



Staff Interview Summary

and Key Findings Report

May 7, 2021



EDMONTON
CATHOLIC SCHOOLS

**AVISON
YOUNG**

Project Vision Statement

“Our Common Home is to be a unifying facility that will help us effectively deliver on our Catholic educational mission.”

Contents



Staff Engagement Context

04



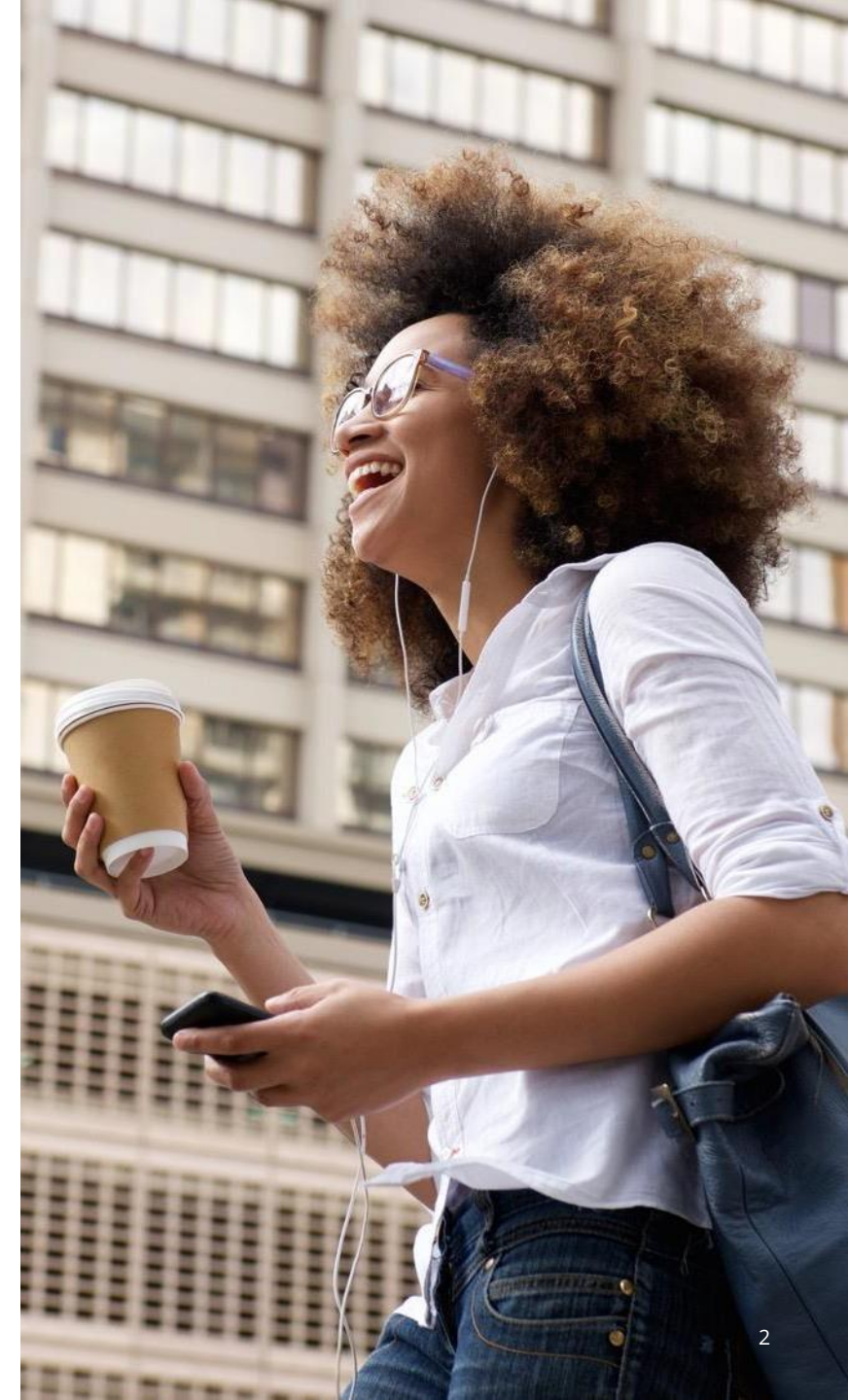
Interview Themes and Key Findings

11



Recommendations

30





Staff Engagement Context

01

Staff Engagement Context

Purpose and Goals

The purpose of conducting group interviews for staff was to gain context around what Edmonton Catholic School Division needs at a departmental level, and staff's vision for the evolution of the workplace.

