





The *best design solutions*  
are not about buildings  
and spaces – they're about  
the *human experience*.

WE DESIGN **BOLD** & *INSPIRING*  
SPACES FOR PEOPLE 

# LETTER FROM THE DESIGN COMMITTEE

**To move ahead in architectural design, we need to know where we've been. In this issue, we celebrate current design ideas as the foundation for the evolution of design.**

The design process and design itself can only continue to evolve when one thing successfully builds upon the next, and another, and so forth. Throughout this evolutionary journey, it's important we stop every so often to witness our progress and recalibrate our processes. When we do this we begin to uncover new ways of thinking and doing.

Designers and architects do not work in isolation. By continuing to instill a culture of knowledge-sharing and collaboration across our studios, we maintain a global perspective on today's (and the future's) prevailing trends and ideas, such as the integration of new technologies to express complex design solutions. It's when we tap into our global network of ideas we are truly able to demonstrate the merits of our design concepts.

As we take a step back to evaluate our progress within the context of design and planning, we celebrate the evolution of ideas that have helped shape communities in any number of ways. Design thinking is not isolated to just the built form.

Reflecting on design that has materialized, we can observe the key concepts that came to life in response to contextual demands. Addressing specific local conditions and universal global needs, today's most successful design solutions arise from a holistic view and a firm handle on many variables. As we explore design holistically within the context of current solutions, we begin to uncover common threads.

We carefully curated this collection of planning and design solutions to demonstrate these commonalities, and it wasn't easy to pare the list down. Every compelling project sparked engaging discussions, and with members on the committee representing different disciplines, experiences and points of view, achieving consensus was sometimes challenging. The very process of





our collaborative peer review created a forum for engagement and an exchange of opinions. These discussions pushed us to think beyond the existing context and observe how design influences other aspects of our lives, lifestyles, communities and the connections within them.

In this edition of *framed*, we explore how design ideas create connections. The number and types of connections created through thoughtful design are truly boundless. People are connected to places. Indoor elements extend to the exterior environment. New construction connects to the old. Residential spaces are linked to amenities and services. Thoughtful design reflects the input of the people who are affected by it; thoughtful design considers and responds to the vernacular of the land.

Today, a strong passion for wellness and sustainability permeates all aspects of design. A steady implementation of sustainable design principles will continue to propel us into the future. These principles include the conservation of non-renewable resources, the harnessing of natural energy, a 'recycling state of mind', and high-performance and energy-efficient materials and processes. For B+H, sustainability and energy efficiency have always been table stakes in our design and construction processes. Our relentless pursuit of design performance and innovation constantly drives us to create environments that transcend traditional metrics and deliver return on investment in new and unexpected ways. Above all, we believe in designing healthy and inspiring spaces for people.

To measure design excellence is to measure the experiences that are created from thoughtfully designed spaces. When we create spaces that respond to a population's needs - spaces that help people work, live and play better - we create spaces that truly enrich lives.



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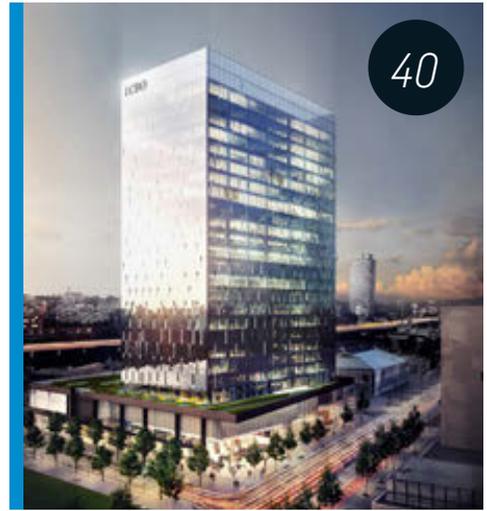
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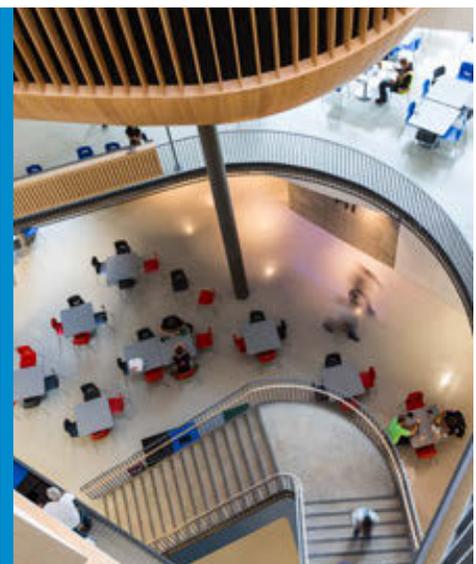
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*Design ideas create connections. The number and types of connections created through thoughtful design are truly boundless.*



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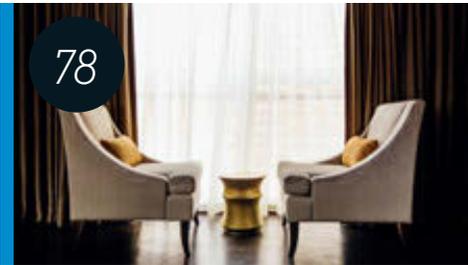
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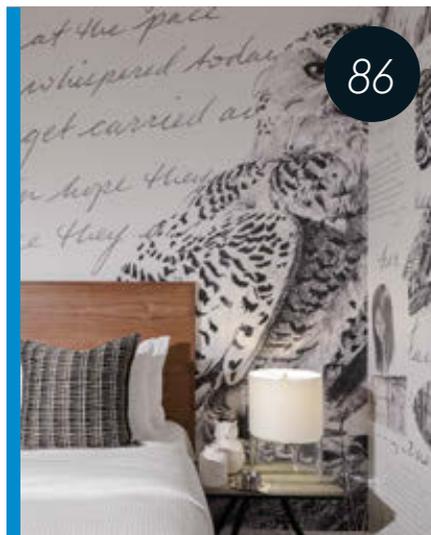
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## framed

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# ROUND TABLE FORUM: CREATING SUCCESS IN A GLOBAL ENVIRONMENT

With the advent of new technologies, tools and processes that allow businesses to operate internationally, geographical boundaries in our global economy are becoming more and more blurred. International expansion comes along with its own set of challenges and opportunities and requires strategic and nuanced approaches to business development and communications – both internally and externally.

We sat with Principals David Stavros (Toronto), Patrick Fejér (Toronto), Rob Marshall (Dubai) and Stéphane Lasserre (Singapore) to discuss how B+H studios across the globe work collaboratively and integrate services to create cohesive design solutions for their clients, no matter where they are located.



PATRICK FEJÉR



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# *What are the main challenges a global firm experiences and how can they be overcome effectively?*

One of the biggest challenges we face as designers, which also happens to provide for the most interesting opportunities for innovation, is our role in translating the complexity behind every project into thoughtful and cohesive solutions. As a global firm, we must be familiar with, and well-versed in, cultural, political, economic and environmental factors that affect all the markets we work in, right down to the local level.

The key to working globally is to build a solid local sensibility where employees are able to execute design ideas 'on the ground'. Through strong relationships with governments and business partners, and the employment of local experts, we can better prepare ourselves for the obstacles that will inevitably arise through the planning and construction processes.

In addition to our global knowledge and expertise, there is an inherent expectation from our clients that we understand the local culture and social nuances. They trust that we have a handle on their needs and are making a real difference in their community. We are not just form givers: we are storytellers. As architects, we approach design in a way to communicate a narrative about people, their habits, the environment and the context. Beneath every project and development, there's a story to be told. It's a story about the cultural context. It reflects attitudes, customs and beliefs. It's a way to preserve the social fabric of a society. In order to deliver the unique value we bring to our clients, we have to move beyond simply what they ask for. For us it's the added layer of interpretation of our clients' needs that creates the further value and point of differentiation they expect of us.

Effective communication is always key to a business's success, but when a company expands globally it can become more challenging. Firms must remain flexible and adaptable as they broaden their global footprint. When you have someone you're collaborating with sitting next to you or in the same office you can easily exchange ideas, but working across borders and time zones can make things more difficult. Luckily, there are many ways to connect through new technology, including collaborative tools that allow us to share documents as they're being reviewed and annotated in real time by both parties. Video conferencing allows for face-to-face interaction, but with differences in time – sometimes up to twelve hours – it can be challenging to coordinate, so flexibility and adaptability is the key to successful and productive meetings.

## *How has the face of B+H changed since it started expanding globally?*

Global expansion allows us to be involved in regions with new emerging markets and we can use the experience we gain in one area to infuse innovation in another. This proficiency also contributes to a greater sense of adaptability within the many studios of the firm when we collaborate to share findings across countries and continents. Different regions will have different defining characteristics; the collaborative cross-pollination that derives from marrying different sets of social and economic conditions provide us with unique design opportunities not found elsewhere.

Yes, new client markets translate to new suppliers, partners and challenges within a larger network, and ultimately, new opportunities - particularly when it comes to making an impact in underdeveloped regions. When we bring fresh perspectives to these areas, we support emerging economies through the design of the infrastructure they need to better serve communities and individuals. As planners and architects, we have a big responsibility in creating successful cities that address the needs of all segments of a society - it's about looking at the big picture.

Big picture thinking also has to do with a holistic approach to the overall design. When we look at a project, we have to be conscious of the fact that we aren't only designing buildings. We're designing environments and experiences that extend far beyond bricks, beams and mortar. We look at how all the components, details and transitions - interior and exterior - contribute to the overall design and people's experiences. Buildings must be culturally responsive as they fit into a specific context, with a specific program and a specific climate. Although built environments address certain needs at a certain time, they connect people within them and therefore must echo the community. A comprehensive process will lead to comprehensive design outcomes, and it's our responsibility to manage that process to achieve the best solutions. With a global perspective, we have the opportunity to learn about new cultures and understand different ways to think about design solutions that borrow from lessons learned in other parts of the world.

## *How do global offices inform and influence each other?*

As designers who have had the opportunities to work on projects around the world, we've experienced many different places and we work to bring diverse ideas together. We're intuitively drawn to, and inspired by, different experiences and interpretations of design, but great design and innovation don't happen in a silo. Individually, we're driven to try new things and explore new ideas. When we get together to collaborate, share opinions and explore possibilities, that's when we uncover new and alternative ways to solve a client's challenges. Many perspectives are better than one or a few. Ideas build upon each other and everyone brings their unique experiences to their work to contribute to the whole. Lessons learned in one part of the world can be applied to another.

Having global offices means that we have a larger and more diverse reserve of skills, knowledge and experience. This only helps to inform solutions through a multi-faceted approach to our work. When we begin to fuse different cultural influences, constraints and opportunities, we begin to paint a bigger picture and understand how to maneuver through design challenges in new and unexpected ways. We can see this clearly in urban planning and the development of smart cities. When we look at the local context and imagine how we can implement ideas from different regions into our design solutions, we begin to see how a collaborative spirit and open approach can contribute to the evolution of cities across the world.



# A healthcare oasis *on the village commons*

DRAWING DESIGN INSPIRATION FROM TRADITIONAL KAMPONG VILLAGES, B+H ENVISIONED A SINGAPORE HEALTHCARE CAMPUS AS THE SOCIAL HUB OF AN ENTIRE COMMUNITY.

“There is no there there,” Gertrude Stein once famously said. While she was referring to absence of a connection to her birthplace of Oakland, California, her words have a deeper meaning. Indeed, a “sense of place” is an elusive concept in the context of design, architecture, landscape and urban planning. What defines a sense of place and how do we, as designers, create it?

*What defines a sense of place and how do we, as designers, create it?*

The site for Singapore’s Woodlands Integrated Healthcare Campus (WIHC) was also a ‘placeless’ place – one that at first glance seemed problematic for a major healthcare centre. A highway and a major traffic artery intersect at the southeast corner, producing a 90-decibel roar that is in no way conducive to healing. As well, unlike the flat sites that most easily accommodate large hospital floor plates, this one negotiates a 12-metre slope. Larger urban design issues also commanded attention. A high percentage of the area’s residents are construction workers who live in mid-rise housing complexes scattered around the site; although the population density is high, there is no social hub, no place for public gatherings.

WIHC will provide a continuum of care that encompasses clinics, a 1,400-bed acute care hospital, a 600-bed sub-acute care hospital, and long-term care for up to 400 residents. One of B+H's key moves in its shortlisted competition entry, says Principal-in-Charge David Stavros, was to mass the buildings and capitalize on the site's slope to insulate the Woodlands campus from the highway noise. And in fact, the design team succeeded in transforming the site's slope from a liability to an asset in one other important way: they used it to separate at-grade pedestrian access from virtually all vehicular access, which occurs one level below. "We carved into the hill and created a series of walls that will buffer the sound of the traffic," Stavros says. "These walls are planted with greenery, and in addition to their acoustic function, they conceal the air handling units, keeping them above ground but out of sight."

Designing a healthcare oasis on this site was no small challenge, but from the outset, B+H was determined to do more than that. Inspired by the ancient Greek model of the agora, or gathering place, our team conceived the Woodlands campus as the new public realm of a district that lacked a communal hub. "We wanted residents of the area to be able to cross through the site and experience lush, interesting and different spatial arrangements as they walked through it," says Stavros.

Situated one degree north of the equator, Singapore has a tropical rainforest climate. In a place where heat



1



2



3

1/ Concept sketch: "Oasis Duality"

2/ Concept sketch: "Oasis as 'Life Saver'"

3/ Concept sketch: "Oasis as 'Discovery'"

4/ The village commons

5/ Aerial view of healthcare campus

6/ Interior of "Fast Village" location

7/ Exterior of "Slow Village" location

8/ Interior of "Long Term Care" location



4



5



6



7



and rainfall are abundant, the local tradition of kampong architecture – villages on stilts – provided a model for how to create an at-grade public realm on a healthcare campus. In B+H's scheme, all of the Woodlands buildings are raised one floor above the ground on stilts. Sheltered from sun and rain, the spaces underneath them are occupied by a 'village commons'. In addition to seating areas and courtyards, this commons would provide a place to buy street food from vendors' stalls – a delicious part of life in Singapore. Most importantly, incorporating a village commons at grade improves indoor comfort and energy efficiency across the Woodlands complex: elevating the buildings on stilts significantly enhances cross-ventilation on a campus that relies on natural ventilation for 80 per cent of its patient beds.

A north/south axis leads the visitor through the campus, past the rehab space and outpatient clinics near the

north edge, acute and sub-acute care hospitals located further south, and the three long-term care residences clustered at the southwest corner. The 'public spine' running east/west through the site provides access to the on-site village commons and creates a pedestrian thoroughfare that links the site to parkland at either end.

Designing a healthcare campus for a lush, tropical part of the world presented a number of opportunities to use indigenous plant species and water features to create a sense of refuge and help people orient themselves as they navigate their way to their destinations. Water is collected and channelled through the site; a grid of trees provides a shaded canopy at the north edge; and courtyards and green roofs offer tranquil views throughout the campus.

David Stavros notes that long-term care residences are a relatively new model in Singapore, where the elderly



9/ Nighttime aerial view

10/ Village paza

11/ Garden dining terrace

12/ Village commons

13/ Village green

14/ Landscape study



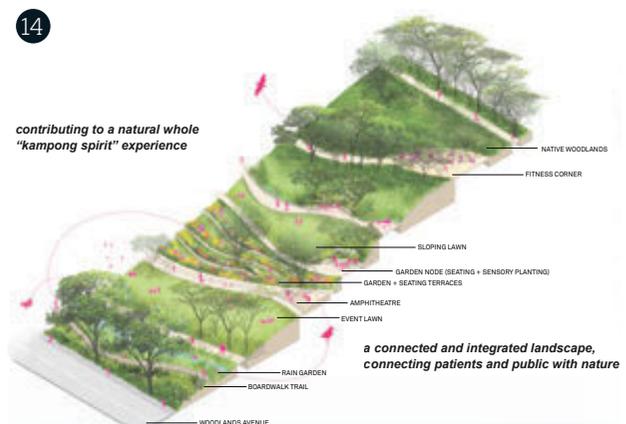
have traditionally been cared for at home by their families. "Our idea was to create a home away from home," he says, "and that involved thinking carefully about scale." Each of the three residences encloses a central courtyard, and units are organized into a series of 'houses' which accommodate 18 residents each. "Each resident would have a private room and bathroom, and share a kitchen, a living room and a quiet zone," says Stavros. "Residents who are in reasonably good health would have the option to go with their family members to visit the food stalls in the village commons. The idea is to engage them, to integrate them into the community instead of isolating them." At the same time, the residents of the long-term care facilities would have exemplary access to medical care, should they need it: subterranean corridors linking these residences and the acute and sub-acute hospitals would allow for expedient patient transfer.

B+H's design competition entry for the Woodlands Integrated Healthcare Campus is about more than creating a healthcare 'oasis'. It represents an emerging school of thought around modern long-term care models and community integration. The campus's unique design encourages connectivity and person-to-person interaction, and, most importantly, helps to define a sense of place for the members of the community when they need it most. ♦

## General Project Info



**Location:** Singapore **Size:** 2,800,000 ft<sup>2</sup> **Status:** Design Competition  
**Client:** Singapore Ministry of Health **Services:** Architecture, Planning & Landscape **Collaboration:** Aedas Singapore





# Healthcare design with character

SHAPED BY A SEAMLESS INTEGRATION OF PRAGMATIC THINKING AND SENSORY DELIGHT, GRENADA'S NEW HOSPITAL POSES A FRIENDLY CHALLENGE TO HEALTHCARE DESIGN PRECONCEPTIONS.

When you imagine a hospital, what do you see? A lot of people picture a vast, bland, institutional building, eminently practical but chillingly impersonal. If the image is a common one, it's because countless hospitals throughout the world answer to this description. The Grenada Hospital & Wellness Centre, however, is not one of them: instead, it demonstrates how distinctive and contextually sensitive architecture can be harnessed to shape healthcare environments that heal and inspire.

Grenada is an exceptionally beautiful part of the Caribbean, and its capital, St. George's, climbs the sides of a former volcano crater as it fans out around

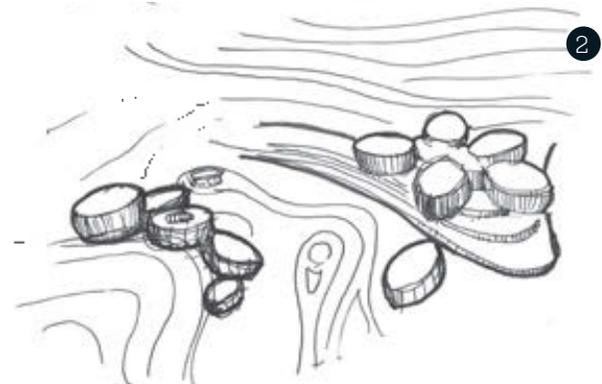
a horseshoe-shaped harbour. High above St. George's Bay, a Chinese consortium of investors is now developing the Mount Hartman Resort and funding a new hospital and wellness centre that will serve both the local population and the resort's residence owners and hotel guests. Designed by B+H, this new healthcare campus will replace the aging, existing main hospital of St. George's, and when completed it will become the teaching hospital affiliated with St. George's University. The three main components of the new health complex will be a 105-bed public hospital, private clinics, and a wellness centre containing both spa and rehabilitation facilities.



Aerial view of Grenada Hospital & Wellness Centre

Occupying a site with almost a two-level grade change, the hospital is organized so that patients and their families arrive at the mid-level podium. Tucked into the hillside, the air-conditioned diagnostic block fills the lower levels, while the naturally ventilated inpatient tower rises above the entry podium. It's in particular the inpatient tower that makes this healthcare campus warmly and distinctively Grenadian. The nutmeg fruit – a key export of the 'Spice Island' – inspired the clustered, elliptical forms of the inpatient units (IPUs). From their beds, patients can gaze out over a cascading bank of planter-box greenery to spectacular hillside and harbour views in the distance.

