety concerns are changing the way we work—with the home becoming a makeshift workspace for many. As we anticipate our return to the office with new guidelines (and, in some cases, new furniture), we’re looking to the A&D community for their expertise and imagination so that we can work smarter and safer than ever before.
Wellness in the New Workplace — By Anna Zappia

In a workplace design by Kasian, small groupings of furniture allow for collaboration, while the placement of furnishings and floor coverings establishes clear walkways. Ample natural light enlivens the space and provides a connection to the outdoors. (Image: Ema Peter)
Redefining Space

Designers and employees alike are rethinking the ubiquitous and often maligned open-plan office, which is set to be transformed post-pandemic to better accommodate a range of functions and workers. “The open-plan office typically has rows and rows of assigned seating. There’s really not a lot of choice. Now we are creating smaller neighborhoods that have some definition but still allow for options in an unassigned seating arrangement,” says Kay Sargent, director of HOK’s global WorkPlace practice.

Creating these zones within the workplace will allow people to collaborate and meet in person, a welcome change from the overload of virtual meetings and conference calls that we have scheduled while working from home during the pandemic. “I believe that we need to make sure we have plenty of distance, but people do want to be in smaller groups. They connect better socially, they can innovate, and they build better bonds. If you’ve got some physical boundaries or borders, you can control a variety of things and have a bit more say over the space,” Sargent notes.

These central spots give employees the comfort and flexibility they crave, which is especially important during uncertain times. Workers can move around the office but still come back to an activity center when they need to focus. “We will probably see people reverting to a more limited range of spaces throughout the day and keeping to a ‘home base’ where they feel secure,” says Beatriz Arantes, senior design researcher and environmental psychologist, WorkSpace Futures at Steelcase.

In a design by HOK, coworkers enjoy comfortable furniture, a connection to nature, and the ability to be together and collaborate at a safe distance. ©image: Eric Laignel
Returning to the Office

Although there’s been much talk about keeping more staff off-site indefinitely, experts caution there needs to be a balance between working remotely and hours spent at the office. The grind of working from home long term can have negative effects on mental health, often resulting in an increase in anxiety and a decrease in productivity. It’s also a common misconception that every employee is happier and healthier when they are working from their residence.

“People say that productivity has actually not suffered and instead gone up,” Sargent says about working from home. “I guess that’s one measure. But, people are sitting stagnantly for long periods of time; they are isolated, feeling more depressed or anxious. They’re not walking or moving as much. The adrenaline is about to wear off, and then we’re going to start seeing negative impacts of people working from home.”

Most design leaders agree that coming into the office a few days a week is a good starting point to help with the transition. Management can slowly make adjustments based on feedback and the information they gather. “I think it’s clear that one size is not going to fit all, and it’s going to be an ever-evolving process,” says Sally Mills, a principal at Kasian and director of the design team in the Vancouver office. “For some people, it’s just really untenable to work from home, and they need to be back in the office environment. We need to determine who those people are, so right now we’re helping our clients with a lot of surveys. We’re trying to help organizations decide how they want to move forward, and we have to collect the data to be able to do that.”

Manufacturers also are collaborating with their clients to determine best practices as they move forward. “Right now, we’re looking at what we can do immediately to help during this transition period, as some people are reintegrating back into the office, in the meeting rooms or using individual workstations,” says Steve Verbeek, vice president of design and innovation at Teknion. “More importantly, it’s about having a longer term perspective, thinking about how we’ll be working when things begin to normalize a bit.”
Clean Environments

Cleanliness is perhaps the greatest concern as we begin to file back into spaces that have been unused for several months. Corporations also are thinking about the protocols they’ll be using in 2020 and beyond. “We’re going to see a lot more clean-desk policies because crews are typically told not to clean the assigned desks. Sensors and monitors that can tell us who’s been in a space, and then can alert the cleaning staff, will be common,” Sargent notes.

Employees will even take some of the cleaning into their own hands to feel safer, but that doesn’t mean they want the office to be ultrastereile or too closed off, which creates a sense of fear and promotes the idea of illness. “When there’s a vaccine, nobody is going to want a psychological reminder of COVID. We’re not going to want to see all of these barriers between everyone,” Verbeek explains.

Sargent agrees, and notes that some supplies or furniture will be tucked away. She adds that janitors and cleaning crews will be less visible so that workers don’t relive the trauma of coronavirus. “You might have special nighttime cleaning crews that are not there during the day, for the psychological effect,” she says. “We just don’t want to be reminded.”
Alluring Designs

With more choices for when and where we work, designers are thinking about how to give staid offices a fresh look. They want each component to attract the eye while providing the right furnishings to personnel at every level of an organization. “I think workplaces are going to look better than ever, because we really want to draw people back to them,” Mills says. “We have to make them attractive, and we have to make people feel safe.”

Bringing a residential look to the office will continue to be important, especially as we all seek comfort and support after such a trying time. “People are going to want those respite spaces, where you can decompress or where you can eat your lunch. I think the office has to provide a certain level of creature comforts that will certainly entice people to come back and feel good about that,” Verbeek adds.

Indeed, when the pandemic hit, there was worry about having to completely renovate the office from top to bottom or rush out to buy new furniture—think acrylic screens that have popped up everywhere. Images in the media depict renderings of sophisticated and completely overhauled post COVID interiors (read: expensive), which isn’t realistic for most companies.

“The social aspect of wellness is going to be important in the future. It’s one of the key reasons why people are still coming to the office.”

—STEVE VERBEEK, TEKNION

“I think initially there are going to be a few small additions, because everyone’s going to be under an economic strain going forward,” Verbeek notes. “The basics that you have in your workplace are still valid. By reconfiguring what you have or changing a few elements, you can make an upgrade.”