The focus area of each interview session included the following:

- Document high level space requirements, adjacencies and special needs
- Gain context on Function level work style and dynamics, and what each Function needs from a work environment in order to be successful
- Identify vision and desired outcomes for the workplace strategy project
- Assess change readiness of the organization and inputs needed for development of successful workplace change narrative
- Gain context around organizational culture and identity
- Reveal challenges and opportunities for the initiative
- Discuss technology tools and infrastructure requirements



Staff Engagement Context

Format

- 60-minute group videoconference call (4-6 individuals), conversational in nature
- Guiding questions used to lead conversation
- Participants were not provided questions prior to engagement to encourage candid, spontaneous, and unrehearsed responses

Note: A Microsoft form was made available to departmental representatives, with supplemental information gathered from all staff.



Staff Engagement Context

Guiding Questions

Functional Requirements

- What primary functions does your department perform?
- How does your Department like to work (individually/collaboratively)?
- Does your Department have the tools it requires to be successful (digital tools, physical tools, special tools)? If not, what is the Department doing about it?

Brand & Identity

- How should the Catholic faith be expressed in Our Common Home?



Staff Engagement Context

Participant List: Group 1

#	Name	Department
1	Val Schlosser	Division Monitoring
2	Norm Schmidt	Financial Services and Procurement
3	Yvonne Casey	Learning Services
4	Nicole Lafreniere	Learning Services
5	Doris Paquette	Educational Planning Services

The first group session occurred on **April 28th** and was facilitated by Scott Varga and Julia Hoskin.

Staff Engagement Context

Participant List: Group 2

#	Name	Department
1	Rick Mooney	St Anthony (Division Archives, Meeting Centre, Metro Athletics, The Foundation)
2	Travis Hoose	Facility Services
3	Kris Salerno	Transportation Services
4	Julia Sorgiovanni	Human Resource Services

The second group session occurred on **April 29th** and was facilitated by Scott Varga and Julia Hoskin.

Staff Engagement Context

Participant List: Group 3

#	Name	Department
1	Dan Durand	Technology Services
2	Kevin Lawlor	Technology Services
3	Susan Makale	Office of the Chief Superintendent
4	Christine Meadows	Communication & Engagement
5	Karen Fabris	Student Support Services
6	Sandra Talarico	Religion Education Services

The third group session occurred on **April 30th** and was facilitated by Scott Varga and Julia Hoskin.



Interview Themes and Key Findings

Staff

02

Interview Themes and Key Findings

Communication & Engagement

Communications and Engagement Services supports the development and delivery of media, social media, communications and community relations. The team also supports the meaningful engagement of the Division with various stakeholders.



Space

- Collaboration and meeting space
- Private space for multimedia and graphic artists
- Copy room in short distance
- A single storage area for promo items
- File storage
- Café with a fridge and microwave
- A media studio for board announcements
- Plants and natural light



“CES is a connected, supportive, caring work family that is in constant collaboration. The team prides themselves on being engaging, collaborative, supportive, reliable, innovative techies and trendsetters.”



Technology

- Smartboards
- Television screens in Cardinal Collins



Culture

- Wayfinding and branding
- Engage Christine Placin who is a graphics specialist to assist the team with tasteful design ideas



Items to Relocate

- Desks
- Media clippings
- Promo items
- Bike racks
- “Gargoyle” Cross, stained glass, glass Mosaic clippings
- Christmas decorations

Interview Themes and Key Findings

Division Monitoring (Applied Research)

Applied Research supports Edmonton Catholic Schools with providing results, reports and analysis of Division assurance surveys, Division exams, standardized tests, provincial achievement tests, and diploma exams.