*The nutmeg fruit – a key export of the 'Spice Island' – inspired the clustered, elliptical forms of the inpatient units (IPUs). From their beds, patients can gaze out over a cascading bank of planter-box greenery to spectacular hillside and harbour views in the distance.*



While it's desirable for hospitals to be beautiful, they *must* be efficiently organized and inherently flexible to support the highest possible levels of care and adapt to changing needs over time. "The floor plates of the Grenada Hospital



IPUs are actually laid out in a very utilitarian cruciform arrangement, with the five pods all clustered around the nurses' station," explains B+H Principal-in-Charge David Stavros. The rounded forms of the five pods are achieved by projections cantilevered from the concrete structural slab – a very cost-effective means of incorporating organic shapes into an essentially rectilinear building. Edged with planter boxes that incorporate lush vegetation into the design, these projections shelter the naturally ventilated patient rooms from sun and rain. In the event of a hurricane, exterior shutters lining the non-cantilevered portion of the floor plate provide protection.

On each floor of the inpatient tower, the patient rooms are organized into 16-bed clusters. For maximum flexibility, these groupings have been designed so that each can be configured as two eight-bed wards, a quartet of four-bed wards, eight semi-private rooms, or all singles – or a combination of these options. Shaped by a seamless integration of pragmatic thinking and design that delights the senses, this new healthcare campus has a clearly defined and compelling identity that's deeply rooted in its contextual environment.

Around the world, ideas about what healthcare design can and should look like are changing. Bold design can be both beautiful and practical. All it takes is a healthy mix of insight, inspiration and imagination. ♦

1/ Inspiration: nutmeg plant

2/ Cluster arrangement studies

3/ Cluster arrangement studies

4/ View arriving from the resort

5/ Interior of acute hospital

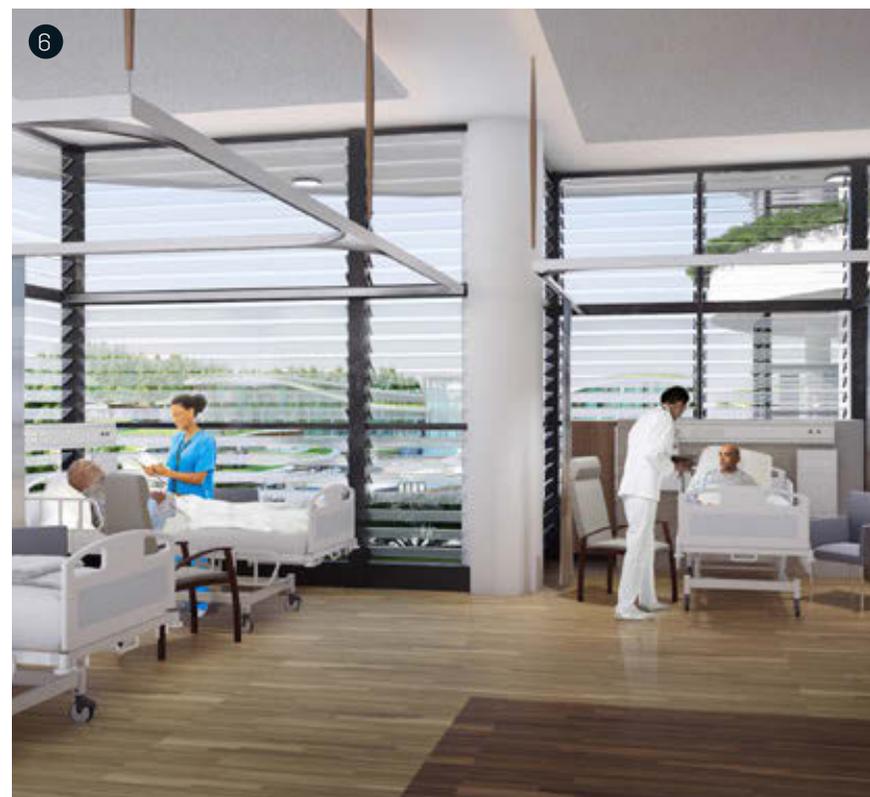
6/ Interior of naturally ventilated ward

7/ Private room

### General Project Info



**Location:** Grenada **Size:** 173,740 ft<sup>2</sup> **Status:** Concept Design  
**Client:** Grenada Resort Complex Ltd. **Services:** Architecture



# BUILDING A SOCIALLY SUSTAINABLE FUTURE

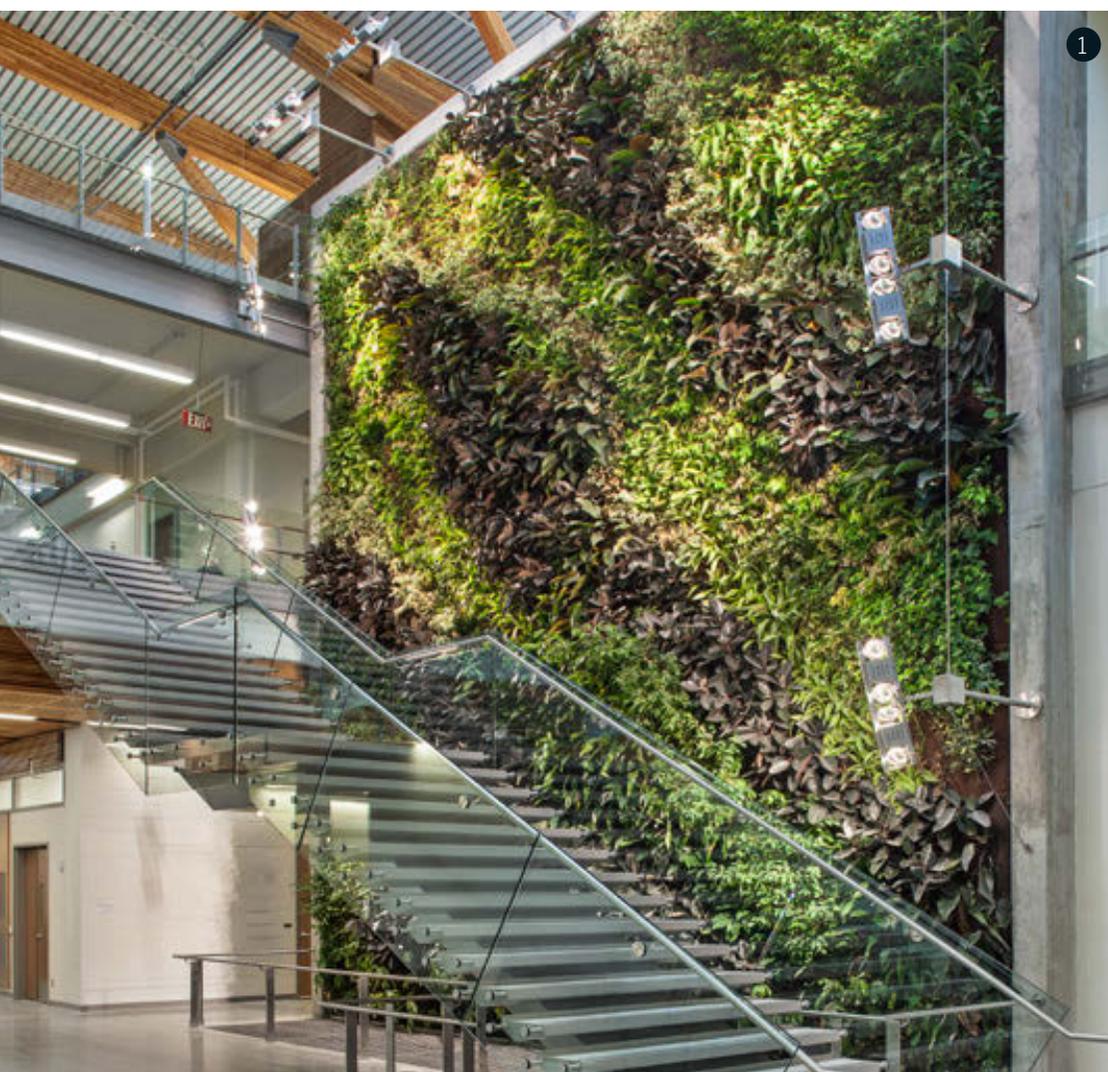


WRITTEN BY ROB MARSHALL

As a Principal at B+H, I share – with our other Principals and staff – the responsibility of striving for sustainability in all of the work we do. Sustainability means a number of different things to a number of different people. As designers, there are three tenets of sustainable design which we must always evaluate ourselves against to ensure our work mirrors the values of our firm. There's, of course, environmental sustainability – has the design reduced or eliminated its effect on the environment? Equally important to us is economic sustainability – does the project allow reasonable profitability

for investors, grow in value and offer a range of economic spin-offs as part of the development, such as jobs and opportunities for commerce, trade and revenue generation? Finally, there is social sustainability – does the design contribute to the quality of life, health, education, accessibility, safety, empowerment and a sense of community for all?

In measuring the influence, impacts and success of sustainable design initiatives in planning, architecture and landscape design, the emphasis within the design community and with the public over the past 15 years has been on environmental



1/ Green wall at the University of Windsor's Ed Lumley Centre for Engineering Innovation

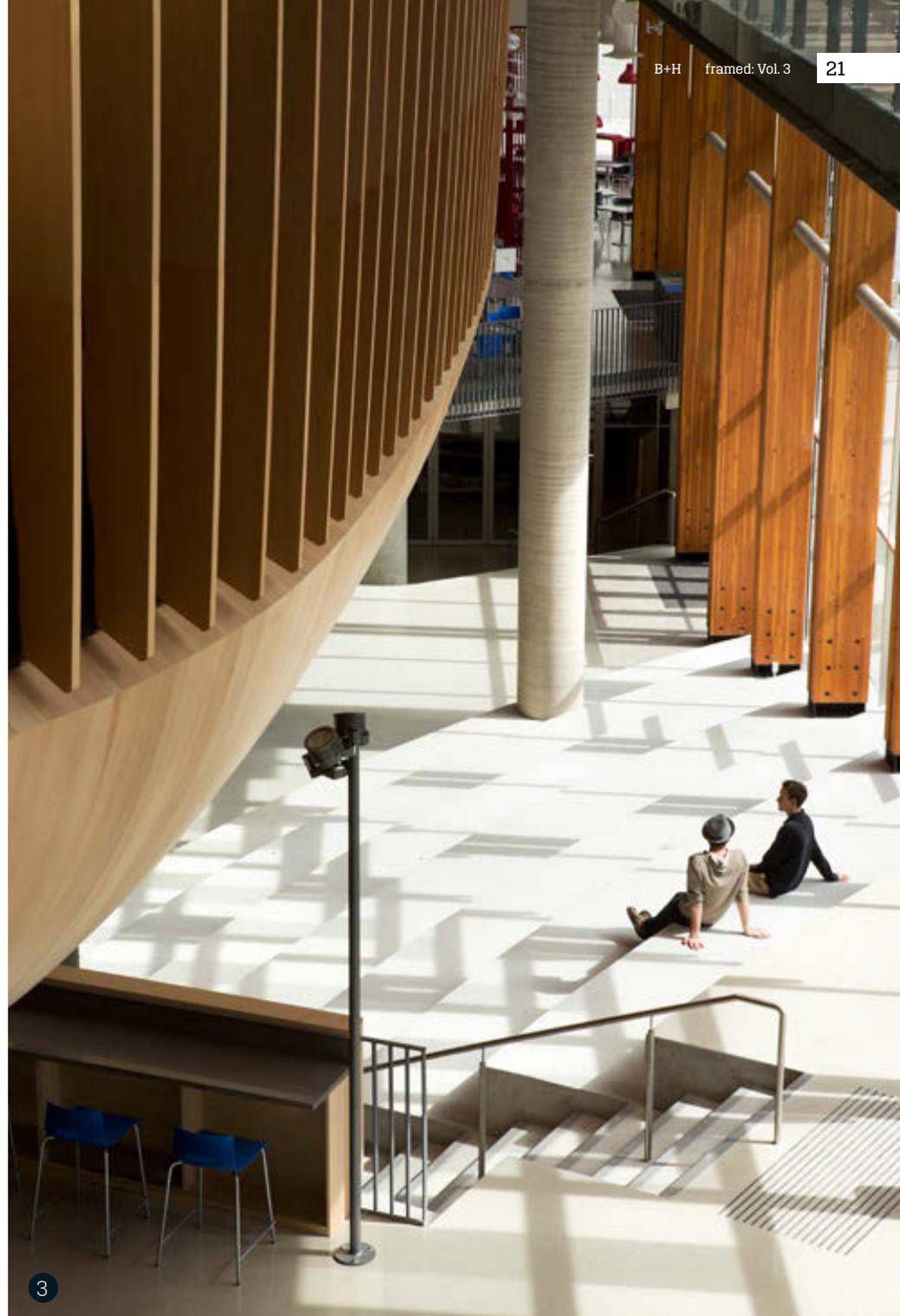
2/ Exterior of Beamish-Munro Hall at Queen's University

3/ Interior of the AMS Student Nest at the University of British Columbia

sustainability. In fact, if you talk to most designers about sustainable design, they immediately think of the environmental impacts – energy use, air quality, storm water management, use of indigenous materials, etc. Environmental impacts are easily quantifiable and therefore easy to measure and justify. Increasingly they're being legislated into developmental controls and rating systems to ensure environmental quality and performance of design.

Economic sustainability is so fundamental to the development community that it's often overlooked as an issue related to sustainable design. Developers, corporate boards, government agencies – our clients – demand design value. They're completely focused on projects with a sustainable rate of return on investment; projects that are marketable and leasable because they create platforms for economic opportunity and jobs; or projects that attract investment because they'll grow in value over time. Although design that contributes to the economic sustainability of a community must have deeper economic significance than the simple percentage return on investment to the developer, it's an impact that can be clearly measured and quantified.

Social sustainability is the most complicated of the three tenets of sustainable design, in large part because its impacts are often intangible and difficult to measure. However, now that the impacts of environmental and economic sustainability are becoming central to, and regulated in, most of our design work, social sustainability



is quickly emerging as the new focus for the projects we're designing. This is particularly true at the scale of master planning, new community development and landscape design. It's also particularly important for our projects in emerging economies and in cultures with less history in providing social and community services and facilities.

Our recent work on the Lu'Luat Island Residential Community Master Plan at Al Raha Beach in Abu Dhabi, UAE, is an interesting example of the growing significance of social sustainability in urban design. Unlike other high-density developments in Abu Dhabi, Lu'Luat

Island has an 11-storey height limit, which means buildings are lower, have a larger footprint, and feature podiums that create streetwalls at the pedestrian level and contain the public realm. Because the island has a maximum diameter of about 400 metres, community amenities are within easy walking distance of each other, and this proximity has influenced the design of the public realm. Waterfront promenades, cafés and restaurants, shaded retail streets, beach areas and public parks and squares make it active and social. The public realm will become a central gathering place for the community – a space where people meet, socialize and

engage in recreational pursuits without the need for automobiles. It also means that all of the community's amenities, services and mosques will be easily accessible, on foot or by bicycle, for use by everyone.

Another current project involves strategic master planning in a northern suburban district of Ho Chi Minh City, Vietnam. This district is anticipating a period of rapid development and experiencing a massive influx of new families looking for a place to call home due to its location within the continuing expansion of the city. In order to accommodate this growth, many of the existing





communities in the district – comprised of semi-agricultural operations, street-side commercial services and subsistence housing – will need to be relocated to areas with newer infrastructure and integrated residential developments. The strategic master plan coordinates this relocation so that existing residents can stay in the same community, while gaining the advantage of newly planned locations for retail and service businesses, improved quality housing, new schools and community facilities and amenities built to serve the needs of both existing and new residents. The master plan also includes the development of a central park within the northern district – a park on the scale of the great urban parks developed in the late 19th and early 20th centuries in many North American

cities. Through the introduction of additional investment in transportation infrastructure, the entire district will have increased accessibility to the city as a whole and its economic opportunities.

To us as designers, socially sustainable design means we have the responsibility of planning and designing for the poorest and most vulnerable, the youngest and the oldest. It means creating a sense of physical and emotional security, accessibility and opportunity, health and well-being. It means providing all the services and facilities that every member of the community requires to live, above all, a meaningful and fulfilling life. ♦

4/ Lu'Luat Island civic plaza

5/ Aerial view of Bay District on the south side of the island



Lu'Luat Island aerial view

# Plugging into the public realm

AS STEWARDS OF SHAPING OUR URBAN ENVIRONMENTS, DESIGNERS, ARCHITECTS AND PLANNERS UNDERSTAND THAT THE PUBLIC REALM IS INTRINSIC TO A CITY'S URBAN FABRIC.

These are spaces for communities to gather, worship, celebrate, and above all, connect. When one pauses to reflect on great spaces in great cities – from Paris's Place de la Bastille to Singapore's Gardens by the Bay – it's easy to identify a common thread: the integration of public space. Historically built around symbolic structures such as religious monuments or trading markets, these public spaces were shaped by generations of different designers, each influenced by the compelling ideas of the time.

*While the concept of the public realm has been around for centuries, the ways in which we think about it, in the context of modern urban design, continue to evolve.*

While the concept of the public realm has been around for centuries, the ways in which we think about it, in the context of modern urban design, continue to evolve. Such was the case with the Master Plan of the residential Lu'Luat Island, located in the rapidly developing city of Abu Dhabi. Part of an ambitious waterfront development that spreads over five square kilometres known as Al Raha Beach, the Lu'Luat Island Master Plan redefines the notion of public space in a region best known for its sky-high landmark towers and superhighways.



Faced with the challenge of completely rethinking the urban structure of an existing master plan that was completed just before the economic recession of 2008, the B+H team set out to produce a new design solution. The updated design would need to complement the development pattern for Abu Dhabi and respond to new market conditions and building height restrictions. With large public rights-of-way, private villas and townhouses lining the waterfront and tall towers of 45 storeys competing with each other for attention in the original master plan design, a new approach would preserve the same GFA allowance and density while seeing a reduction to only 11 storeys. This height reduction re-oriented the design from a dispersed series of point-towers to a scheme focused

on the human scale at pedestrian level. Of significant importance to this project was the creation of connectivity within the public realm and developing well-defined sub-districts with unique neighbourhood characteristics.

Through an integrated approach to urban design, the team was able to design a sequence of public spaces with clear at-grade relationships to adjacent buildings. Pedestrian-oriented streetscapes were created by narrowing streets to give a sense of enclosure and scale. Residential tower components will still maintain optimal distance for privacy and view corridors, but together create a sense of a skyline and a concentration of development activity. The scale of the island, with a maximum door-to-door walking distance of approximately 400 metres, creates the opportunity for a fully pedestrian-focused development. The community space, rather than automobiles, became the principal focus of the design of streets and public areas and for the layout of mixed-use corridors. The design of the "Village Main Street" represents a pedestrian-focused right-of-way that is a new concept in Abu Dhabi, and that required work with the Department of Transport to justify and obtain approval for the design.

1/ Lu'Luat Island beach

2/ At grade land use plan

3/ Island marina façade study

4/ Gateway District façade study

5/ Village Main Street pedestrian corridor

6/ Typical street view



The network of pedestrian amenities and linear promenades and parks is designed to draw local residents into the social realm of the community. The central main street – the “Village Centre” of Lu'Luat Island – connects a beachfront park at the western end of the island with a community park and a commercial plaza that leads to the marina and features a promenade along its perimeter. Retail and food and beverage outlets spill onto generous sidewalks. The pedestrian promenade, encircling the Island shoreline, provides a scenic opportunity for jogging, cycling and other recreational activities. Pedestrian tunnels also connect the two sides of the Island separated by Al Raha Boulevard, which links the Island to the shoreline and other Islands in the Al Raha Beach district.