For example, by rearranging existing pieces, employers can help workers maintain appropriate distancing while having access to the tools they need to complete essential tasks. “Furniture has been used for many years to provide structure to open-plan layouts and communicate usage. It will continue to play that role in helping communities of employees keep each other safe by nudging them to maintain physical distance,” Arantes says. “It’s important to consider repositioning the furniture that is already there to reduce density and create clear traffic flow so that people don’t risk bumping into each other.”
How We Work

Professionals in all sectors are analyzing functions and why staff members choose to come to the office. This research gives us clues as to how we can enhance our spaces and improve the quality of work, not just the quantity. “We won’t have everybody in the office all at once; it’s going to be a staggered approach,” Verbeek explains. “We have to reimagine our current spaces and figure out why people want to come back now after this time at home. I think the social aspect of wellness is going to be important in the future. It’s one of the key reasons why people are still coming to the office.”

Looking at how people work in each different setting and learning about the company’s core values by engaging with staff allow designers and product manufacturers to offer lasting solutions, not just surface changes or quick fixes. “Behavior creates culture,” Mills explains. “And we have to carefully explore what the culture of an organization is and how best to support that going forward in this new world that we live in. We want to try to discover how people are feeling, how they are operating, and what they are missing.”

We can use technology to our advantage as we physically navigate through the workplace. We’ll have the best tools as we manage a mix of telecommuting and on-site tasks. “Design and technology will be working in tandem so that we’re moving back into the office in a coordinated, thoughtful way,” Mills adds, suggesting, “We need to design and adjust to ensure that there is physical distance and travel patterns are identified, and we will change seating plans to better accommodate the volume of people.”

The pandemic has made social distancing the norm but, surprisingly, it also has helped to foster renewed connections with colleagues, and it’s brought about cross-team collaboration that will ultimately invigorate our work and the industry overall.

“This wholesale change that we’re experiencing very directly includes the participation of everybody who works in the office. As an industrial designer, I find that exciting,” Verbeek says.

Mills agrees and believes this camaraderie is truly what wellness in the workplace is all about. “The level of connection we’ve created now is strong,” she says, “whether we are back in the office or at home. This touchpoint is still incredibly important to maintaining a healthy working environment.”

Teknion’s Around task chair offers mix-and-match back styles, fabrics, and finishes to create a unique statement. (Image: Teknion)
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### RESOURCES

- **Safe Havens** on page 26
  - Core Essence: coreessenca.ca
  - Gender: gender.com
  - Hotel San Luis Obispo: hotel-slo.com
  - Klueter Architects: klueter.ca
  - Nanawall: nanawall.com
  - Piazza Hospitality: pizzahospitality.com
  - Sha: sha-art.com/en
  - Sol Spa: hotel-slo.com/sol-spa
  - WATG: watg.com

- **Wellness in the New Workplace** on page 40
  - HOK: hok.com
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  - Cutwork: cutworkstudio.com

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  - agcglass.com/clearsight

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  - asid.org

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  - bradleycorp.com

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  - containerstore.com/trade-program

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  - cosentino.com

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  - crateandbarrel.com/DesignTradeProgram

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  - mamagreen.com

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  - modulararts.com

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  - resourcefurniture.com

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  - richardfrinier.com

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  - walpoleoutdoors.com

**PROFESSIONALS FEATURED IN THIS ISSUE**

- Beatriz Arantes
  - Steelcase

- Katrine Beaudry
  - LEMAYMICHAUD

- Jennifer Findlay
  - Core Essence

- Kathryn Findlay
  - Core Essence

- Horace Ho
  - Ketra

- Michael Hsu, AIA, IIDA
  - Michael Hsu Office of Architecture

- Manpreet Kalra
  - Art of Citizenry

- Jean Duc & Klueter LEED AP
  - Klueter Architects

- Sean Law
  - The Business of Being Creative

- Dwayne MacEwen, AIA, NCARB
  - DMAC Architecture

- Leslie McGwire & Associates
  - LeslieMcGwire.com

- Matsana
  - matsana.net

- Midtown Athletic Club
  - midtown.com/chicago

- Ström Spa Vieux-Québec
  - stronspa.com

- Sally Mills, IDC, AID, RID, NCIDQ
  - Kasian

- Vlado Pejic
  - LEED Green Associate

- Lutron Electronics

- Cecilia Ramos
  - Lutron Electronics

- Kay Sargent, ASID, LEED AP, IIDA, CID, WELL AP
  - HOK

- Cinc Sher
  - Piazza Hospitality

- David Shove-Brown, AIA, NCARB
  - //3877

- Danielle Velasco
  - Genstar

- Steve Verbeek
  - Teknion

- Michele Williams
  - Scarlet Thread Consulting
Every day, design professionals work to solve issues large and small and ensure the spaces they create have a positive impact on all who experience them. Those efforts often stretch far beyond the walls of a private home or office environment to places not always top-of-mind when interior design is discussed. Homeless and women’s shelters, correctional facilities, public housing, refugee camps all can benefit from the positive psychological power of thoughtful design—and perhaps even lead inhabitants toward a brighter future. In the September/October issue, i+D takes a look at the many ways design can and has had a positive influence on people living in situations where the boundless value of design is often overlooked.

Developed by award-winning architecture and design studio Cutwork, the Cortex Shelter is a self-built, low-cost, long-term option to address the humanitarian crisis in refugee housing. The shelter takes two unskilled people one day to build and can be assembled by hand, requiring no technical construction skills or heavy equipment or machinery. (Image: Courtesy Cutwork)
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