Space

- A quiet work environment with Applied Research together as a sub-group
- Soundproofed office areas (open-space cubicles are not ideal)
- Small team meeting room for the department
- Quiet departmental sitting area for lunch (nooks are preferred)
- Dedicated lunch area for the department (mini-fridge, microwave, water cooler, coffee station)
- Scanner room
- Storage for specialized materials (large scanners, microfiche, large printers, etc.)
- A prayer room
- Large break area with a television and comfortable seating



“We are an independent, focused, and very busy department. [...] Our unit needs to work in “library conditions” in order to meet tight deadlines and complete detail-oriented, large-scale projects in an accurate and timely manner.”



Technology

- Smartboards



Culture

- All of Division Monitoring to be together in one area
- Applied Research, FOIP, and Records Management to be closed off from the rest of the department as they are “concentrative” units



Items to Relocate

- Specialized materials (large scanners, microfiche, large printers, etc.)

Interview Themes and Key Findings

Division Monitoring (FOIP and Records Management)

Division Monitoring supports Edmonton Catholic Schools with official FOIP requests and the storage of records that have legal retention requirements.



Space

- A quiet work environment with FOIP and Records Management together as a sub-group
- Soundproofed office areas (open-space cubicles are not ideal)
- Small team meeting room for the department
- Quiet departmental sitting area for lunch (nooks are preferred)
- Secured storage for FOIP information
- On-site file storage
- Dedicated lunch area for the department (mini-fridge, microwave, water cooler, coffee station)
- Scanner room
- A prayer room
- Large break area with a television and comfortable seating



"It is important that we have quiet and private areas to complete our daily work where employees are not affected/bothered by noise levels."



Technology

- Smartboards



Culture

- All of Division Monitoring to be together in one area
- Applied Research, FOIP, and Records Management to be closed off from the rest of the department as they are "concentrative" units



Items to Relocate

- Specialized materials (large scanners, microfiche, large printers, etc.)

Interview Themes and Key Findings

Division Monitoring (Student Records)

Every student in Alberta has a record that accompanies them throughout their education as they transfer between schools and divisions within the province. Division Monitoring supports Edmonton Catholic Schools with retainment and lawyer/government agency access requests to those files.



Space

- Student Records together as a sub-group
- Soundproofed office areas (open-space cubicles are not ideal)
- Team meeting room for the department for team meetings and training (small breakout room with a whiteboard)
- Quiet departmental sitting area for lunch (nooks are preferred)
- Microfiche room
- Multi-purpose work room dedicated to Division Monitoring to assemble and organize large-scale projects (e.g., a project table to spread out or work in a quiet room)
- Secured storage for student records
- On-site file storage
- Flexible meeting rooms (variation of sizes)
- Large communal area with comfortable furniture for socializing during breaks (e.g., watch significant events on TV like Olympics)



“Student Records has focused work but also has communication with schools, departments, general public, etc., to assist them with their requests, questions, and audits that may have legal and/or financial implications.”



Technology

- Smartboards



Culture

- All of Division Monitoring to be together in one area



Items to Relocate

- Specialized materials (large scanners, microfiche, large printers, etc.)

Interview Themes and Key Findings

Facility Services

The Facilities Services Department consists of Facilities Planning, Maintenance, Custodial, Energy and Environmental, Project Design and Management, and Printing.



Space

- Chapel space with special lighting
- Flexible meeting spaces to allow for a collaborative environment (small, large, breakout)
- Hoteling/ touch-point stations for visitor use
- Alignment of access regarded to co-location for trades and servicing
- Ample visitor parking

“

“Facilities Services will not be moving to Our Common Home”, however, are interested in the project as it relates to infrastructure requirements, establishing standards for design, code and regulatory matters, and aspects related to access, maintenance, and operational efficiencies.