The Master Plan for Lu'Luat Island marks the beginning of a new school of thought in Abu Dhabi's development. Its detailed attention to the public realm promises a new model for community living and is further evidence that tomorrow's cities are indeed shaped by the experiences and ideas of today's designers, architects and planners. In a world where it seems as if we are continuously gazing upward at glittering new towers, it's important, now more than ever, that design is rooted in deeper connections within our communities. It's only when these intricacies are considered, and respected, that a newly planned city can begin its evolutionary journey to become one of the great cities of the future. ♦



### General Project Info



**Location:** Abu Dhabi, UAE **Size:** 5,084,807 ft<sup>2</sup> (GFA)  
**Status:** Under Construction **Client:** International  
 Capital Trading **Services:** Planning & Landscape



Nighttime view of Quill City Mall

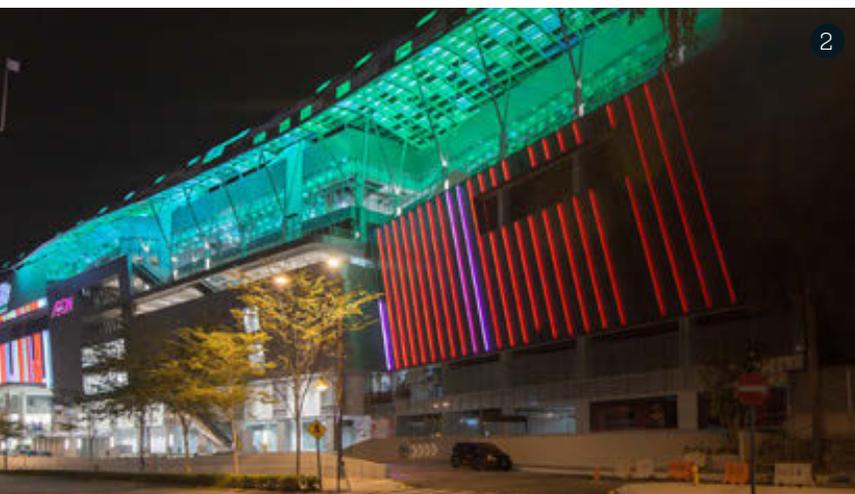
# Connecting people to built retail environments

URBAN RETAIL CENTRES ARE EVOLVING TO REFLECT CHANGING CUSTOMER NEEDS AND REQUIREMENTS.

According to the United Nations, the global population is expected to reach 9.7 billion by 2050. The World Health Organization estimates that, by the same time, over 70% of the world's population will live in cities. As the world's population continues to multiply, the principles of urbanization offer us a template in which to plan and construct the infrastructure, housing and services required to support growing global demands. While planners and designers understand that cities can effectively respond to the needs of a growing population through the development of densified urban areas, true innovation is realized when modern design solutions can accommodate for more people in less space while providing them with optimal lifestyle options and complementary environments.

When high-density development creates dynamic hubs through thoughtfully built environments, they produce sources of social and economic growth by providing services and amenities to help communities thrive. These types of spaces contribute to the quality of life for the individual and community as a whole and are necessary to support the evolution of cities. Through their animation, they contribute to the compelling energy of our urban centres and as a result, attract people, talent and resources – sustaining growth and expansion.

Mixed-use developments have tremendous opportunity to drive growth within a community when thoughtfully planned and cognizant of their surrounding neighbourhoods and the needs of the people within those areas. However, if these spaces aren't inviting and engaging – living as destinations within themselves – they lose their potency. That's why it's so important to have the right mix of components within a multi-faceted development and to ensure that there are clear connections to these elements. Now, more than ever, built spaces are competing with online spaces for our time and energy and it's important that physical



consumer. Intelligent planning and innovative design meet here to create a space that offers patrons a reason to visit and stay; in turn, these shoppers provide retailers with regular foot traffic.

The building for Quill City Mall was abandoned in the late 90's. In this renovation project, its original columns and slabs were preserved and a new vibrant façade was designed. Revitalizing the existing structure, the façade consists of a veneer of cascading terraces under a main roof made accessible after the mall's regular operating hours. Its shell has been converted and transformed to address structural issues, changes in traffic patterns and local requirements after nearly two decades of disuse. Located on a major road, the complex was reconstructed to create a missing link between existing infrastructure elements.

The mall offers an alternative shopping experience and is designed to be a meeting space that brings people together. Spanning eight floors, the complex offers an exciting mix of retail, dining and entertainment options – including a large supermarket, a 24-lane bowling alley, a ten-theatre cinema, a department store that spans over four levels, an IT mart, food court, restaurants, and a broad range of retailers. A public gathering place defines the open space near the entrance of the mall, and by hosting regular events

spaces deliver more than amenities and services. Physical spaces need to create memorable experiences.

The retail world is a great demonstration of the competition we're seeing between physical and online spaces. With the growing predominance of online shopping, consumers are demonstrating that they expect to be able to purchase anything they want, 24/7.

*How can bricks-and-mortar stores and retail centres compete with the around-the-clock access of online shopping?*

Quill City Mall serves as a great example of what happens when commercial development is seen as more than the construction of retail outlets. Located along Kuala Lumpur's Golden Triangle, this communal space complements the city's vibrant lifestyle and is designed for the contemporary



and performances, brings people together and injects new energy into the community. A large spherical digital media pod that appears to float along the top levels engages patrons with the built space by creating a sense of interest through active graphics and messaging.

Located on the seventh floor is the centerpiece of the overall development – an al fresco dining area featuring a clever skylight canopy that protects patrons from the elements. The restaurants in this area are neatly sectioned off on cascading terraces. The mix of food and beverage and entertainment options the mall offers allows for extended shopping hours. The combination of elements in this complex is creatively layered and presents an innovative concept that reinvents how people access, interact and socialize with each other and their environment. Accessibility is an important element of the development’s overall design. Sheltered walkways host a refreshing mix of retail outlets that are woven into the design to promote better connectivity to key amenities, such as the university, train station, and residential and office spaces.

Through the revitalization of an existing structure in a prominent location and the marriage of innovative design principles focused on enhancing the interaction

of people with each other and their environments, Quill City Mall presents an exciting and engaging new mixed-use development model. Through a thoughtful mix of elements in a compelling built form, the complex creates wide-ranging experiences, engaging patrons and infusing the community with life. Accentuating Kuala Lumpur’s pulsating energy, it also serves as an integral driver of economic growth and the social well-being of its community. ♦

### General Project Info



**Location:** Kuala Lumpur, Malaysia **Size:** 1,000,000 ft<sup>2</sup>  
**Status:** Completed 2015 **Client:** Quill Group of Companies  
**Services:** Architecture, Planning & Landscape



- 1/ Main entrance
- 2/ Exterior façade at night
- 3/ Central atrium with floating media pod
- 4/ Food and beverage terraces under the cloud roof
- 5/ Central atrium during Chinese New Year celebrations

# *The redefinition and evolution of the modern city*

THE WAY WE LIVE AND THRIVE IN CITIES TODAY  
BUILDS UPON AND EVOLVES FROM THE PAST.

When we think of modern cities, we often envision glass skyscrapers, contemporary architecture and the latest in building technology and materials. Natural design elements are, in some cases, added as an afterthought — mere accents in a sea of concrete. Architecture, planning and design have become increasingly complex as we continue to uncover new innovations in processes and tools. However, as we continue to inhabit cities, we build on our knowledge of what does and doesn't work, and leveraging this understanding is important to creating models of modernity that speak to how people live, work, heal, play, and most importantly, thrive.

The key to creating spaces in which people thrive is the creation of well-stitched communities. Thoughtful communities integrate housing, services and amenities. They consider the complex nature of life and address the societal needs of their inhabitants. Thoughtful communities translate the complexity of these desires and necessities into responsive form and function. Their design will make life easier, more productive, more efficient, and will inspire connection to — and interaction with — their components.





View of interior courtyard



Most cities will evolve over time as a blend of different design languages that reflect the aesthetic of their respective periods. This organic growth was considered when the design team at B+H was engaged to develop high-end residential buildings on a large plot of land in a waterfront district within the United Arab Emirates. The conceptual scheme focuses on creating a series of buildings that are repetitive and organized with a distinctive articulation to form the illusion of a development that was built over time – creating a mini city within and of itself.

Through the incorporation of sculptural balconies, colonnades, and various window rhythms, a sense of dynamism is apparent; the use of natural stone and wood, shading screens, strong textures and

1/ Aerial view

2/ Residential complex, looking north

3/ Residential complex looking west

4/ Courtyard view 2

5/ Nighttime view of south corner

a warm colour palette speak to the context of the surrounding area. Suite finishes craft a sense of movement by reflecting the qualities of sand and water. Neutral tones and the use of light and shadow provide a fresh canvas for residents to infuse their own character and individuality into their homes. A modern approach to vernacular design, the façades and interiors of the buildings speak to the history of architecture within Arabian culture while addressing a fresh sense of progression and sustainability.

Landscape and organic elements are crucial to the overall design. Private and public spaces act as focal points for the community's residents and visitors through the incorporation of natural features. Framing an outdoor public courtyard and amenity space, the development consists of four leasehold residential buildings that vary in height from four to ten storeys and resemble a walled garden. Walls are stacked at various heights with the tallest positioned to create natural shading, sheltering the courtyard from the intense sun and heat. Lower buildings create apertures to



allow prevailing winds to move through the courtyard and flush stale air. Alternating roofs on the lower structures are transformed into private terraced green spaces exclusively for resident use.

Landscape, planning, and architecture are integrated in the overall design to create the ideal environment for this mini city. Outdoor amenities located in the central public courtyard include seating areas, a garden, water features, a pool and children's playground. Indoor amenities include billiards, function spaces, yoga and pilates rooms, a fitness studio and gym – all of which are connected to the towers via a sinuous pedestrian bridge that spans the site. Commercial space on the ground floor completes the services package. With retail and outdoor public spaces contained within the development's walls, this community offers a new way of thinking about neighbourhood living in this region.

Any development at this scale will need to consider the volume of people moving in and out of it. Through effective planning, issues that could possibly arise from a singular vehicular point of entry are creatively resolved by separating resident and visitor traffic. Entrances for services and trucks, as well as a drop-off zone and access to parking, are located a level below the elevated courtyard. This eases congestion and allows efficient movement into and throughout the development.



Surrounded by city, desert and ocean, areas in this part of the globe have shifted the way we view community living by shedding more traditional housing structures to embrace a new modern landscape. The use of the vernacular courtyard typology, coupled with sustainable design strategies, promotes a more luxurious and sought-after lifestyle that allows its inhabitants to experience an evolving genre of urban living and can serve as inspiration in other areas of the world. ♦



### General Project Info



**Location:** United Arab Emirates **Size:** 430,550 ft<sup>2</sup> **Status:** In Progress  
**Client:** Confidential **Services:** Architecture, Planning & Landscape



View of 900 Albert retail podium and residential tower



# *Shaping the new* urban fabric through mixed-use development

AS THE NEEDS OF PEOPLE AND COMMUNITIES SHIFT, SO TOO DOES THE COMPOSITION OF OUR CITIES.

Members of the millennial generation (born between 1982 and 2004) are currently reaching their prime spending years, and as such, the buying decisions they're making are shifting the global economy in dramatic ways. Armed with a different world view, needs and expectations, this group is forcing big brands and companies to re-evaluate and, quite often, alter how they do business in response to new and emerging lifestyle choices. The choices of this massive cohort have greatly impacted everything from modes of communication, marriage and relationships, to ownership of goods, approaches to health and wellness and the housing market.

Choosing to live with their parents longer, getting married later in life, and demonstrating a strong preference for access versus ownership – millennials will continue to greatly impact the residential market on many levels. Also dubbed the “renter generation,” young millennials are delaying housing purchases and are demonstrating a strong preference for renting condo suites in cities in lieu of a house and yard. Mixed-use developments speak to the shift in lifestyle preferences we see emerging and being established in response to the expectations of today's younger generation. Demanding quick and easy access

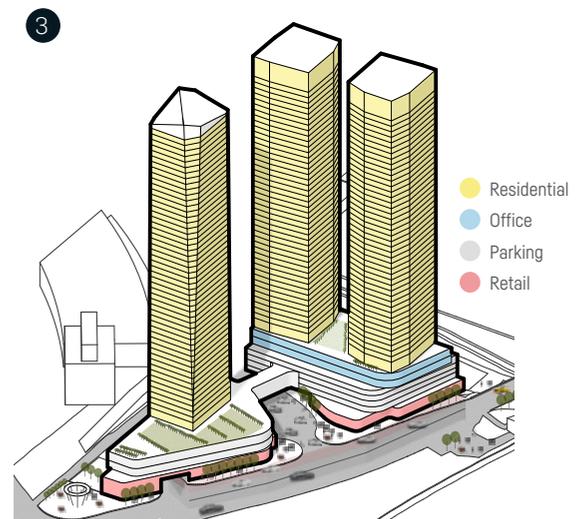
to the spaces and services they need to live, work, eat, sleep and play, they prefer dense and diverse urban communities – a preference that older generations are now also embracing.

Often saddled with personal debt incurred from record-high tuitions, this cohort has creatively transformed how they spend their money by choosing to share goods and services rather than own them exclusively, creating what is now coined “the sharing economy.” The principles of the sharing economy influence how people get around, particularly in cities where transportation options are broader. Where it was once assumed that everyone owned a car, auto sharing companies have become far more common and public transportation usage is increasing. As long as public systems offer an effective and timely method of travel, they will only increase in popularity. This effect is not only being observed among the millennial cohort but also with middle-aged adults. This is precisely why urban areas are concentrating high-density housing and service development at main

transportation hubs along rapid-transit networks.

The development planned by Trinity Development Group Inc. at 900 Albert in Ottawa is a model of thoughtful, mixed-use, Transit-Oriented Development (TOD). It's located across from Bayview Station along Ottawa's O-Train Trillium Line, and plans are underway to intersect this route with the new Confederation LRT Line in 2018. Featuring stunning vistas of the downtown Ottawa skyline, this multi-tower development is perfectly positioned. Located between the established downtown core and the emerging LeBreton Flats neighbourhood, 900 Albert presents the opportunity to extend the city's central area by introducing high-density development in a prime location to encourage and support urban expansion.

The key to effective TOD is planning the right mix of components at densities that can support public transportation use. Trinity and B+H's vision for this site explores a mixed-use retail, commercial office and residential program providing optimum live, work and play opportunities.



By effectively integrating vehicular and pedestrian traffic, this development encourages mobility and ease of movement through new connections and pathways, while its proximity to common green space areas promotes urban connectivity. Active edges create a strong transit node, providing passersby and commuters with easy access to public amenities, and reinforcing the site's thoughtfully planned urban design. By providing an array of amenities, the retail aspect of the community not only provides for residents but also the local and broader community.



The focus on TOD through a robust and engaging public realm makes sense considering the demands of a large demographic whose members are not interested in owning cars. Desiring easy access to the amenities they need, they'd prefer to walk to their destinations, use public transit or borrow a car for only as long as they'll actually be driving. When these millennials are ready to buy a home, they'll likely be looking in the same areas where they're renting – locations easily accessible to downtown cores by public transit. These investments will only increase in value over time as demand for property with close proximity to transit increases.

The new urban fabric is about more than just increasing density. As common spaces get tighter and living areas get smaller, high-density development needs to address shrinking spaces with easy access, robust services and sustainable expansion. ♦



**General Project Info**



**Location:** Ottawa, Canada **Size:** 1,900,000 ft<sup>2</sup> **Status:** Concept Design  
**Client:** Trinity Development Group Inc. **Services:** Architecture

1/ View from Albert Street

2/ Public realm diagrams

3/ Massing diagram

4/ Site plan

# *Livable cities:* connecting people, spaces and services

COMPELLING DESIGN SOLUTIONS CREATE DYNAMIC EXPERIENCES THROUGH SPACES THAT ENCOURAGE PEOPLE TO THRIVE.

If what conventional wisdom says is true – that life is in its essence a series of moments – then every experience counts. While a city is typically recognized by its landmark buildings and public spaces, the livability of a city is defined by far more than the built form. Livable cities create experiences for the people who visit and inhabit them; they are composed of diverse, interconnected spaces which link the people within them. Livable cities are destinations that have a distinctive identity and offer a balance of places to live and places to work.

*Livable cities are composed of livable communities and neighbourhoods.*

Effective development in urban centres requires a strategic response to growth management through thoughtful planning. A growing population is linked to an increased need for dwelling units and the need for more mixed-use spaces and services. As urban centres continue to attract those seeking opportunity, and land becomes increasingly scarce, city planners have no choice but to look to the sky for answers. Soaring towers address

the need for more space through densification on the vertical plane. Considering that urban expansion often happens within small pockets of land, large-scale master plan communities present an exciting and rare opportunity to go beyond simply building towers to accommodate growth. The Lower Yonge Precinct redevelopment in downtown Toronto exemplifies such an opportunity.

Responding to the needs of an evolving city, this development is part of Toronto's plan to transform its waterfront into a lively community and destination for people to eat, sleep, live, work and play. Serving approximately 28,000 new residents and employees, this ambitious 22.2-acre redevelopment is poised to become a vibrant new community through a strategic mixed-use development plan that's focused on sustainable high-density design principles. Proposed for this neighbourhood are thirteen towers; a community recreation centre; an elementary school; two child care facilities; affordable housing units; enhanced cycling infrastructure; and modifications and connections to main arteries of transportation within the city. The first phase spans across 11.5 acres and features four to five million square feet of mixed-use space.

The 24-storey, Class "AAA" LEED® Platinum commercial and retail building planned at 100 Queens Quay East is an integral component of the first phase of the Lower Yonge Precinct



View from Queens Quay and Cooper Street

redevelopment, setting a precedent within this future community. A place of work within a predominantly residential community, the tower creates a level of density at the south corner and within the Lower Yonge Precinct that's required for this urban hub. It has provisions for a large food market and will include the new headquarters of the Liquor Control Board of Ontario (LCBO). An expansive three-acre public park and residential towers are also planned for the development. The plan includes a diverse range of spaces and services that encourage people to interact and promotes livability through a single destination that supports many needs and connects people, spaces and services. Linked to the downtown core via major pedestrian, vehicular and public transportation networks, the building celebrates all modes of transportation.

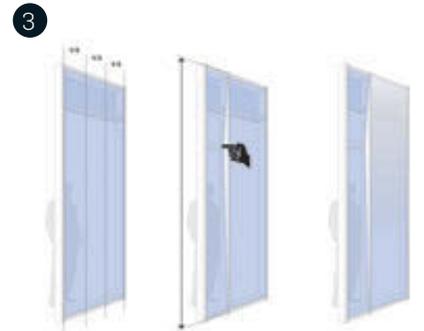
Connections in the building are accommodated through joining floors and a potential atrium designed for collaboration, while internal spaces allow for flexibility for both perimeter offices and open workspace layouts. While fostering connections among individuals is crucial to creating livable communities, it's equally important to create connections with nature, particularly within the city. At 100 Queens Quay East, this connection is created through the implementation of, and subtle reference to, natural and green features. "The façade planned for 100 Queens Quay E features accents of inward angled glass panels that optically fragment the face of the building and create a shimmering plane reminiscent of ripples on the surface of a lake," explains Principal-In-Charge Patrick Fejér. "These sloping panels produce dynamic reflections of the surrounding environment – reflecting the nearby park, the building's green roof and the sky above."