”



Technology

- Docking stations



Culture

- Art installations and motifs



Items to Relocate

- N/A

Interview Themes and Key Findings

Financial Services & Procurement

Financial Services provides support to Trustees, Senior Administrators and Principals on financial matters in the District by providing clear, concise, timely and relevant financial information.



Space

- Lunchroom with a fridge, microwave, toaster, water cooler, stove, and coffee machine
- Privacy (higher partitions and more space between cubicles)
- New chairs
- Soundproofing between stations and offices
- Storage (movable filing cabinets), supply, and photocopy room with color printer
- Flexible meeting spaces (small breakout rooms, meeting rooms, and a designated meeting space for the department)
- Chapel space
- Improved heating and cooling system, proper ventilation
- Cafeteria for purchasing food (including vending machines that operates at no cost to the Division)
- Gym/ wellness room
- Green space with plants/ garden
- Natural light



“As a finance department there is a culture of role and tasks where performance of defined responsibilities and successful completion of tasks are important and valued.”



Technology

- Smartboards



Culture

- Workspaces structured to the specific needs and culture of respective departments
- Personalization of work areas (color, identification)



Items to Relocate

- Filing cabinets and furniture (not including chairs)
- Cheque folding machine room (unique to Financial Services)
- Lumen Christi sign on front lawn

Interview Themes and Key Findings

Human Resource Services

Human Resource Services department acts in a supportive role to Edmonton Catholic Schools in addressing human resource needs for all District employees.



Space

- Lunchroom with a fridge and microwave.
- Secured storage area for confidential files
- Break and waiting areas (coffee tables, plants, etc.)
- Flexible meeting spaces (breakout rooms, meeting rooms, and a designated meeting space for the department) – preferably between reception and workstations
- Chapel space
- A shared cafeteria to purchase food & beverages (coffee, tea, soup, custom sandwiches, pastries, etc.)
- Juice bar (blender, coffee machine, water cooler, sofas, chairs, close to a window).
- Outdoor eating space/ patio area with seating and games (cornhole, ring toss, frisbee, etc.)
- Recreational room (games, TV, table tennis, etc.)
- Gym and wellness/ meditation studio with audio
- Registered massage therapist (by appointment)
- Parking assigned by seniority



“Human Resources is a collaborative group of individuals who are positive and outgoing for the most part! The department values teamwork and involves staff who are friendly, diverse, and service oriented.”



Technology

- Display screens in office to show portal on a loop



Culture

- A gallery area to display historical artifacts
- Display of student art
- Team building/ social committee events (soup Wednesdays)



Items to Relocate

- Stained glass
- Liturgy and prayer space
- The sign in front of the old Lumen Christi
- Colorful mural at Lumen Christi

Interview Themes and Key Findings

Technology Services

Technology Services offers a complete and comprehensive technology service program for Edmonton Catholic Schools. The department is dedicated to delivering highly available services and technological solutions in support of research, teaching, learning and administration.



Space

- Degree of privacy and sound dampening around service desk
- Large cubicles (same or larger than existing)
- Area for computer testing
- Staging area where devices with fans can run
- Secured (under lock and key) storage area for IT equipment with shelves and safe cabinets
- Meeting area that accommodates 15+ staff as well as a smaller meeting area for planning
- A workspace to image and repair computers (with many network ports that can fit one or two long tables)
- Catered lunch area and/or cafeteria
- A space for staff to purchase food & beverages (open past business hours for late night tech staff)
- Flexible meeting spaces that support collaboration and brainstorming (equipped with pegboards and flip charts)
- Recreational room for ping pong
- Exercise facility



“Information Technology is a collaborative group with a service-focused mentality. Staff are fair, friendly, respectful and compassionate.”



Technology

- Multiple network connections at each desk space (>2); Enterprise team needs at least 6 network jacks each
- Laptops with a docking station, monitor, keyboard, and mouse
- Dashboard screens mounted on wall within viewing distance of Network Services
- Network Operation Monitors (6 x 55” displays) mounted on a wall within viewing distance of Enterprise team
- Meeting rooms equipped with adequate technology (smartboards, projector, etc.)