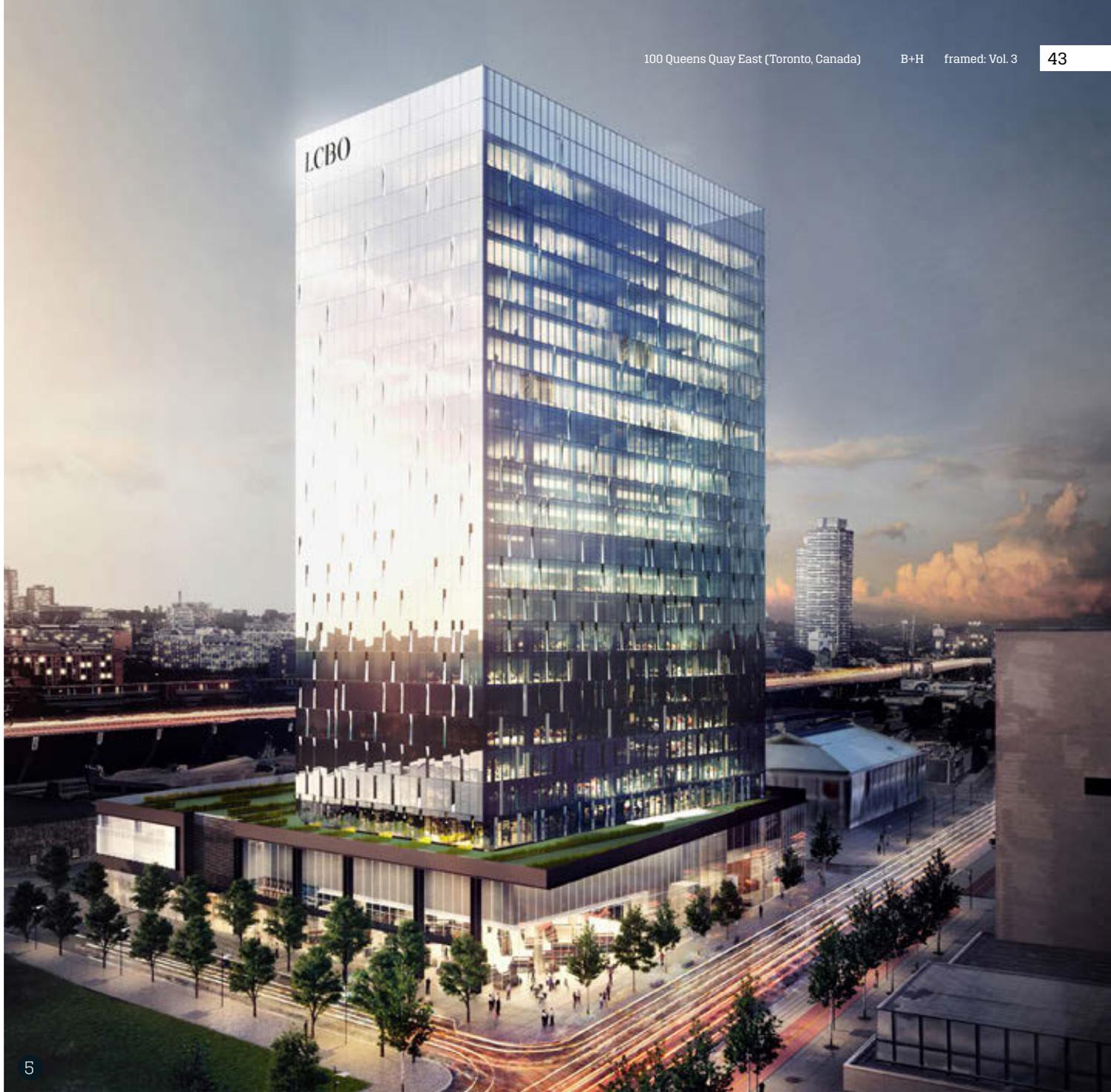
In response to the need for more natural spaces within urban centres, the tower will feature a large green roof located atop the building's podium. Far enough from the action on the street to create a respite from the bustle of city living, it's also close enough to keep people connected to the energy of the area. Additional green space is provided by the adjacent park, which functions as the



building's front lawn – the ultimate urban amenity space. Extensive sustainability features complete the green package for the tower with elements that target a LEED® Platinum rating.

Commanding a presence through its adjacency to the surrounding residential landscape, 100 Queens Quay E serves as a prominent office centre that extends a newly built commercial node established nearby. Located off a major city artery, the welcoming and humanly scaled main entrance is supplemented by various points of entry on other faces of the podium, inviting traffic flow and subsequently, animating the main elevation of the tower. The building's orientation not only offers views of the lake along its long axis but also establishes a protective buffer for residential tower clusters located to the north. At the base of the tower, an intimate two-storey podium





5

provides much-needed retail space. Necessary functions and requirements of the flagship LCBO store, the potential anchor grocery store and ancillary convenience retail outlet have been neatly addressed by concealing surface parking from the exterior and strategically tucking loading below grade.

The 100 Queens Quay East tower is a prime example of a comprehensive design approach where planners, designers and developers respond to the need for spaces that encourage people to live, work and play together. People instinctively want to be where other people are. When spaces in communities are created to encourage connections between people, spaces, services and amenities, we create a dimension of livability within neighbourhoods that contributes to the livability of cities and adds to our overall quality of life. ♦

1/ Main office lobby entrance on Queens Quay

2/ 3D exterior cladding study

3/ Curtain wall concept detail

4/ Retail podium at Cooper and Harbour Streets

5/ Southwest aerial view

### General Project Info



**Location:** Toronto, Canada **Size:** 700,000 ft<sup>2</sup>  
**Status:** Design Development **Client:** Menkes Developments Ltd. **Services:** Architecture

# A DESIGNER'S TOOLKIT

*COMMUNICATION, COLLABORATION + TECHNOLOGY*



WRITTEN BY  
HOLLY JORDAN &  
FELIPE ZUMAETA

A truly responsive design solution requires an inherently complex process. Reflecting the myriad of criteria that will inform and influence them, comprehensive and effective design solutions are uniquely tailored to meet – and ultimately further enhance — overall economic, social and environmental factors, demands and requirements.

Composed of quantitative and qualitative data, great architectural design solutions will find a way to express a custom blend of tangibles and intangibles through the built form. This complexity is precisely why it's important to use the right tools and technologies to meet our clients' objectives. Once we layer the multitude of individuals and teams involved in design from the exploratory to final stages, we also begin to see how important clear communication and collaboration truly are to the process.

## STREAMLINING AND SIMPLIFYING WITH TECHNOLOGY

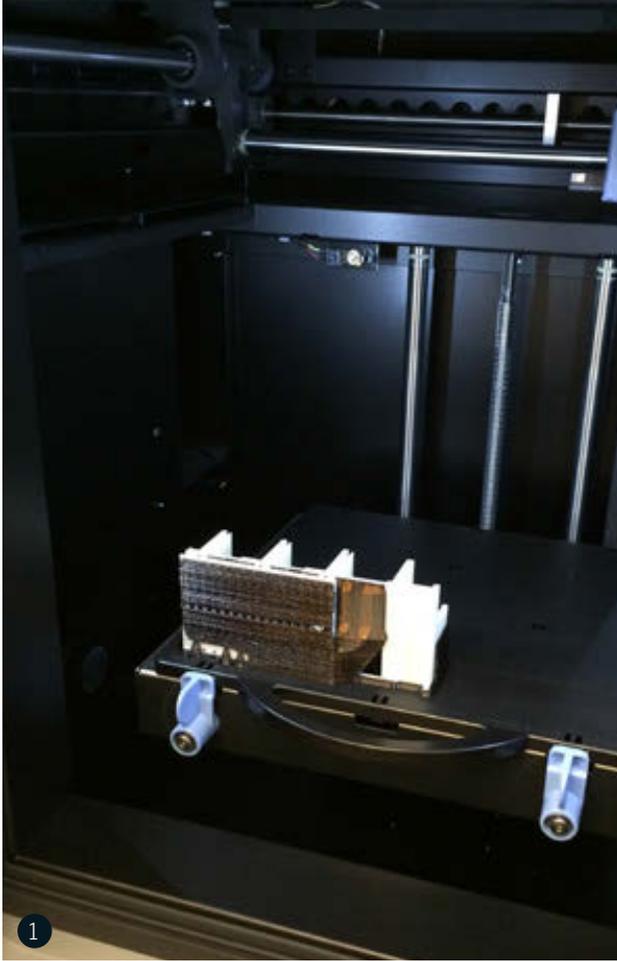
As innovation continues to push the boundaries of design, project requirements have become more challenging. Technology has responded to these demands with new ways of tailoring approaches, exploring options and organizing information. At the outset of every project, designers engage in the process armed with a customized combination of software to address client objectives. They'll select the tools they use to suit these objectives and address each project's unique set of challenges. Ideally, these tools work

together in a way that allows for the sharing of data and details across platforms to strengthen the process. This collaboration allows design teams to comprehensively synthesize the multitude of restrictions, requirements and aspirations to uncover dynamic solutions.

While designers employ a tailored mix of high-tech tools for each project throughout the design process, some elements of their methodology are best addressed with simple applications. Seemingly mundane software like email for instance – how would we communicate across borders without it? Word processing and spreadsheets play their role as well, helping to store and organize data in a way that can be easily conveyed. Graphic applications and basic presentation tools also play a part in presenting preliminary design concepts and can be used to start conversations and get ideas flowing through visual references. There's an art to blending low- and high-tech tools to communicate data and ideas.

## FINDING THE RIGHT TOOL FOR THE JOB

Depending on their comfort level with the various tools at their disposal and the desired output format, designers will often use several software programs to build a base for a project, and subsequently, to explore more complex design details through multiple iterations. Felipe Zumaeta, Designer at B+H, recognizes that "architects, now more than ever, have to be software experts." For instance,



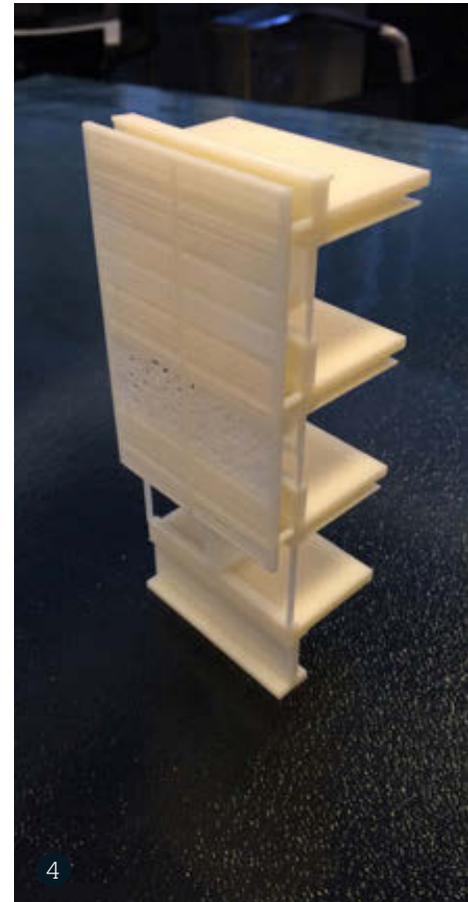
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3



2



4

1/ 3D printing in progress

2/ 3D printing completed, showing support material

3/ 3D model soaking in bath to dissolve support material

4/ Completed 3D model

where computer aided drafting (CAD) software, like AutoCAD® was once the preferred method, building information modeling (BIM) software, like Revit®, has stepped in. BIM software has enhanced the process by adding greater complexity and coordination to the drawing production process. Double lines drawn on a plan – once simply indicating a wall – now include information pertaining to materials, finishing, quantities, fire ratings, assemblies, etc. BIM software is used to create intelligent 3D models organizing and accommodating this level of detail.

In this new workflow model, deliverables include drawings and schedules that come directly and fully coordinated from a single, unified model, where changes made in one area are reflected throughout. Where CAD was typically the tool of choice for architects and engineers to turn specifications and sketches into technical drawings, BIM files can be used by the broader team beyond architects, designers, and engineers — extending to include contractors, manufacturers, building owners and operators. During design, BIM enables coordination between disciplines, creating detailed models for architectural design, MEP (mechanical, electrical and plumbing) and structural engineering, and other specialty disciplines (i.e. food service equipment, systems furniture, acoustics, lighting, etc.). This in turn can be shared with contractors in the construction of a building, serving as an ongoing site coordination tool and assisting with take-off analyses and shop drawing production.



Despite its capabilities every software also has its limitations, and this is why designers need to be proficient in compatible tools that can be used to explore project aspects that require added focus and attention. “We’re now authors and curators in design and need to understand a software’s limitations and capabilities to understand how they work together to uncover the big picture,” says Holly Jordan, Senior Associate at B+H. “With so many options at their fingertips, designers can use any number of tools to meet their needs.” For instance, Rhino® will produce 3D models as well but is often used to explore complex forms such as curved façade details and isn’t relied on to explore the more technical nuances of a project, like Revit is. Then there’s software like Grasshopper™.

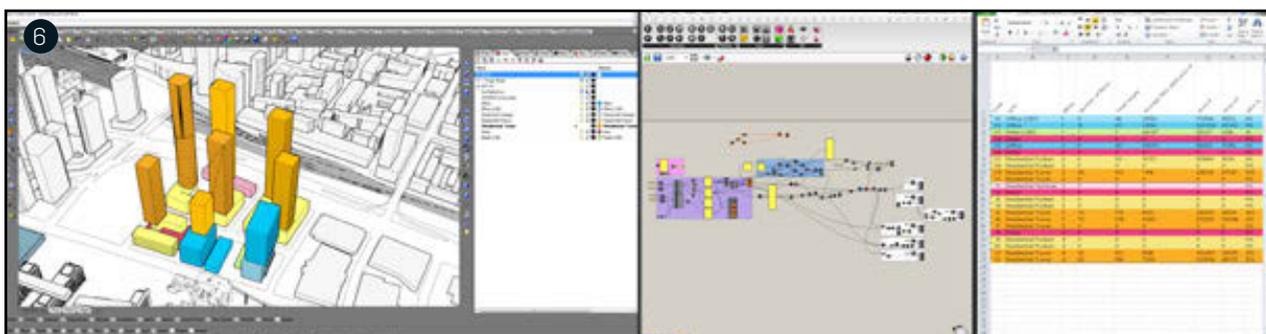
A visual programming tool, the Grasshopper plug-in for Rhino can generate iterations that can be integrated with a master Revit file. This supports an exploratory process involving an infinite number of design possibilities – to cast a wider net of discovery. This can be used to refine elements within a specific context. However, despite all the advanced tools intended to streamline processes and allow for the broadest of design potentials, there’s nothing like clear communication

and effective team collaboration to ensure a project’s success.

## WHY COMMUNICATION MATTERS

Imagine if you will, a team member stationed in Toronto opens the project BIM file he or she is working on. By altering a single element – rendering a change to a detail in the Revit model file – everything that’s connected automatically updates in a ripple effect that impacts the project’s overall design. Within a couple of clicks of a mouse, a three-storey underground parking garage is now a four-storey parking garage. At the same time, someone halfway across the world with access to the file notices that the construction schedule has increased exponentially. Along with this change is a surge in materials and labour through excavation requirements, inevitably multiplying construction costs. Communication and collaboration are absolutely essential to ensure that everyone understands the repercussions of changes made from concept to construction, particularly when changes are made in later stages.

Communication also extends to how concepts and ideas are presented to clients. While renderings, fly-throughs





5/ Sectional model - 3D print and inserts

6/ Rhino and Excel live feedback loop

7/ Hospital massing model proposal option 1

8/ Hospital massing model proposal option 2

9/ Office tower city context model



and virtual reality are often used to communicate designs, physical models remain an effective communication tool. In response to tightened design timelines and expanding technological advancements, 3D printing of models continues to grow in popularity. Powerful tools for designers, 3D models create tangible representations of buildings and massing that clients can see and touch, delivered in a fraction of the time that it traditionally took to create physical models.

Designers use scaled models to demonstrate the fundamental form of buildings. 3D printing models enable the possibility of presenting several options at once. For example, possible designs can be made to fit into a scaled contextual layout of the surrounding area (e.g. a city block) to understand how a proposal will integrate into its immediate environment. A physical model can demonstrate that a building will comply with view corridor restrictions and it can also show how a design will complement the neighbouring cityscape as it impacts form in the area.

Advanced tools and technology can multiply possibilities and create endless opportunities, but at the end of the day, the people using technology are integral to project success. Despite the many things that technology can do, people are essential to the curation of data during the process and designers offer a skilled eye for composition to understand what can and can't be achieved. In the end, comprehensive design solutions are the result of careful curation where possibilities are vetted for sheer aesthetic and other criteria like material availability and cost. Designers can anticipate needs and intuitively connect with what makes the most sense for the context — and there's no technology in the world that can teach that...yet. ♦

# *An evolving workforce requires inventive workspaces*

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INVENTION AND INNOVATION IN DESIGN ARISE FROM A RESPONSE TO SHIFTING AND EVOLVING NEEDS.



Transparency, flexibility, sharing, collaboration – according to the new workforce, these are the qualities that are fundamental to attracting today's top talent. This shift in values is linked to the desire for unique and customized physical spaces to match these principles; spaces that reflect and support an ambitious and passionate culture while inspiring creativity and collaboration. As a result of this growing inclination for collaborative environments, new offices trade personal space for open concept and group areas.

Traditional workspaces – including cubicles and coveted corner offices reserved for the C-Suite –

are rapidly being replaced by the shared office environment where employees work in communal spaces rather than in isolation. Most people spend as much time at work as they do at home, and as such, it's important their workspaces are as inspiring as their personal spaces. Putting people first, modern office design reflects a departure from the traditional 9-to-5 workday to a more fluid culture that values informality, co-working, co-ownership, telecommuting and sustainability. The shift in the design of our physical spaces is also a reflection of how the digital world has influenced the ways in which we work and live.

Start-ups born in basements, massive online corporations, business networks that extend across the globe; the ever-expanding reach and influence of the digital world has profoundly impacted the foundation of business structures. As new business models become increasingly global, flexible, adaptable and innovative, so too do the physical spaces they inhabit. By designing offices with the end user always in mind – the employee – companies are able to position themselves as forward-thinkers, and this can be used to differentiate themselves amongst their competition.

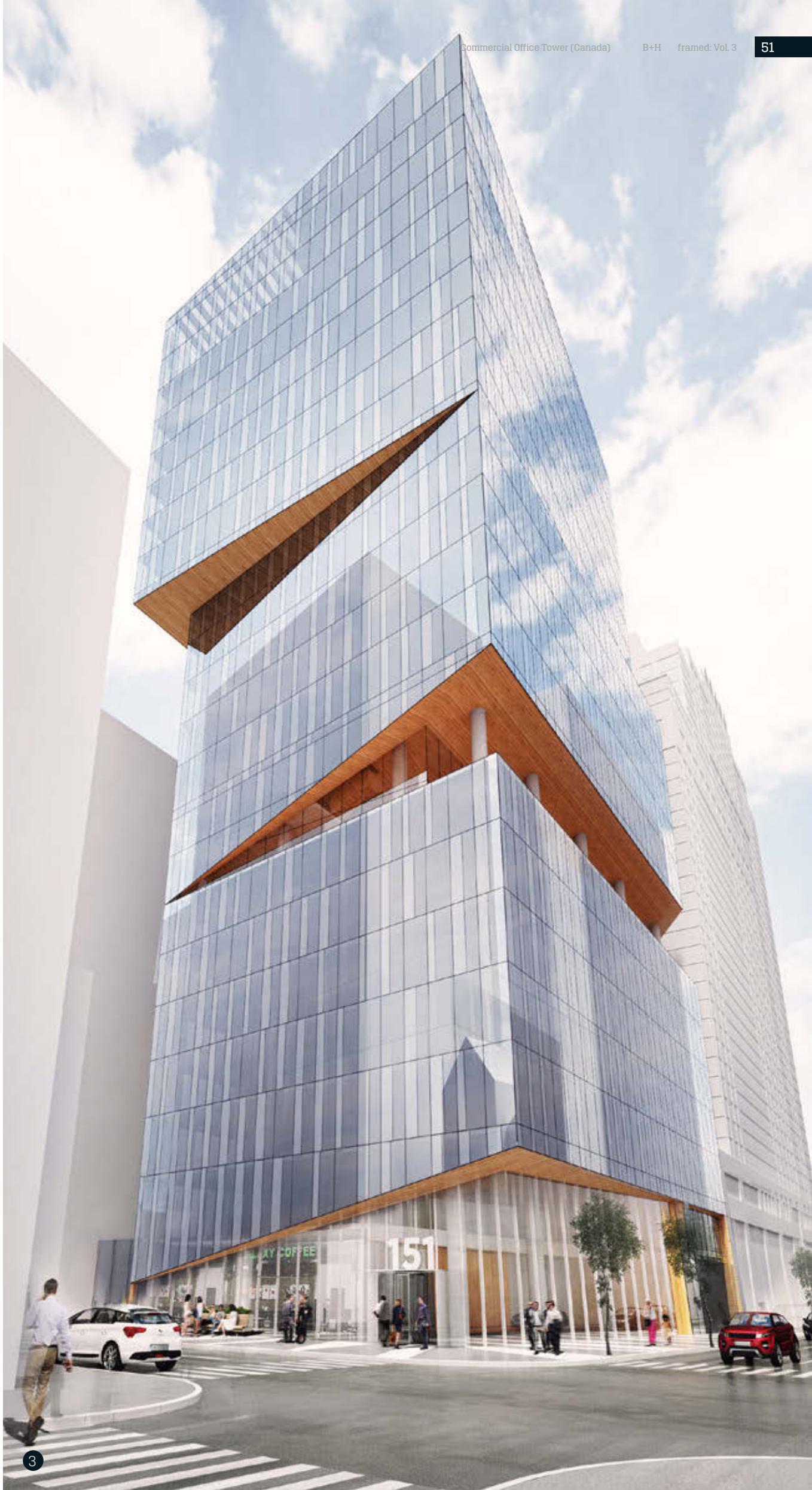
*The new workspace isn't just about configuring new kinds of spaces in traditional office layouts; it's about constructing a new way of thinking and working.*

While this design approach is often applied to existing built spaces for our clients, customizing a new-construction project to meet a tenant's future needs presents exciting possibilities. B+H was presented with such an opportunity when a real estate client was attempting to accommodate the interests of their tenant and predict this organization's future business priorities. Already occupying space in the building adjacent to the new development, the tenant's intention to acquire a second space generated a twofold design exercise:



a conceptual approach to provide the client with the information they needed to begin a financial analysis of their purchase, and the delivery of a custom design for a building that would meet this tenant's spatial requirements while also attracting and inspiring other potential tenants.

B+H's customized design concept aligned with the brand identity of the tenant – a dynamic and rapidly growing tech company. Within a small footprint, the design team explored the creation of a bridge between the client's two properties to allow their tenant to retain their current office space and expand into the new proposed tower. To anchor our design in the tenant's core culture and industry, our team optimized the use of the latest building technology and materials to achieve a product that is reflective of their upward trajectory in the technology sector.



1/ South elevation

2/ West elevation

3/ Exterior view

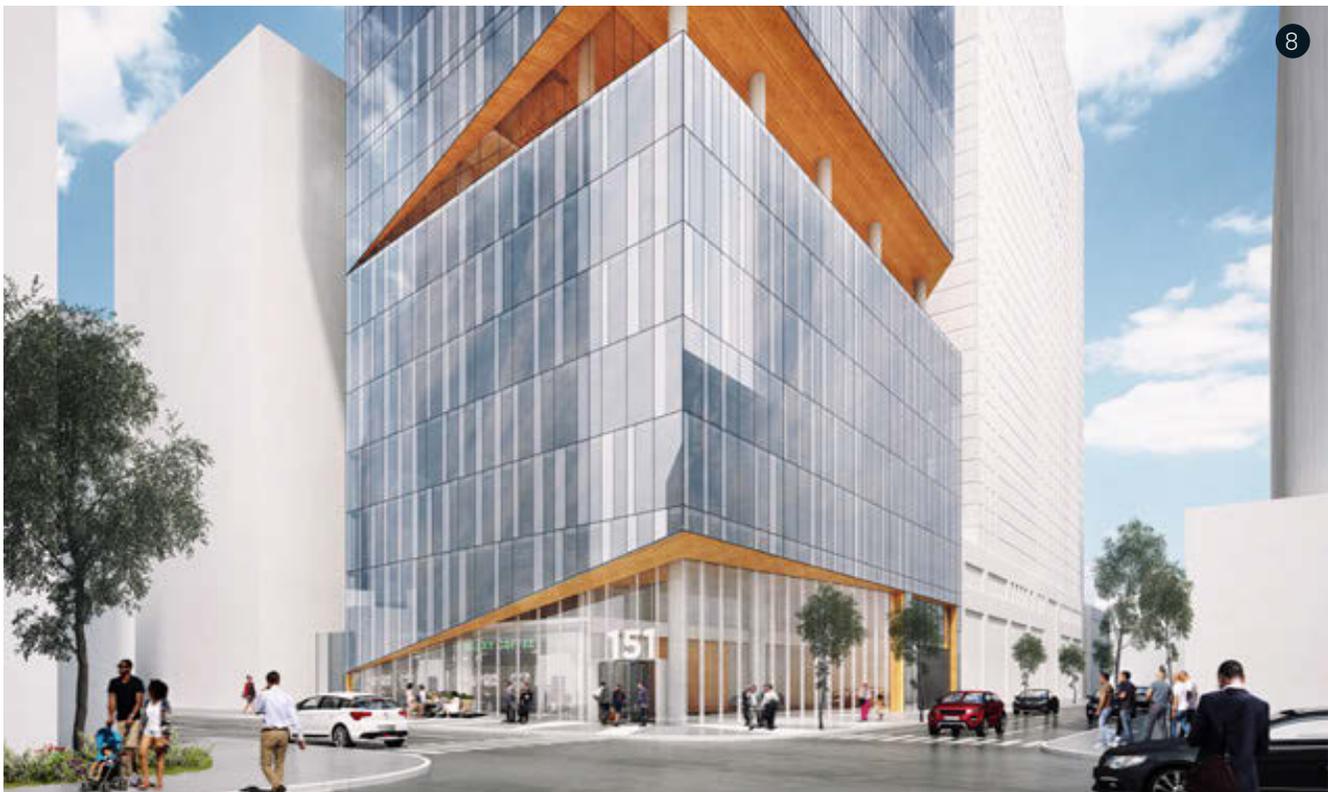
The workspace includes opportunities for formal and informal social interaction. Through the consideration of current and next generation trends in workplace design, the team incorporated outdoor amenity spaces to increase employee engagement and encourage group dynamics. Interconnecting stairs allow access to green spaces, including a low-level sky garden and a rooftop terrace and auditorium. Indoor amenities include staff dining facilities and a much-celebrated bicycle entrance. A strong emphasis on employee health and wellness led to the strategic orientation of office spaces to provide optimized views, access to daylight and the integration of fresh air systems.



Using parametric façade design studies and 3D printed modelling of both the form of the building and the context of the surrounding area, the team was well equipped to demonstrate the striking presence this unique new construction would create. Through artistic massing, the building provides a dynamic and engaging presence from the ground up. A striking overhang defines the lowest of the three twisting boxes that shape the tower and create the illusion of the building being pulled in at grade, opening up views and animating the public realm through an intriguing and inviting design.

As designers, it's important to remember that buildings are more than bricks and mortar – they





communicate social and cultural nuances. Good design addresses shifting ideologies in how we live, work, and play, and everything in between. Our connections to, and interpretations of, built spaces are individual and subjective – displaying qualities and creating experiences that may be perceived differently by others. Design should respond to those interpretations through thoughtful approaches and creative solutions. ♦

**General Project Info**



**Location:** Confidential **Size:** 268,275 ft<sup>2</sup> **Status:** Concept Design **Client:** Confidential **Services:** Architecture

4/ Interior Images

5/ 3D printed model in context

6/ 3D printed model close-up

7/ Massing diagrams

8/ Exterior view at pedestrian level

# DESIGN REALIZED

## *BUILDING BOLD AND INSPIRING SPACES FOR PEOPLE*

While this edition of *framed* examines B+H's works in progress, it's also an opportunity to reflect on recently completed projects that we feel embody our approach to design in particularly meaningful ways. For this feature on our built works, we've selected two distinct and unique educational projects – the AMS Student Nest at the University of British Columbia, in Vancouver, and Camosun College's Centre for Trades Education and Innovation, in Victoria. Our third featured project is larger and half a world away: SmartCity Building 1, an IT-based mixed-use development in Kochi, India. What these projects share is an advanced and regionally specific approach to sustainability; an inherent flexibility that accommodates a range of uses today and will adapt easily to changes in use and emerging technologies over time; and an emphasis on providing spaces that bring people together to foster a sense of community.





# SmartCity Building 1

[KOCHI, STATE OF KERALA, INDIA]

## Overview

Located near the southern tip of India, the coastal city of Kochi is the site of the new SmartCity Kochi. A 250-acre knowledge-based Special Economic Zone master plan prepared by B+H, it's expected to create more than 90,000 jobs, predominately in the Information Technology (IT) sector. Within a few years, this will be a comprehensive mixed-use development where knowledge workers will be able to walk from their homes to their offices, passing through green, landscaped public spaces on their commute. A major catalyst of this development is the 650,000 ft<sup>2</sup>. SmartCity Building 1, also designed by B+H and completed in February 2016.

Situated on a riverbank in a landscape of rolling hills, this building will be one of the first in Kochi to offer tenants up to 90,000 ft<sup>2</sup> of gross space on a single floor plate – a desirable condition for sizable companies in the IT field in India. In addition to providing an Intelligent Building Management System and efficient security strategies that are required by SEZ zones, SmartCity Building 1 brings supporting retail, a promenade along the

riverbanks, a food and beverage zone, and a large civic plaza at the arrival connected to the river to promote gatherings and social interaction. In short, says B+H Design Principal Stéphane Lasserre, “the building was designed as a campus to provide a quality work environment that has a life after 6 pm and allows connections between people, nature and technology.”

**Size:** 650,000 ft<sup>2</sup>  
**Client:** SmartCity Kochi /  
 TECOM Investments

## Key Sustainable Strategies

Natural ventilation, passive cooling, shading devices and a double-glazed envelope contribute to an energy-efficient envelope necessary to achieve the pre-certification LEED® Platinum Core and Shell. To reduce artificial lighting, the building is based on U typology with a central atrium that increases daylight penetration and improves connection to landscape. Solar-powered lighting is utilized to reduce the overall electrical consumption. The building also has its own sewage treatment plant that treats grey water on-site to be used for toilet flushing and landscape irrigation.

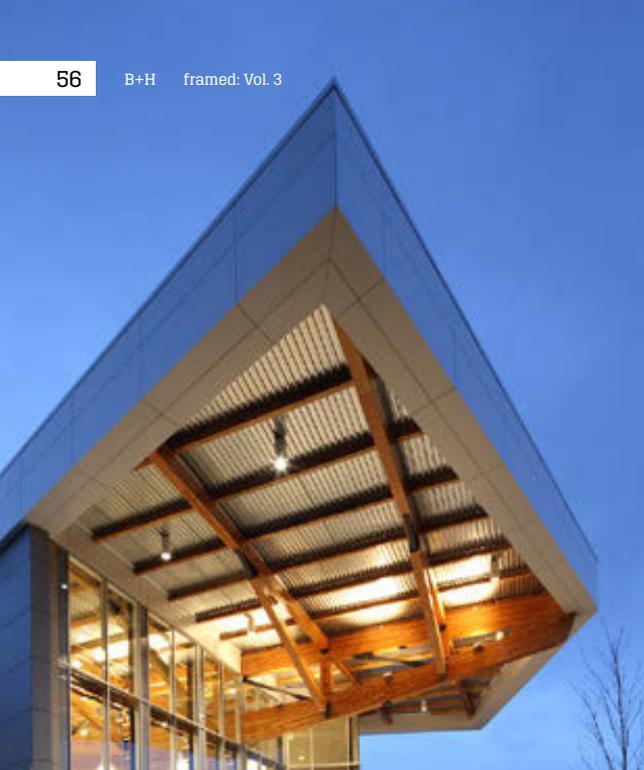
## Inherent Flexibility

While SmartCity Building 1 can provide up to 90,000 ft<sup>2</sup> of space on a single floor plate, the building also caters to start-ups with smaller office spaces that can be combined depending on needs and business growth.

## Community-Minded Design

“We looked at the building as a community rather than purely an office building,” says Lasserre. With its large plazas and social spaces, SmartCity Building 1 has a civic quality that helps to foster cohesiveness in this new development. Retail and gathering spaces front onto the river, creating a promenade with unobstructed views of a beautiful natural setting.





# Camosun College

## *Centre for Trades Education and Innovation*

[VICTORIA, BRITISH COLUMBIA]

### *Overview*

The new Centre for Trades Education and Innovation (CTEI) enables Camosun College to deliver 20 marine technology and heavy-duty trades programs that offer foundation and apprenticeship learning opportunities to approximately 2,700 students per year. While the CTEI's shops are designed to build skills related to welding, sheet metal construction, automotive and heavy-duty machinery works, the facility itself plays a pivotal role in a new phase of development on the more rural of Camosun's two campuses. The generous student commons atrium that fans out to the south

between the centre's two angled wings of shops, labs and classrooms creates a new anchor for the north end of the Interurban Campus and extends a major axis of the master plan. Inspired by the form of ship hulls, the atrium's dramatic wood truss cantilevers toward the rest of the campus, which is located on the other side of a roadway. The double-height atrium provides a flexible space for students to gather and share ideas and to host trades workshops, vendor presentations and campus events; its design celebrates the functional beauty of shipbuilding in its exposed construction.



Size: 79,000 ft<sup>2</sup>

Client: Camosun College

## Key Sustainable Strategies

To minimize the 79,000 ft<sup>2</sup> building's impact on surrounding forests and grasslands, it was sited largely on the footprint of a previous building that had been demolished. As well, an analysis of the existing rock profile was conducted, in order to keep the amount of blasting required for the new construction to a minimum. Storm water retention was incorporated into the design through landscape elements such as swales and retaining ponds, and a rooftop storage area.

British Columbia has one of the world's most sustainable forest industry sectors, and in keeping with the province's Wood First Initiative, which promotes the use of BC wood products, this building makes extensive use of glulam beams and other locally sourced and processed wood elements. Most of the Centre is clad in insulated metal panels that were key to achieving superior building performance on a modest budget. Additionally, the shops feature an integrated clerestory of translucent panels – the first time this daylighting construction technique has been used on a trades training facility in BC. This clerestory, in tandem with fully glazed

overhead shop doors, minimizes the amount of artificial lighting required in the shops.

Building sustainability has as much to do with the creation of comfortable, healthy environments as it does with the responsible use of energy and resources. One of the challenges this facility posed was noise pollution: loud machinery is integral to training conducted in the Centre's workshops. B+H's design team therefore positioned the shops at the back of the building, which faces onto a forested area. "The building itself provides a buffer to the campus from the loud activities happening in the industrial works yard in the rear of the building," explains Principal-in-Charge Bruce Knapp. "The retained forested area provides a substantial buffer to the neighbours, mitigating noise and obscuring views."

## Inherent Flexibility

The building's atrium – with its massive glulam beams and steel connections that are both expressed and exposed – cohesively anchors the campus and helps students contextualize the practical applications of what they're learning. The large, open, light-filled space accommodates all sorts of student gatherings, not only for those in the marine technology and trades programs, but for the campus as a whole.



## Community-Minded Design

The atrium's soaring roof quite literally reaches out to the rest of the college grounds on the other side of the roadway, and its welcoming interior transforms what used to be the periphery of the campus into a new social hub.



*University of British Columbia*

# AMS Student Nest

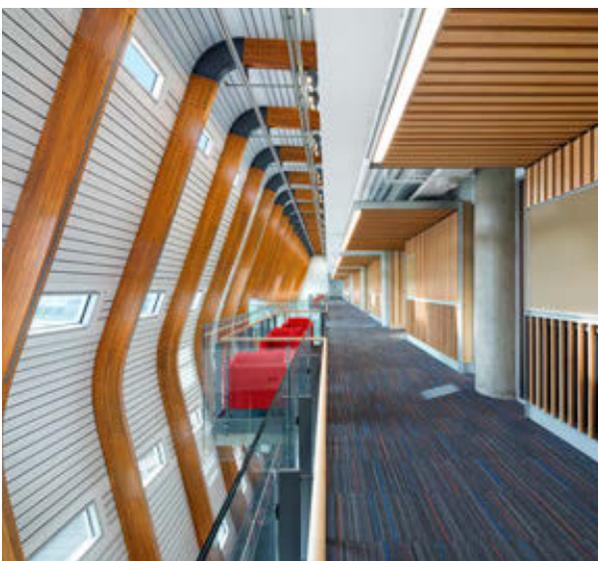
[VANCOUVER, BRITISH COLUMBIA]

## Overview

**Size:** 255,000 ft<sup>2</sup>  
**Client:** University of  
 British Columbia  
 Alma Mater Society

The new student union building at the University of British Columbia (UBC) is the product of a referendum conducted by UBC's student union, the Alma Mater Society (AMS), in 2008. In this vote, the university's students opted to replace the existing cramped, aging Student Union Building with a new building, to be largely funded with student fees. The project team, led by DIALOG + B+H Architects, was awarded the development following an intensive student-run online campaign. The mandate was to design an environment that was an exemplar of environmental, social, and economic sustainability, and a place that would be everything from a welcoming hub for group activities to a quiet place to study.

The aptly named AMS Student Nest houses a diverse array of clubrooms, support programs, study spaces, and student-operated food, beverage and retail services. Its spaces are organized around a five-storey atrium, known as the Agora, which faces onto one of the campus's best-loved landscape features: a grassy hill called the Knoll. The Agora's focal point – the "nest" within the Nest – is a black-box theatre, sheathed in fins of Douglas fir and poised aloft on slender steel columns. The western, Knoll-facing side of the building is the most transparent, and the zinc 'cowl' that extends down from the roof on the east side encloses smaller study spaces.



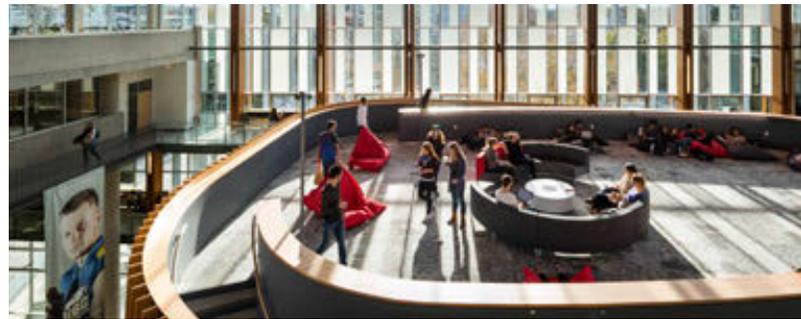


## Key Sustainable Strategies

Designed to exceptionally high sustainability standards, the AMS Student Nest is targeting LEED® Platinum certification and also incorporates aspects of the Living Building Challenge. Here, and in general, the team began by thinking about building orientation and how to design a highly efficient envelope to obtain a lower baseline for energy consumption. The carefully optimized window-to-wall ratio strikes a delicate balance between providing views and light on one hand and efficient thermal performance on the other. Windows are triple-glazed, argon-filled units with double low-emissivity coatings. The insulation values for the walls and roof greatly exceed code minimums. The hybrid structure innovatively combines the thermal properties of concrete, the tensile strength of steel, and the natural beauty of wood. Through passive ventilation strategies, extensive use of daylight harvesting, and solar thermal and photovoltaic arrays, the design team was able to harness renewable energy in ways that would supply nearly one third of the building's energy demands. A particularly innovative aspect of the building's mechanical system is its solar-driven absorption chiller, which actually uses hot water during the peak summer months to cool the building.

## Inherent Flexibility

Predicting that future UBC students will envision new and different uses for their student union building than the ones it currently provides, the team conceived the building as a structural framework with plenty of large, open areas on the lower levels. The non-structural partitions that enclose the smaller spaces on the upper floors can be easily removed, added to, or shifted over time to respond to desired changes in use. Furthermore, the AMS Student Nest was conceived as a platform for a culture of sustainability. To cite just one example of how this influenced the design, measurement & verification infrastructure allows the students to monitor building operations and make continual improvements to building performance over time. The structure and the occupants 'react to each other' for continual improvement.