Culture

- Gathering spaces for social interaction
- A display area for student art



Items to Relocate

- For the Escalation team, move current layout from Facility Services to new location along with associated equipment
- Stand up area like what the Enterprise team currently has

Interview Themes and Key Findings

Learning Services

Learning Services is a complex and diverse department focused on student and teacher learning, programming and specialized services pre-K through to grade 12. The key areas of support include curriculum, assessment, inclusive education, and early learning.



Space

- Two reception areas (one for the department and one for the senior team), with a controlled waiting area
- Coffee station/ lunchroom with a fridge
- Consultant workspaces with common gathering areas
- Classroom size space (maker space/ art studio) and Large (classroom size) resource rooms (est. 4)
- Network specialist work room with bench for imaging and storage (iPads, monitors, laptops, phones, cables, etc.)
- Two supply rooms for printing and materials (photocopier, paper, print cartridges, office supplies, etc.)
- Meeting spaces and a small designated private/quiet area for professional workshops conducted via video conference
- Storage for consultant material, student record files (7–10-year), and AT equipment (classroom size)
- Flexible meeting spaces (movable furniture, options for seating, with capacity to accommodate 100+ people)
- Shipping/ receiving/ IMC room as well as a mail area
- Plants and an outside space to gather



“[Learning Services is a] collaborative community focused on student learning and teaching... it’s all about kids, learning and supporting our teachers and school teams.”



Technology

- Dual monitor screens
- Desktops for consultants
- Sound system within each meeting room
- Suite of technology with central control within each boardroom (conference call technology, digital displays for common messaging, video messaging, etc.)
- Reliable network services



Culture

- Catholic representation upon entrance into Our Common Home (table setup with the liturgical colors of the year, a bible, the crucifix, etc.)
- An area to display student artwork (static and revolving elements)
- Showcase for student performances (choirs, bands, spring into art, etc.)

Interview Themes and Key Findings

Office of the Chief Superintendent

Our Division is one that is known for excellence and innovation in an environment that brings our students and staff into daily encounters with the love of Christ. The department is committed to ensuring that ECSD continues to be a place of Catholic educational excellence for the families of Edmonton.



Space

- Café (sink, microwave, fridge, hot water tap) that is separate from meeting spaces
- Flexible meeting spaces (small breakout rooms, meeting rooms, and a large meeting space that seats 10 people)
- A layered access structure whereby Superintendent Services is not readily accessible to the general public
- Superintendent Services, Leadership Services, and Operations together in one area
- Welcoming reception area
- Chapel with the Blessed Sacrament, weekly liturgy, etc.
- Soundproofed meeting areas with mindful design strategy to avoid noise interference during classes and presentations
- Conference room and flexible meeting spaces that are bookable by all departments with an area for food storage & preparation
- Resource rooms for printing and production services
- A shared cafeteria to purchase food & beverages
- Reimagined atria (removal of golf course) to allow for more usable space
- Fitness area, change/shower rooms
- Outdoor courtyard with seating
- Daycare



"[The Office of the Chief Superintendent involves a team of professionals who are] collegial, welcoming, supportive, helpful, kind, efficient, and highly responsive."



Technology

- Suite of technology with central control within each boardroom (conference call technology, digital displays for common messaging, video messaging, etc.)



Culture

- Gallery area displaying history (static and revolving elements)
- Student artwork displayed (incorporation of students into the space)
- Gathering area for events and activities
- Separate area for smudging ceremonies
- Wings named after previous buildings (St. Peter, St. Bede, etc.)



Items to Relocate

- Artwork and artifacts
- Stained glass piece of Mary from the main floor boardroom
- Pictures of previous departmental members

Interview Themes and Key Findings

Educational Planning Services

Educational Planning is responsible for a range of items including but not limited to student accommodation, enrolment reporting and projections, alternative educational programming, selection of future school building/parks sites, and educational, capital and facility planning.