## Community-Minded Design

In the initial stages of designing the AMS Student Nest, the team conducted an ambitious series of consultative workshops so that they could be as informed as possible about what the students wanted their new home on campus to be. Central to the Alma Mater Society's mission of "improving the quality of the educational, social, and personal lives of the students of UBC," was the concept of student-run businesses on campus. CHIL Interior Design, the global hospitality studio of B+H, stepped in to design the interiors for five of the Nest's nine AMS-owned eateries and bars, which include: a "classic hamburger joint," food court-style sushi, pizza and healthy fast-food counters, a 400-seat pub, and an elegant rooftop-level restaurant. Together, the restaurants employ more than 400 students and pay approximately \$2 million annually in student wages.

Overall, the design team thought of the Nest as a city: a focal point of interaction that would 'belong' to its citizens. At the same time, it needed to be a comfortable, welcoming place – a city that was also a living room. The students have made this building their own, and they clearly feel at home in it.



# REMAINING RELEVANT

## THE FUTURE OF OUR PROFESSION IS PEOPLE, NOT BUILDINGS



WRITTEN BY DOUG DEMERS

- 1/ Knight Cancer Research Institute workplace study
- 2/ Opportunities lie at the intersection
- 3/ Collaboration in the Seattle studio "sandbox"

Clients traditionally hire architects and designers to solve defined problems: a new building, an interior design, or a master plan. Yet today, in an age of accelerated change and disruptive innovation, the solutions are more complex. Organizations wrestle with tougher questions, and uncertain futures: Do we need more space, or less? Where will we be in 10 years' time? Will technology have changed the way we work, or even render our current product obsolete?

### BUSINESS AS USUAL IS RISKY

When the only thing you know for sure about tomorrow is that it will be different, investing in bricks and mortar that will stand for the next 100 years sounds like an increasingly risky proposition. At B+H we realize that in times like these our clients need our help more than ever – and they need it

long before a building is conceived. That's why we created B+H Advance Strategy, an interdisciplinary team of strategists, architects and designers with specialist expertise in real estate, brand positioning, organizational design, change management, and business performance.

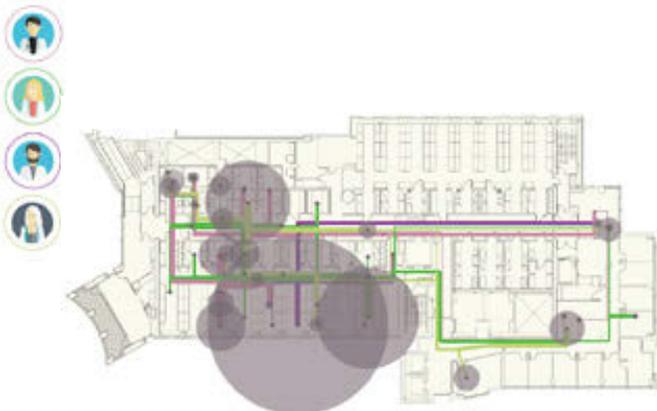
### BETTER CONVERSATIONS EQUAL BETTER RESULTS

Our approach has fundamentally changed our conversations with our clients. Instead of jumping in to design a physical space to meet a perceived need, we focus on our clients' business performance goals. Through research, analysis and scenario planning tied to our clients' key performance indicators (KPIs), we visualize solutions that optimize their asset portfolio, advance organizational culture and performance, and provide a road map for future adaptation and flexibility. We compile data on market conditions, technological innovation and user trends. As architects and designers we are trained to analyze and interpret large, complex data and communicate findings in understandable visual formats. This ability is enormously powerful in a time when the C Suite's ability to extrapolate informed decisions from complex data may set the trajectory for a company's success or failure.

### WHERE DO {PEOPLE} SPEND THEIR TIME?

CASE STUDY: OHSU/KNIGHT

Movement + Occupancy Compiled  
Drucker Lab 5885  
Thursday, March 12, 2015



COMPARE SELF-REPORTED DATA BY OBSERVATION

PATTERNS OF OCCUPANCY YIELD INSIGHTS TO THE NATURE OF WORK – AS IT IS – AND INSPIRE PLANNING AND DESIGN OF NEW LABS

2

## PEOPLE SOLUTIONS OUTPERFORM BUILDING SOLUTIONS

The data set that makes the real difference is the human dimension. The best solutions are not about space, they're about the user experience. We all experience spaces on a daily basis. When we take the time to stop, think, and observe, it becomes clear that there are tremendous opportunities to optimize the user experience. Our process maps the way people move through spaces and studies how they use them. It applies this information as a catalyst for a different design process: one that pays attention to the way people interact, their states of mind, their needs and expectations. The process is inclusive, engaging and productive. We shadow employees, observe how different spaces are used, convene focus groups and workshops – and ask lots of questions. Informed by this data, we script the interaction between people and space to promote comfort, success and innovation.

When we overlay the human dimension on our collected market, technological and financial data, we complete the picture. We create a powerful planning tool for our clients that allows them to evaluate different development solutions based on financial performance, risk and probability of success.

## ALIGNING SPACE WITH CULTURE BOOSTS PERFORMANCE

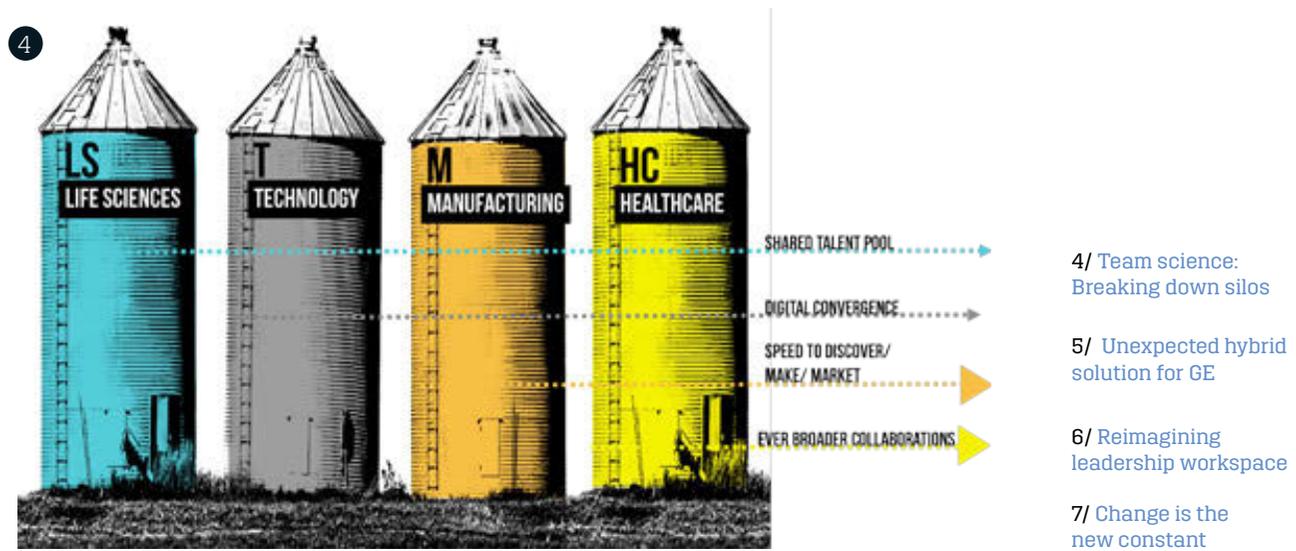
The proof is in the practice. Fred Hutchinson Cancer Research Center in Seattle, Washington, is a dynamic research organization dedicated to finding a cure for cancer within 10 years. The evolving nature of research, the changing demographics of researchers and the rise of computational science



3



mean that Fred Hutch's current real estate and physical facilities do not align with the culture they need to create to facilitate such world-changing discoveries. Through work sessions, focus groups, and observation we have identified key points of intervention to evolve their workplace and amenities to support a team science culture focused on delivering a cure. Observing that their existing spaces intended for collaboration largely went unused, we proposed a different model: a hospitality-inspired "third place" that feels like a cozy café. The response from the researchers and scientists to this option is very enthusiastic, underscoring the demand for more choice about how we collaborate and socialize in the workplace.



### DEVELOPMENT SOLUTIONS WEIGHTED FOR SUCCESS

General Electric (GE) came to us with a difficult decision. Although GE is best known as an appliance and industrial manufacturer, the organization's long-term business goal is to reposition itself as a software company. They needed to reimagine their Meadowvale Campus in Mississauga, Ontario, to facilitate a new workplace strategy and decide whether to reposition or dispose of their existing asset. It wasn't a design conversation, it was a business conversation. We examined their existing assets, identified ways to attract and retain the best talent, then developed scenarios and cost models. After a two-month process we presented GE with five different scenarios. We evaluated each one for its "Probability of Success,"



factoring in least total cost over a 15-year period and scored against leadership business objectives. The result was an informed analysis that allowed the GE leadership to make confident, informed decisions about the future of the Meadowvale Campus.

### END-USER FOCUSED DESIGN IS COST-SAVING DESIGN

Our work with Microsoft's Windows UX team offers proof that user-focused design is cost-saving design. This talented, highly creative team elected to move from one location to another without a fully capitalized budget— meaning the relocation costs came out of the business unit's own pocket. In a visioning process with the leadership group we identified strategic key performance indicators that were "must-haves" and trimmed out the elements that were not as critical to this user-group. Our end-user-focused process set a new bar for quality of design and cost management, bringing the project in at 60 per cent of a typical capital budget and establishing a new baseline for future work.

### THE DISRUPTIVE PATH TO A STABLE FUTURE

The Advance Strategy approach to problem-solving is disruptive and represents the future of our profession. It shifts our attention to focus on the true goal for our clients – optimizing conditions for their success, economic and human, over time. We can help our clients understand the opportunities and challenges they face and map a path through uncertainty to a sustainable, prosperous future. ♦



7

“ ONE SIZE MIS-FITS ALL. ”





Coterie Worklounge central bar and lounge area

# Work from home, at work

PART HOSPITALITY VENUE, PART WORKSPACE, COTERIE WORKLOUNGE'S FRESH NEW BUSINESS MODEL IS GRABBING ATTENTION IN A CROWDED MARKETPLACE.

It's not news that Seattle is a hot spot on the US list of fastest-growing cities. The city hums with the energy of booming tech companies, cutting-edge biomed research, next gen space exploration and nimble start-ups. It's no surprise, then, that Seattle is also one of the top five cities in the US for co-working spaces. In such a crowded market it's hard to raise your head above the crowd – and yet the B+H Advance Strategy team and their savvy client, Coterie Worklounge, did just that, identifying a niche in the marketplace for an entirely new concept in co-working space.

Coterie occupies a former bank space with existing high-end features and frontage along Fourth Avenue – a vibrant thoroughfare in the heart of the city. The location

was ideal for the client's needs and budget, and the team secured it well in advance of developing the design. It also presented several strategic partnership opportunities and potential marketing channels; specifically, a partnership with a hotel neighbour that produced a mutually beneficial relationship in which both members of the lounge and hotel guests receive maximized offerings. The team provided precedents to further differentiate Coterie from its competition through design aesthetic and services offered, outlining competitive benchmarks and identifying ways to improve the current market offering.

Part hospitality venue, part workspace, the Coterie business model posed a challenge to Seattle's rigid permitting rules. To permit this new hybrid, the team worked with the city on a compromise. The city required the café/bar be open to the public to permit a liquor license. Coterie embraced this as an opportunity to increase membership and enhance networking opportunities for members, in addition to creating a supplemental revenue stream.

From the quality and variety of the services to the aesthetic of the space, everything at Coterie consciously creates the opportunity for maximum productivity. Membership pricing is affordable and flexible, attracting corporate and individual members as well as independent professionals. About 30% of members have offices within walking distance, neighbouring companies have corporate memberships to supply unmet and overflow issues, and for others Coterie is a more flexible and productive alternative to leased or home office space.



2



1



Coterie Worklounge colour swatch

Social space is central to the design, and it is anchored by the central café/bar, where members convene throughout the course of the day. The design team modified the original two-storey bar to provide an elegant, price-conscious solution with a partial-height design that complements the space's centerpiece chandelier. Custom penny-tile patterning, warm metals, plush upholstery with tufted details, and residential-style lighting all enrich the space's traditional elements, creating a sense of warmth and a meticulous attention to detail that is emblematic of the quality of Coterie's services.

The active public space on the ground level has the buzz of

social interaction, while other areas maintain varying degrees of privacy and quiet. The upper mezzanine provides individual workstations and there are rentable private meeting rooms on both levels. Work and lounge spaces include private booth seating, a fireside chat room and a library zone.

Flexibility and mobility are qualities inherent to the design. Members can choose to work on a variety of surfaces ranging from caster-base upholstered café chairs to communal tables, bar stools



1/ Custom monogram penny-tile floor

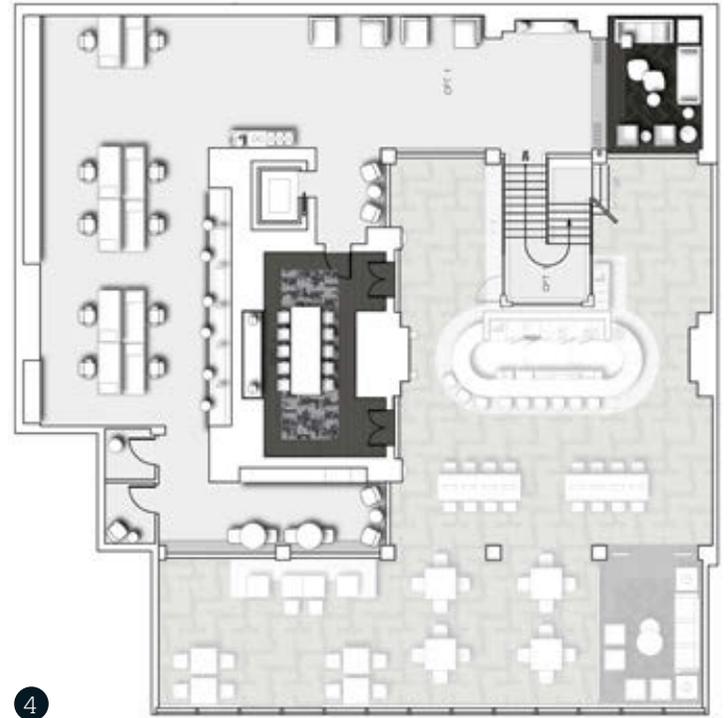
2/ Private booth seating

3/ Cozy library nook

4/ Flexible workspace options

5/ Comfortable pre-function space

6/ Social space is central to the design



and tables, lounge furniture, banquette seating, or more traditional task furniture. This mix allows them to be nomadic throughout the day and select the environment that best suits their task.

The unique design, positioning and high quality services offered by Coterie, all accessible at an affordable price, are generating a great deal of interest in both the commercial and hospitality market space. The project is a fascinating example of the opportunities today's "sharing economy" creates for those bold enough to innovate new business models. It is a noteworthy milestone in the continued evolution of how we think of, and use, our workspaces. ♦



### General Project Info



**Location:** Seattle, USA **Size:** 11,516 ft<sup>2</sup> **Status:** Completed in 2015 **Client:** Coterie Worklounge LLC **Services:** Advance Strategy, Interior Design

# B+H RESEARCH THINK TANK:

## TARGETING DEVELOPMENT OPPORTUNITIES LINKED TO CHINESE OUTBOUND TOURISM



WRITTEN BY  
STÉPHANE LASSERRE

1/ Chinese outbound tourism is expected to double by 2025

2/ View of King's Harbour civic plaza and boardwalk

Between 2000 and 2015, the biggest travel boom the world has ever seen took place. At the turn of the millennium, approximately 10 million Chinese travellers made trips abroad, and in 2015 that number soared to more than 120 million, with only 4% of the Chinese population in possession of a passport<sup>1</sup>. Chinese outbound tourism traffic is expected to double by 2025<sup>2</sup>. This phenomenon is recent as well as rapid: outbound tourism was impossible for most Chinese citizens until the early 1990s, when the government introduced the Approved Destination Status (ADS) policy<sup>3</sup>. This would permit travel to selected countries for leisure, starting with countries in Southeast Asia<sup>4</sup>. China's importance in the global economy began to grow exponentially, and the rise of China's middle class has produced an entirely new tourism

market in the world's most populous country. More and more of China's 1.38 billion people<sup>5</sup> are now taking trips overseas, and many of them are spending liberally on these excursions. According to the United Nations World Tourism Organization (UNWTO), in 2012 Chinese travellers' overseas expenditures soared to the first place for the first time, at a record total of US\$102 billion.



### WHO ARE THESE TOURISTS?

Current research<sup>6,7,8</sup> offers insight into the demographics of China's outbound tourists:

- ① **Most are young:** Those between the ages of 25 and 44 represent 65% of Chinese outbound tourists. People in this group tend to be looking for local cultural experiences and are often interested in sharing their travel adventures on social networks.
- ② **Many favour group travel:** Vacationing outside of China is a new option for most Chinese residents, and many of them are attracted to the convenience and safety of group inclusive tours. Older travellers are particularly likely to opt for structured, guided tours.
- ③ **Shopping is part of the fun:** Whether they travel on their own or in a group, many Chinese outbound tourists appreciate having opportunities to shop for name-brand merchandise at vacation destinations.
- ④ **World travel pairs well with home-style dining:** Chinese outbound tourists are eager to see other countries, but they may have a limited appetite for the local cuisine. Vacation spots serving up the option of meals similar to those enjoyed at home are popular with this group.





## IF YOU BUILD IT, THEY WILL COME

Countries around the globe are eager to position themselves as prime destinations for Chinese tourists, and with that comes an increase in the demand for infrastructure to sustain the rapidly growing market. B+H is responding to the tourism boom with several high-profile hospitality projects around the world – such as the Pullman Oceanview Sanya Bay Resort and Spa in Hainan, China (completed in 2013), and most recently the King's Harbour Integrated Beach Resort in Sihanoukville, Cambodia.

The client's vision for the King's Harbour project is a vast and spectacular transformation of Cambodia's Sihanoukville province from a secondary tourism destination in Southwest Cambodia – most popular with beach lovers and backpackers – into the top regional resort destination: the Cancun of Southeast Asia.

The site is Cambodia's first and only deep-water port. With all essential cruise ship connectivity in place, Sihanoukville currently receives approximately two of these vessels per month. Our client aspires to transform this port into the main stopover and cruise hub of the region, attracting not only Chinese outbound tourists but also local ferries from Vietnam and the surrounding islands. The international airport at Sihanoukville is directly connected by international flights to major cities in China and Vietnam, including Chengdu, Shi Jia Zhuang, Tianjin, Xi'an and Ho Chi Minh City.

As the flagship project of Sihanoukville, King's Harbour Integrated Beach Resort is poised to be at the forefront of the new tourism wave in Southeast Asia. The resort targets individual travellers and groups, and estimates about 900,000 visitor trips per year. The project features 850 rooms in total, representing a range of accommodation types and tiers, and supported by diverse amenities.

### PROGRAM HIGHLIGHTS

- An entertainment complex featuring a casino, an outdoor roof party pool, a 24/7 live music pub, and a large variety of other retail, food and beverage options
- A 110-room boutique hotel along the boardwalk that is well connected to a civic plaza and an entertainment zone packed with leisure activities
- A 350-room budget hotel with slightly larger rooms than would be expected in an urban context
- A 400-room, 5-star beach resort, situated away from the more crowded areas and offering quality dining, specialty restaurant options and a wellness centre

The project will also involve reclaiming and upgrading a 600m-long coastal belt into a white sandy beach with a new public boardwalk. Occupying a narrow strip of land, the undulating form of the complex is inspired by Naga – a guardian Cambodian serpent deity. The entertainment complex is located at the tip of the strip, symbolically, the tallest point of the serpent, which is the head. This development is expected to generate more than 2,000 jobs and create additional positive impacts on the local community, such as improvements to transportation infrastructure and public areas, including the public wharf, boardwalk and beach zone.