Space

- Café and lounging area with comfortable furniture
- Increased circulation space between cubicles
- Collaboration spaces for team meetings (nooks with large tables)
- Storage area for plans, files, and materials
- Resource room for supplies next to a communal work area with a large table for collaboration
- Flexible meeting spaces that accommodate 2-6 people (breakout rooms and a designated meeting space for the department)
- Chapel space (incorporation of stained glass)
- Atria seating for casual engagements and breaks (plants comfortable furniture, etc.)
- Lunchroom/ area for social gatherings
- Resource room for printing and production services
- Recreational room for fun activities and friendly competitions (mini-putt course in the atrium)
- Outdoor courtyard with barbecues and seating
- Library (with Division publications, books, and maps)
- Fitness/ wellness area and bike storage



We have an engaging, team-oriented and caring staff who bring positive attributes to the group. When we're together in-person, we gain so much insight as to what's happening amongst ourselves and the division.



Technology

- Suite of technology with central control within each boardroom (conference call technology, digital displays for common messaging, video messaging, etc.)
- Access to Geographic Information System (GIS Software)
- Reliable technology



Culture

- Leverage atrium to tastefully display Catholic artifacts
- Commemoration of previous facilities through the naming of wings and boardrooms
- Team building/ social committee events



Items to Relocate

- Stained glass within Lumen Christi boardroom

Interview Themes and Key Findings

Religious Education Services

The Department services the needs of schools and staff to ensure that the Religious Education programs of study are implemented in accordance with the Canadian Conference of Catholic Bishops (CCCCB), the Alberta Catholic Bishops and Alberta Education.



Space

- Dedicated Chapel (50+/- capacity)
- Collaboration and meeting space (need an area to hold confidential conversations)
- Chapel (150+/- capacity) with a sacristy (small room to the side of the chapel that is equipped with storage space for all items that are used during Mass as well as a sink)
- Lunchroom/ area for social gatherings

“

“Most importantly, we want a Chapel in the building that is visible as one enters the front of the building.”

”



Technology

- Sound system to broadcast announcements throughout the building
- Communal recording studio with soundproofing for virtual recordings of liturgy's



Culture

- Incorporation of three different sacred spaces (one at each entrance), symbolizing the hands and feet of Christ since the building is in the shape of a Cross
- Integration of Religious symbols throughout the building (crucifixes in each room, centers of beauty by each entrance, and some Religious Art and Crosses throughout the main areas of the building)



Items to Relocate

- Stained glass windows and piano in downtown Chapel
- Religious items in other buildings

Interview Themes and Key Findings

Division Archives

Division Archives collects, preserves, and curates the history of Edmonton Catholic School District. The department's collections include photographs, media, records, artifacts, as well as over 300 recorded interviews with former staff and stakeholders.



Space

- Computer workstation with scanning and viewing equipment
- New flat file/map case, worktable & chairs, office chair, and wall mounted rack for map and chart storage

Processing:

- open table/ work surface with small amount of storage

Conservation:

- space with an open table and ability to accommodate photo box, lighting, copy stand and overhead scanner; secondary scanning area with one computer, two monitors, and an open table

Office space:

- Reference library with shelving space
- Spaces for displays (Division history and culture)
- Quick-access file storage (2-3 standard upright filing cabinets)
- Meeting space for private communications (1-2-person capacity)
- New desk and office chair

Studio space:

- Private space for interviews and Oral History project
- Soundproofing, adjustable lighting, neutral backdrop



"The work of the Division Archives requires spaces that are both Dynamic – for office, research, conservation, and volunteer work- and Static, for permanent storage of current and future archival material and records."



Technology

- New computer & monitor



Storage

Secondary storage (infrequent access)

- New pallets and canvas/tarpaulin coverings are needed

Controlled dedicated storage space

- Temperature, humidity, and fire control measures
- Storage area for current and future archival material and records (current is equivalent to 3 standard-sized classrooms and a large office space)
- Shelving to accommodate standard storage
- Shelving or pallet bases for oversized/irregular storage
- Space for 5 filing cabinets and 1-flat-file map case



Items to Relocate

- Computer, monitors, printers, scanners, filing cabinets, rolling shelves, filing cabinets, shelving, bookshelves, rolling carts & dollies, and file shelving

Interview Themes and Key Findings

Meeting Centre

The St Anthony Meeting Centre currently provides meeting space to both internal and external groups, with capacity ranging from 10-140 people.



Space

- Reception area for hosting staff, regular and disabled access and washrooms
- Large meeting room for 140 staff at common tables
- 4 classroom sized meeting rooms with seating for 32 staff at common tables
- 1 small breakout room for 10
- A larger collective meeting space for at least 200 staff at tables, or 300 – 350 staff in theatre style seating
- A meeting room with seating for 100 staff at tables and at least a total of 6 – 8 additional meeting rooms seating 32 staff each
- Ample washrooms and reception area are necessary
- Safe and secure meeting centre public access while limiting any outside movement throughout the rest of Lumen Christi



“All rooms are fully equipped with current technology communication tools and furniture and equipment is all reusable.”



Technology

- District technology training lab for 24 staff



Culture

- Site specific displays: display the origin and history of the school division, interpretive statement/ plaque with 3-D life-size cutouts of large-scale images
- Display cases for rotating and static thematic displays for artifacts, didactic panels, facts, and questions
- Use of window spaces along atrium to retro-fit display cases



Items to Relocate

- Long service honour boards
- Statues & icons: Mary, Queen of the World (pending restoration). St Matthew, and St Anne
- Existing meeting room furniture, technology, equipment and communication devices from amalgamated sites

Interview Themes and Key Findings

Metro Athletics

The staff and volunteers of Metro High School Athletics work to provide a healthy, fun, safe and competitive environment where students can learn the rigor and discipline necessary for success.



Space

- Large open area office space with three workstations and large common meeting table
- Large dedicated storage area required (a 10' X 10' clean storage area and a 12" X 12" chain link cubicle in parkade if possible)
- Two white boards and two tack boards in office area



"Edmonton Catholic Schools is the Carrier Board for the Association of 56 Edmonton Area High Schools."



Technology

- Independent Telephone lines
- Integrated with Edmonton Catholic Network & Wi-Fi



Culture

- Have a music ministry that the principals run
- Music technology in main meeting room



Items to Relocate

- Office furniture and computer equipment which can be moved to new Lumen Christi

Interview Themes and Key Findings

The Foundation

The goal of The Foundation is to preserve, protect and strengthen Catholic education. The role is to secure and provide financial assistance when needed to help remove challenges students face that may prevent them from having and achieving the best educational experience possible.



Space

- Stand alone reception area
- Designated file and equipment storage (12' X 12" nearby lockable storage and a smaller chain-like storage area in the parkade would be desirable)

2 private offices

- The Executive Director requires a meeting table for 5 people and private and secured file storage



"The Foundation consists of committed individuals who have a passion for Catholic Education and want the best for every student within the public school system."



Technology

- Integrated with Edmonton Catholic Network & Wi-Fi
- Maintain independent phone line and TELUS internet access



Culture

- The foundation is drive by social and Christian mandate and it is important to make sure presence is felt.



Items to Relocate

- Furniture and technology

Interview Themes and Key Findings

Student Support Services

Student Support Services is made up of several elements, including International Learning, Indigenous Learning, ELS & Intercultural Learning, Alternative Education, Adult Language Instruction, as well as the Alberta Initiative for School Improvement (AIS) High School Completion Project.



Space

One World One Centre

- An area for visitors that does not disrupt staff who need quiet (immigrant students, parents, grandparents, and siblings often attend appointments which can be quite loud)
- Easy access to entrance
- Storage close to workspace (to store backpacks and resources that are distributed during appointments)

Indigenous Learning Services

- Located on the main floor with easy access to entrance due to volumes of equipment regularly carried in and out of the building

General

- Breakout rooms (big and small)
- Chapel space
- Lots of natural light
- Cafeteria
- Fitness area
- Rooftop deck or outside gathering area



“The culture of Student Support Services is warm, welcoming, inclusive, multicultural, respectful, supportive, dynamic, and collaborative.”