#### DESIGN APPLICATION

The design of the integrated complex specifically addresses the preferences and targets the needs of the various Chinese traveller demographics. Tax-free shopping for a wide selection of local and luxury brands is a key part of the program; other well-represented leisure options range from karaoke bars to swimming pools for vacationers of all ages.

To appeal to younger travellers seeking memorable, authentic and photogenic cultural experiences, roof designs and façade treatments feature wood accents and other locally procured materials. As well, spacious guest rooms with shaded balconies open to dramatic sunset beach views for photo opportunities. Many of those who come to stay at King's Harbour will be visiting a tropical climate for the first time; covered walkways and overhangs will protect them from direct sun exposure.

Sufficient parking with convenient drop-off points allocated for huge volumes of coaches and tour buses will minimize



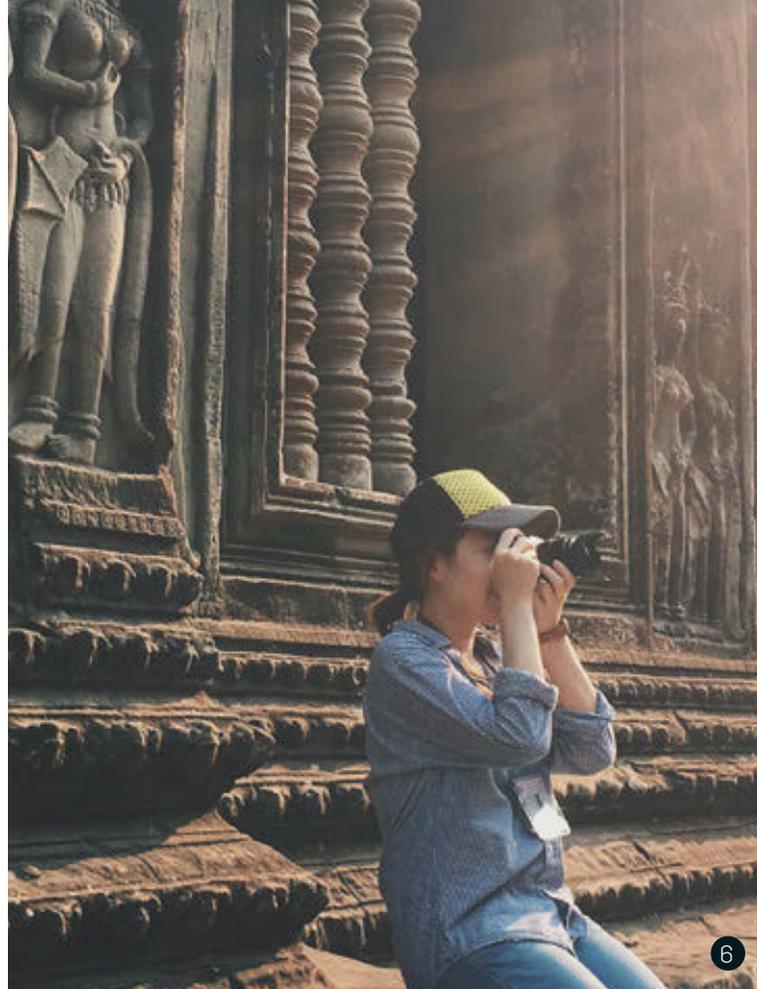
3



4



5



3/ Retail podium and boutique hotel

4/ Aerial view

5/ View from the departure hall

6/ Young Chinese travellers prefer local cultural experiences that they can share on their social networks

7/ Entrance to Pullman Oceanview Sanya Bay Resort and Spa

traffic congestion, while maintaining an efficient, safe and seamless experience for elderly visitors, group travellers and families.

The varied dining options will appeal to a wide range of budgets and palates. For group travellers and families, there are large dining areas with round tables; many of the venues with this type of seating are Chinese specialty restaurants catering to visitors who prefer familiar food. At the more exclusive end of the dining spectrum, there are private dining rooms, each with a dedicated service counter and personal assistance crew.

#### SHAPING THE FUTURE OF HOSPITALITY AND TOURISM

The King's Harbour project, currently at the developed design stage, is expected to break ground in January 2017. We at B+H are particularly excited to see this ambitious project transition from concept to reality, in part because our involvement in it has gone beyond providing the integrated design services of master planning, architecture, interior design and landscape design. We are working very closely with our client to facilitate meetings with hotel operators and investors, and to

provide full support in presentations to government officials. We see King's Harbour as a landmark project and an important precedent for future tourism developments in Asia. Residents of China are now eager and increasingly able to see the world, and the world is just beginning to understand the phenomenal possibilities opened up by extending a warm welcome to them. ♦



<sup>1</sup> Kawano, S., Lu, J., Tsang, R., & Liu, J. (2015). *The Asian Consumer, The Chinese Tourist Boom: Where Now, Where Next?* New York City: The Goldman Sachs Group, Inc.

<sup>2</sup> Kawano, S., Lu, J., Tsang, R., & Liu, J. (2015). *The Asian Consumer, The Chinese Tourist Boom: Where Now, Where Next?* New York City: The Goldman Sachs Group, Inc.

<sup>3</sup> Nasolomampionona, R. F. (2014). Profile of Chinese Outbound Tourists: Characteristics and Expenditures. *American Journal of Tourism Management*, 2014, 3(1): pp17-31.

<sup>4</sup> Graff, R. (2015). What is ADS Policy. Retrieved from China Contact: <http://www.chinacontact.org/en/what-is-ads-policy/>

<sup>5</sup> United Nations Population Division. (2016). Countries in the world by population 2016. Retrieved from WorldOMeters: <http://www.worldometers.info/world-population/population-by-country/>

<sup>6</sup> Timetric. (2014). *Source Market Insights: The State of Chinese Outbound Travel in 2014*. London: Travel & Tourism Intelligence Center.

<sup>7</sup> Kawano, S., Lu, J., Tsang, R., & Liu, J. (2015). *The Asian Consumer, The Chinese Tourist Boom: Where Now, Where Next?* New York City: The Goldman Sachs Group, Inc.

<sup>8</sup> Oxford Economics. (2015). *The Future of Chinese Travel - The Global Chinese Travel Market*. London: Tourism Economics



# *Using cultural cues* to create a sense of discovery and escape

THERE'S A HINT OF MAGIC IN DESIGN THAT EVOKES ITS NATURAL SETTING AND SOCIAL CONTEXT.

Pristine sandy beaches. The gentle ocean breeze. Salty air and sun-filled days. Our visions of ideal vacation getaways can often include these specific elements but specify nowhere in particular. The prevalence and popularity of all-inclusive resorts today have somewhat homogenized the global travel experience, and as one place blends into the next, travel destinations can be devoid of a clearly defined "sense of place."

Travel is meant to invoke a passion for discovery. It can inspire and invite us to see new perspectives through personalized, thought-provoking, and memorable experiences. When a careful approach to planning, design

and landscape architecture meets local culture, climate, site orientation and amenities, it's possible to create destinations that are unique, moving and contextual. There's a hint of magic in design that mirrors the vernacular of the surrounding land. This is especially true when design can organically embody the elements of nature as well as an area's immediate social and cultural context. By embracing the dynamic quality of the ever-evolving design of resorts and hotels, there's an opportunity to create additional value for these vacation real estate properties and design destinations that engage and enlighten guests.



Beachfront Resort aerial view

Dedicated to creating a more authentic travel experience, the place-makers at B+H explored multiple scenarios for an oceanside resort in the United Arab Emirates. These master plans reflect the immediate area as an emerging cultural centre through the development of a 5-star boutique waterfront resort. The overall design approach is intimate luxury paired with understated opulence for the modern tourist or business traveller.

Taking on a multi-faceted approach to design, the team looked at the various ways in which they could create spaces and buildings that exist harmoniously with the philosophy of the land and local culture. Of the four alternatives investigated, the team landed on

the master plan they felt best suited the site to guide further exploration and collaboration with their client. This option, coined “Gardens of Tranquility,” uses the gardens that are inherent and integral to the local culture as its inspiration.

Throughout history, Islamic gardens have been positioned as extensions of buildings – where indoor and outdoor elements connect and reflect a sense of the wholeness and unity of life that pervades the religion. Traditional gardens of the Middle East share design elements such as enclosing walls, water features, trees and flowers, and the extensive use of arabesque Islamic geometric decoration. Infusing the resort’s design with these characteristics, the design



team developed grounds highlighting hardy, culturally significant native and established plant species to create an organic sense of privacy and separation. This conceptual scheme incorporates orchards, cascading water, and ornamental fragrant gardens to anchor the master plan framework and add dimension to the site. Weaving the development together, a rich three-dimensional tapestry is formed consisting of courtyards, intimate gardens, public decks and open sea vistas designed to heighten the senses, encourage exploration and mindfully lead the guests to connect with the world around them.

Another aspect of traditional Middle Eastern gardens is their capacity to encourage contemplation, conviviality and peace. To promote a sense of calm, pleasure and well-being, guests walking the grounds of the resort are led to explore its many dimensions through a slow and deliberate cadence. Spaces and events are carefully staged – both horizontally and vertically – to create a natural unfolding of sights, sounds



*“Elements of design are thoughtfully woven together to create a tapestry of spatial experiences and moments of pleasant surprise.”*

– DAVID STAVROS, PRINCIPAL.

1/ Master plan concept sketch

2/ Master plan concept sketch with floating villas

3/ Aerial resort at sunset

4/ Artist's rendition of arrival

5/ View of hotel from water court

6/ Interior of hotel rooftop villa

7/ Interior of typical hotel room





8/ Palace  
villa interior

9/ Artist's  
rendition of  
hotel 'Cascade  
Garden'

10/ Artist's  
rendition of  
palace villa  
exterior

11/ Water  
villas

and textures. This unfolding begins with the raised arrival point and ultimately culminates as the site gently slopes towards the shoreline, offering expansive and breathtaking views of the ocean. Guests are immersed and engaged in their surroundings through a strong experiential interplay between graded heights, the elements and nature.

The experience of unfolding on the site is inspired by the patterns and symmetries that occur in nature and exist as a main tenet in Islamic belief. Echoing Islamic Moorish architecture, patterns are built on combinations of repeated squares and circles to form intricacy and complexity in design. These patterns dominate outdoor and indoor spaces at the resort – where symmetry can be seen on macro and micro levels – in everything from the positioning of cascading buildings to the careful selection of individual floor tiles.

With the level of intricacy involved in every detail of this luxurious beachfront getaway, it was imperative that every guest would be able to take full advantage of the site's stunning location and natural qualities. Its

orientation is therefore carefully rotated to provide views in all four directions and capture the beauty of the ocean and setting sun.

By infusing a subtle sense of spirituality, capturing the essence of the land and reflecting the local culture, this oceanside resort creates a tailored and unique experience that speaks authentically to its location and establishes a sense of place within the context of the region. ♦

### General Project Info



**Location:** United Arab Emirates **Size:** 430,550 ft<sup>2</sup>

**Status:** Proposal **Client:** Confidential

**Services:** Architecture, Planning & Landscape



The image shows a sophisticated lounge area on a river cruise ship. In the foreground, there are several dark wood chairs with light-colored upholstered seats arranged around small round tables. A red upholstered sofa is visible in the mid-ground. In the background, a bar area features a white countertop, wooden stools, and shelves displaying various bottles. The walls are decorated with intricate, golden geometric patterns. Two pendant lights with a textured, glowing shade hang from the ceiling. The overall atmosphere is warm and elegant.

# *Designing in* uncharted waters

INTREPID EXPLORERS WHO PREFER TO TRAVEL IN STYLE NOW HAVE A NEW AND EXOTIC DESTINATION TO ADD TO THEIR BUCKET LISTS.

Myanmar (Burma), a region closed off to the world until as recently as this decade, is undergoing a major tourism renaissance. Ancient pagodas, breathtaking vistas and untouched wildlife - once only accessible through photographs and internet searches - are now waiting to be explored. Thanks to Australian Pacific Touring, Myanmar's natural beauty can be unlocked from the comfort of two new luxury river cruise ships: the 4-star RV Princess Panhwar and the 5-star RV Samatha; with interiors designed exclusively by CHIL Interior Design, the global hospitality studio of B+H.

The vessels, which include guest suites, a lounge, sun deck, lobbies and public spaces, rest rooms, opulent corridors and a centerpiece restaurant, each take design cues from their local context. However, this proved to be no easy feat for the design team. Almost as mystifying as the country itself was developing an initial design concept inspired by a geography CHIL, and much of the world, knew very little about.

From Mandalay to Yangon, the cruise ships sail down the Irrawaddy (Ayeyarwady) River and offer guests a rare and intimate glimpse into Myanmar's rich cultural diversity.



As such, the ships' designs had to be a floating representation of the entire region. Achieving a design solution that suitably represented a diverse culture in a politically complicated region required extensive research. The CHIL team travelled to Myanmar and nearby neighbours Thailand, Cambodia and Vietnam to meet with clients, observe, learn and document their findings. "I think perhaps one of the most interesting aspects of this project was meeting such a diverse group of clients who each wanted representation in the final designs, and managing those expectations," said Adèle Rankin, CHIL Interior Design Principal and Design Lead on the project.

"In the end we were able to produce two distinct design solutions that respect and pay homage to the beautiful landscape while recognizing local and regional cultural differences."

*What is the buoyancy of a marble countertop? How about an upholstered wingback chair?*

Navigating local and regional sensitivities within the context of design and meeting the expectations of a diverse client base weren't the only challenges encountered during this project. The RV Princess Panhwar and the RV Samatha marked CHIL's first foray in the hospitality transport sector, and designing the interiors for cruise ships came with some learning curves. What is the buoyancy of a marble countertop? How about an upholstered wingback chair? These are just some of the questions the CHIL team had to ask themselves as they painstakingly evaluated every material, appliance and piece of furniture with extreme precision to ensure the overall weights of the ships were kept light to clear low river levels. A mix of insight and creative problem solving, such as using lightweight flooring solutions instead of solid wood, were applied to create design solutions that are as efficient as they are visually arresting.

The designs for the RV Princess Panhwar and the RV Samatha strike a fine balance between traditional ornamentation and modern luxury while celebrating their rich and diverse environments. Guests are taken on a culturally immersive voyage in uncharted waters that is both mysterious and alluring.

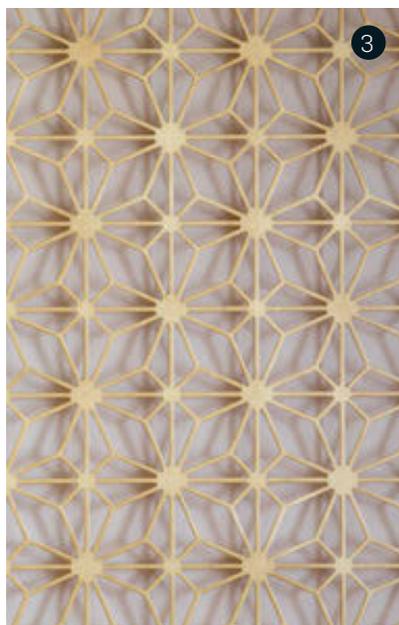
Where do we sign up? ♦



1



2



3

1/ RV Princess Panhwar deck lounge

2/ RV Princess Panhwar room detailing

3/ RV Princess Panhwar restaurant screen detail

### General Project Info



**Location:** Myanmar (Burma) **Size:** 30 Cabin Vessel (RV Samatha); 36 Cabin Vessel (RV Princess Panhwar) **Status:** Completed in 2015  
**Client:** Australian Pacific Touring **Services:** Interior Design



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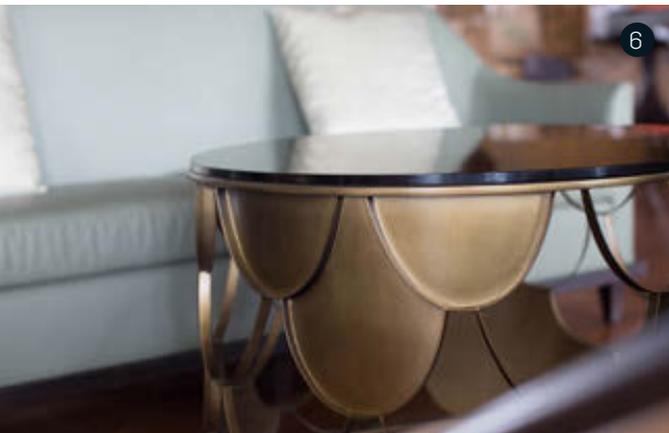
RV Princess Panhwar colour swatch



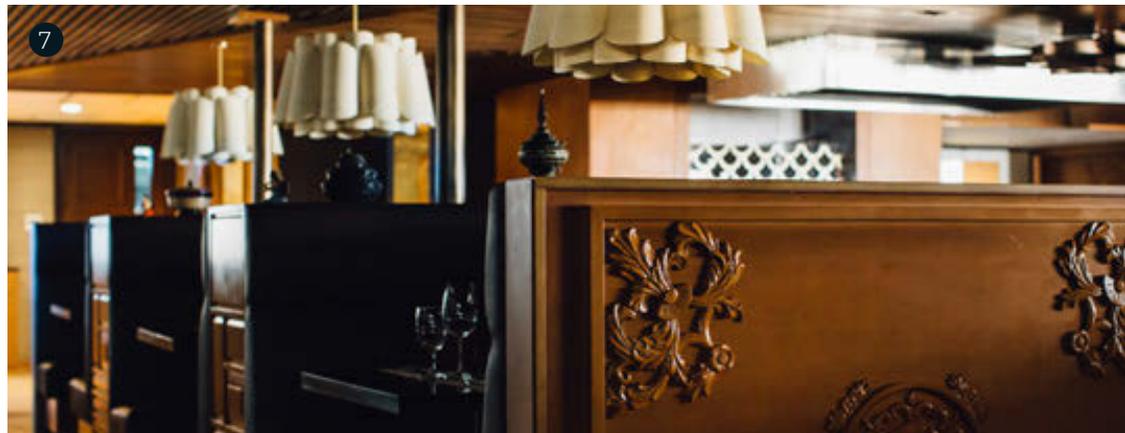
RV Samatha colour swatch



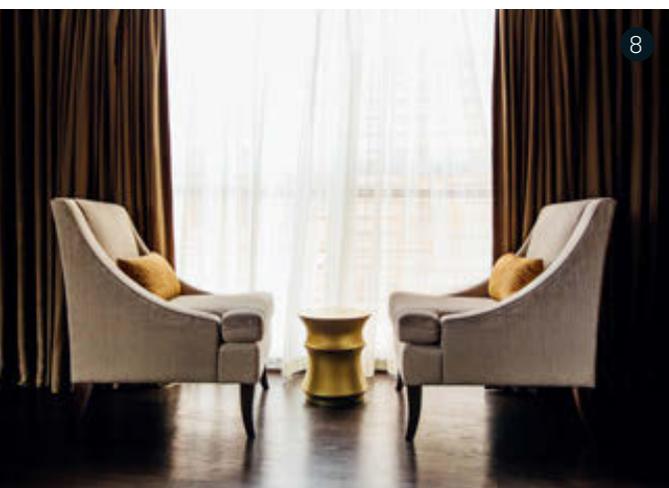
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6



7



8

4/ RV Princess Panhwar room Type A

5/ RV Samatha room Type B

6/ RV Samatha furniture detailing

7/ RV Samatha dining area

8/ RV Samatha lounge furniture vignette



# *Design as a reflection of transformation*

THE EVOLUTION OF A CITY WILL OFTEN BE MIRRORED IN ITS MANY ELEMENTS OF DESIGN.

As the 1988 Winter Olympics rolled into town, local residents shared the excitement of the opening festivities with the world. Over the next 16 days, proud Calgarians were becoming aware of a palpable shift happening in their hometown. While they always knew there was something special about their city, the Olympics placed Calgary at the forefront for the world to explore. Presenting the town to visitors as more than a major oil producer and the agricultural base often affectionately dubbed “Cowntown”, the games heralded the start of a major transformation, and the momentum they created has sustained for nearly three decades.

With a population of 657,000 in 1988, Calgary’s metropolitan population has recently surpassed 1.2 million. In response, the City of Calgary introduced

a re-energized brand that revolves around the new – redefining itself as an urban area replete with fresh galleries, eateries, places to stay and places to play. While the Calgary Stampede is considered to be the city’s biggest attraction, there is a growing sentiment to evolve the city beyond its association with the Wild West, cowboys and tumbleweeds. Positioning itself as a confident, forward-thinking, brazen and diverse city with a thriving cultural scene and sophisticated business environment, the city began to attract more interest, and along with that, saw an increase in tourism.

With the growing influx of visitors, hotel operators found an opportunity to set a new standard within the hospitality industry. CHIL Interior Design, the global hospitality studio of B+H, collaborated with their



clients and a team of experts to create a residential and hospitality hub that would successfully reflect the changing vibe of the city. As part of a mixed-use development in the heart of town, CHIL designed the interiors of an AC Hotel and a JW Marriott in the Eau Claire district, along with the public areas and suites of five residential towers. The intent of the development is to rejuvenate an underdeveloped neighbourhood through the creation of a cohesive community. The interior design concepts for the hotels and residences are rooted in the progressive spirit of a city undergoing transformation. Their designs diverge to establish distinctive identities. Once constructed, the AC Hotel and JW Marriott will provide 4- and 5-star accommodations, respectively.

Before beginning to establish design narratives, CHIL and the team delved deep to understand the emerging character of the city. At the same time, they considered the challenges of the existing economic uncertainty to

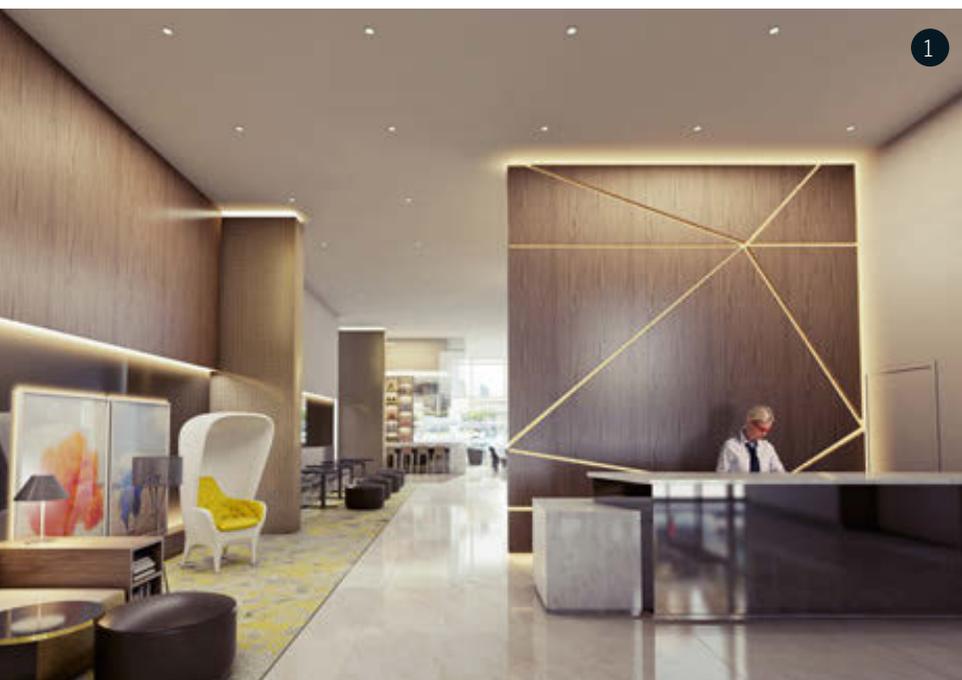
*The interior design concepts for the hotels and residences are rooted in the progressive spirit of a city undergoing transformation.*

explore effective materials and uncover efficiencies in design. Through extensive research they discovered how to echo Calgary's modern flair without losing a connection to its roots. Meanwhile, by immersing themselves in their client's parent brand, they were able to understand how the individual hotels fit under the Marriott umbrella. Considering the master plan for the larger community and the client's vision of what could be achieved, it was clear that there was a significant opportunity to create a destination within the neighbourhood and the city.

Featuring a warm, tonal colour palette, the design for the AC Hotel encourages guests to relax and get comfortable in their surroundings. While clean lines and contemporary patterns evoke a fresh and innovative essence, an underlying European aesthetic hints subtly at a more established influence. Well-entrenched in Spain, the AC Hotels by Marriott brand is fairly new to North America. As the first Canadian location, the Eau Claire development establishes the aesthetic for future AC Hotels in the country. Youthful and modern, it reflects its European roots while maintaining a regional flavour.

Featuring a design language that's influenced by the arts, shared spaces integrate works by local and international artists, which will be made available to view by the public and guests of the hotel. Abstract and unique pieces will be featured as focal points in main areas and add a sense of dynamism to the simplicity that dominates the space. Details such as the minimalist bar and all-day buffet and lounge contribute to the AC Hotel's easygoing and casual feel.

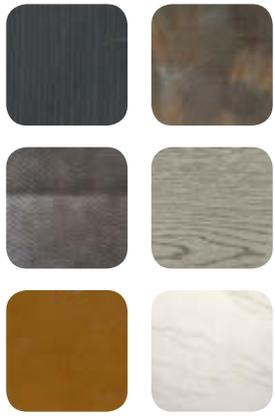
Functionally, the AC Hotel and JW Marriott share a back-of-house and podium space. Stylistically, they share an overall tonal colour scheme, but their similarities stop there. The JW Marriott's interior



AC Hotel  
colour swatch



JW Marriott  
colour swatch



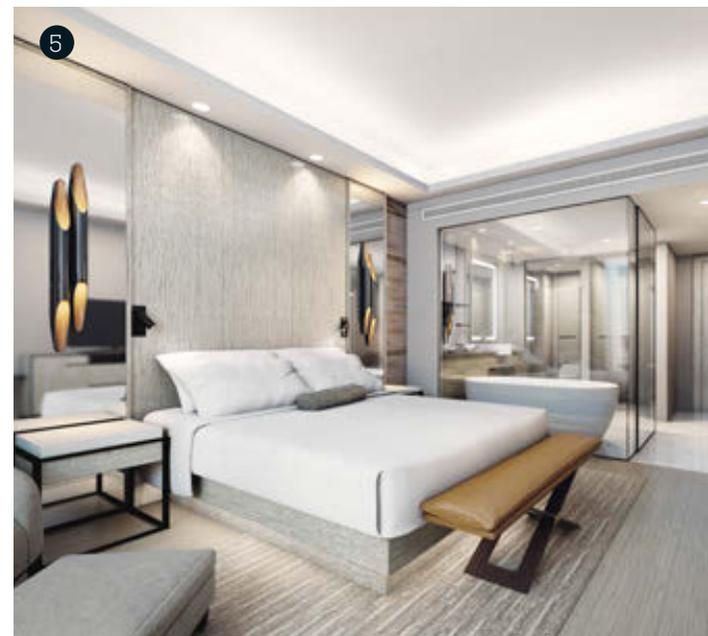
JW Marriott sample of material swatches



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design is comprised of elements that showcase modern elegance and attention to detail. Features such as custom-stitched leather columns in the lobby are subtle nods to Calgary's cowboy past but remain fresh and relevant for today's generation of hotel guests.

Crafted in their design, interior spaces exude sophistication and distinction through a quiet luxury. With soft and fluid lines, the JW Marriott speaks to a more organic feel and its elements create an elegant ambiance. The lobby's dramatic centerpiece ribbon staircase ceremoniously beckons guests upstairs and guest suites feature full 4-piece bathrooms with stunning free-floating tubs.

While Calgary continues to reinvent itself as a major Canadian destination, the AC Hotel and JW Marriott will revitalize an area of the city that was once overlooked. The fresh and thoughtful designs respect Calgary's past while propelling it into the future, breathing new life into the city. ♦

1/ AC Hotel lobby

2/ AC Hotel lobby elevator

3/ JW Marriott lobby staircase

4/ JW Marriott executive lounge

5/ JW Marriott king room

### General Project Info



**Location:** Calgary, Canada **Size:** 112,000 ft<sup>2</sup> + 157,715 ft<sup>2</sup>  
**Status:** Expected Completion - 2018 **Client:** GWL Realty Advisors Inc. & BCIMC **Services:** Interior Design

# HARNESSING THE POWER OF DESIGN TO GIVE BACK



WRITTEN BY ADELE RANKIN

**D**esign, as a career choice, is incredibly rewarding. Seeing a project through its natural life cycle to completion, and all the decision making and problem solving that comes with it, is both challenging and fulfilling. However, it's easy to get caught up in everyday tasks and we can sometimes lose sight of the bigger picture. For me, design should strive to be about more than delivering an aesthetically pleasing or functioning project. It should be something you can be proud of; something that transcends the typical project parameters. At its very core, the creation of memorable spaces is also

the creation of compelling experiences, and sometimes experiences connect with people in positive ways. Knowing this, our team at CHIL Interior Design didn't hesitate to volunteer our services when approached by Skwachàys Lodge (pronounced skwach-eyes), a mixed-use community centre and boutique hotel that serves the First Nations community in the underdeveloped Downtown East Side of Vancouver.

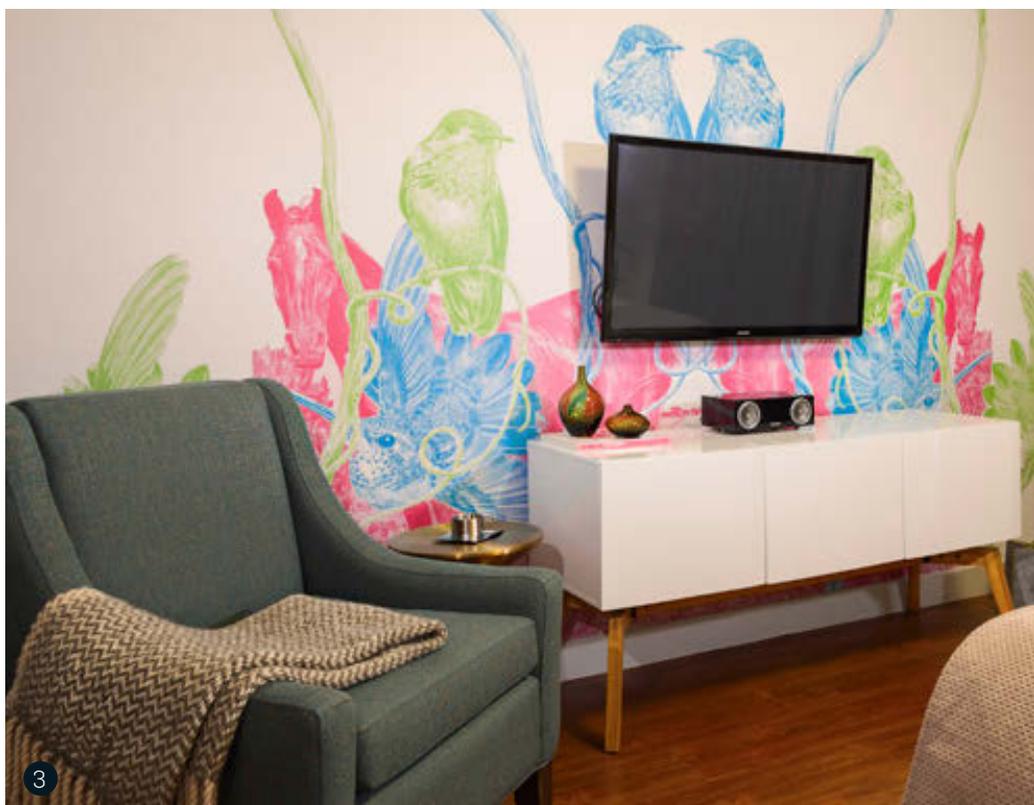
As populations continue to grow, particularly within urban centres, so too do the needs of organizations that service marginalized communities; organizations like Skwachàys Lodge. With tight operational budgets and



funding reserved for programming, few have the capacity to afford design services and could tremendously benefit from pro bono work from studios like CHIL. The return on investment is twofold – the organizations are better equipped to service the needs of their communities through practical design solutions, and the design studio benefits from an expanded body of work, new client network and a collective sense of purpose in helping a community in need of support.

#### FUSING LOCAL ARCHITECTURE WITH THE SPIRIT OF THE FIRST NATIONS

There's nothing typical about Skwachàys Lodge. The Lodge immediately stands out in its environment with a traditional totem pole on its roof, longhouse carvings, sweat lodge and smudge room.



A boutique hotel and urban Aboriginal artist residence, the facility is owned and operated by the Vancouver Native Housing Society (VNHS).

Comprised of 24 shelter rate apartments, Skwachàys Lodge provides housing for First Nations people at risk of homelessness and two community initiatives that support the mission and financial sustainability of the VNHS. Government funding, provided by several federal and municipal initiatives and designed to make marked impacts within local communities, was leveraged to construct the project, which also houses an art gallery displaying Aboriginal pieces and a healing lodge.

1/ 'Canadiana' themed guest room

2/ Close-up of artwork by Native artist Clifton Fred

3/ 'Collage' themed guest room

The top three floors once served travellers and Aboriginal patients travelling to Vancouver from remote areas to receive medical treatment. They have since been transformed into a boutique hotel open to the public to fund future initiatives for the surrounding neighbourhood through generated revenue. The Lodge, named after the traditional reference to this area of Vancouver, creates a positive presence for the First Nations people and stands as an homage to their history within the community.

*“Our team was truly excited about the chance to give back to the community. Knowing how much of an impact the lodge would make on the First Nations community by celebrating its history and supporting its people, we knew this was a special opportunity to offer our expertise.”*

- Adèle Rankin, CHIL Principal

In partnership with celebrated Native artist Clifton Fred, CHIL translated his art into three separate themes for three of the Lodge’s 18 suites: “Poem”, “Canadiana” and “Collage”. The remaining suites were designed by a number of other firms, each partnered with a local artist in residence. Expressive charcoal and pencil drawings reflect Fred’s personal beliefs and those of Native spirituality, displaying a sacred connection between animals and humans. Strong

West Coast imagery defined by painterly and graphic lines weaves poignant visuals from traditional folklore. For Clifton, illustration and poetry exist cohesively to express his emotions and share his experiences.

Transforming the Lodge into a hospitality destination was only accomplished through the collaborative effort of a team of design firms, suppliers, contractors, and sub-trades, all volunteering their services to support a community in need. The result is a positive space for the First Nations people that is helping to transform an often overlooked area of the city. The Lodge stands as a pillar of pride for all involved and is an example of how design can be used to help others and create connections.

#### CONTINUING TO MAKE A DIFFERENCE

CHIL is building on its portfolio of work with non-profit organizations with the design of a dream bedroom for a 16-year-old girl as part of the Make-A-Wish® initiative. The bedroom will be a beautiful space that reflects her personality and is conducive to healing while she finishes her high school education. Continuing to create real connections within the community – both big and small – is important to CHIL as the team recognizes how every little bit of help counts. ♦





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# Appendix

## WOODLANDS INTEGRATED HEALTHCARE CAMPUS (Page 10)

### Principals-In-Charge:

Karen Cvornyek  
Susanna Swee

### Design Principal:

David Stavros

### Core Project Team:

Susanna Swee  
David Stavros  
Karen Cvornyek  
David Stavros  
Gabriel Oproescu  
Elmutaz Elrabaa  
Filip Piwowarczyk

*In collaboration with Aedas Singapore*

## GRENADA HOSPITAL & WELLNESS CENTRE (Page 16)

### Principal-In-Charge / Design Principal:

David Stavros

### Core Project Team:

David Stavros  
Chris McQuillan  
Filip Piwowarczyk  
Eddie Wu

## LU'LUAT AL RAHA MASTER PLAN (Page 24)

### Principal-In-Charge / Design Principal:

Robert Marshall

### Core Project Team:

Robert Marshall  
Gabriel Spence  
Diana Tiron  
Eddie Wu  
Tom Hook  
Yijia Zhang  
Quan Nguyen  
Nhan Ton

## QUILL CITY MALL (Page 28)

### Principal-In-Charge:

Susanna Swee

### Design Principal:

Stéphane Lasserre

### Core Project Team:

Susanna Swee  
Stéphane Lasserre  
Phongsak Gunkum  
Thosapond Chawatpunjaroen  
Sebastien Milo

See Leong Yeoh  
Mason Harisson  
Jason Gonzales

## RESIDENTIAL COMPLEX – CITY OF TOWERS (Page 32)

### Principals-In-Charge:

Phillip Jones  
David Stavros

### Design Principal:

David Stavros

### Core Project Team:

Phillip Jones  
David Stavros  
Filip Piwowarczyk  
Eddie Wu  
Dan Levin  
Yijia Zhang  
Boian Dabov  
Jerome Pacheco  
Philip Pham  
Tanya Murray  
Amitava Chakrabarty

## 900 ALBERT (Page 36)

### Principal-In-Charge:

Dan McAlister

### Design Principal:

David Stavros

### Core Project Team:

Dan McAlister  
David Stavros  
Sonny Sanjari  
Filip Piwowarczyk  
Dylan Durst  
Mike Taylor

## 100 QUEENS QUAY EAST (Page 40)

### Principal-In-Charge:

Patrick Fejér

### Resource Principal:

Tõnu Altosaar

### Design Principal:

Patrick Fejér

### Core Project Team:

Patrick Fejér  
Luca Visentin  
Sean Truckel  
Stephen Herscovitch  
Stacy Vos  
Theresa Sarandi

**COMMERCIAL TOWER**  
(Page 48)

**Principal-In-Charge:**  
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**Design Principal:**  
Patrick Fejér

**Core Project Team:**  
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Patrick Fejér  
Sonny Sanjari  
Felipe Zumaeta  
Dylan Durst  
Gavin Berman  
Shannon Woods  
Alexis Scheneider

**SMARTCITY BUILDING 1**  
**and MASTER PLAN**  
(Page 55)

**Principals-In-Charge:**  
Robert Marshall  
Stéphane Lasserre

**Design Principal:**  
Stéphane Lasserre

**Core Project Team:**  
Robert Marshall  
Stéphane Lasserre  
Thosapond Chawatpunjaroen  
Michelle Wong  
Basir Amir  
Gabriel Spence  
Robert Marshall

**CAMOSUN COLLEGE – CENTRE**  
**FOR TRADES EDUCATION AND**  
**INNOVATION (CTEI)**  
(Page 56)

**Principal-In-Charge:**  
Bruce Knapp

**Design Lead:**  
Peter Carter

**Core Project Team:**  
James Vasto  
Peter Carter  
Marie-Claude Fares  
Michael Apostolides  
Bruce Knapp

**AMS STUDENT NEST**  
(Page 58)

*B+H in collaboration with DIALOG*

**Principals-In-Charge:**  
Douglas Birkenshaw (B+H);  
Joost Bakker (DIALOG)

**Design Principals:**  
Kevin Stelzer (B+H);  
Bruce Haden (DIALOG)

**Core Project Team (B+H):**  
Douglas Birkenshaw  
Kevin Stelzer  
Luca Visentin  
Arnie Lee  
Robin Proctor  
Dan Levin

**Core Project Team (DIALOG):**  
Joost Bakker  
Bruce Haden  
Kae Gerson  
Andrew Larigakis  
Peter Atkinson  
Deryk Whitehead  
Duff Marrs

**COTERIE WORKLOUNGE**  
(Page 64)

**Principal-In-Charge:**  
Doug Demers

**Design Lead:**  
Joslyn Balzarini

**Core Project Team:**  
Doug Demers  
Joslyn Balzarini  
Bryan Croeni  
Audrey de Filippis  
Sandy Lu

**KING'S HARBOUR**  
**INTEGRATED RESORT**  
(Page 68)

**Principal-In-Charge / Design Principal:**  
Stéphane Lasserre

**Core Project Team:**  
Stéphane Lasserre  
Phongsak Gunkum  
Thosapond Chawatpunjaroen  
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**BEACH ISLAND RESPORT**  
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