Technology

- Broadcasting booth with soundproofing for virtual teaching, recordings, and special events



Culture

- Physically bring artifacts that represent our past and our beginnings such as the history of Alternative Education, the establishment of ALS/ILS and the creation of One World One Centre
- Properly ventilated room for daily smudging
- Incorporation of Indigenous artifacts (need to be authentic and be established in consultation with a team from Indigenous Learning Services)
- Creation of a social committee to assist staff with getting to know one another



Items to Relocate

- Artifacts, images, and photo's that exists at One World One Centre

Interview Themes and Key Findings

Transportation Services

The department is responsible for all student transportation (both Yellow and ETS buses). The unit manages notifications and tools as they relate to delays, cancellations, and route changes.



Space

- Small café away from offices (sink, multiple microwaves, coffee station, etc.) for coffee and lunch breaks
- Bigger workspaces
- Parking spaces near the door (staff typically stay until the last bus is done and it is dark by the time they leave – would like this for safety reasons)
- Meeting rooms for staff and contractors
- Noise eliminating & higher partitions between front office and Routing
- Close to Planning and Communications
- Sit-stand desks and ergonomic chairs
- Chapel and a quiet room
- Natural light, LED lighting (not fluorescent), motion activated faucets
- Benches in the atria for staff to connect with one another
- Coffee shop
- Lunchroom with water bottle filler/fountains (ELKAY filling station)
- Lounge area with greenery and aquariums and an outside patio



“We are a great team that works well together. We have a lot of laughter, because in Transportation if you don’t laugh, you’ll just cry.”



Technology

- TV’s and monitors for route delays in both Routing and Customer Service to allow Routing to answer calls when necessary
- RFID badges for security and building access
- Speakers for music in the atrium for building announcements etc.
- Charging stations for mobile devices



Culture

- The team would like to go paperless
- Routing and Customer Service to be together in one area
- A display of art throughout



Items to Relocate

- Large display monitors



Recommendations

Recommendations



- 1) Keep staff engaged throughout the design and construction process by leveraging Departmental Stakeholders as they have valuable information as well as social capital for the project. ECSD's Communication's team is an invaluable asset – lean on them throughout the project to keep staff feeling in the know and engaged.



- 2) Engage internal subject matter experts especially in areas of Catholic faith and identity for creative implementation of artefacts, historical narratives, art displays, fitness facility, the new chapel, how to best implement musical instruments, how to program spaces for parties / celebrations, etc. Recommendation #2, in part can be integrated with Recommendation #1 for seamless project-based communications.



- 3) Celebrate changes that are occurring and communicate them out to staff throughout the project: higher quality space, improved wellness, improved parking, increase collaboration opportunities, improved faith-based opportunities, removal of departmental barriers, and increased cost-efficiencies. Do not minimize milestones – celebrate them and reap the cultural rewards for the benefit of the project and your staff.



- 4) Allow for time in the design process to engage with Departmental Stakeholders to capture detailed programmatic information. There will be many details that arise throughout the course of design, ensure there is opportunity to circle back prior to the construction phase when it is only a change on the computer (free) compared to a change in the built environment (expensive).

Recommendations



- 5) Challenge Department's assumptions of how work is done today is the "only" or "best" way. Continually encourage leadership and staff to consider how work and the built environment are intrinsically linked and that there are many ways to get work done. In part, this is to be celebrated as an element of diversity in the workplace and can be leverage as part of ECSD's future Top 100 Diversity Employer application.



- 6) Continue to leverage technology tools for day-to-day work functions as well as cultural opportunities to gather as large groups. Communicate out to the larger staff body the wise and progressive technology-based investments being made to the organization and what the benefits are. Do not assume that staff know – tell, tell, tell.



- 7) Think outside of the building. There are many cultural opportunities to be uniquely leveraged on the site and the landscaped areas of the facility that can create a desirable workplace experience. Think about the staff and client journey to and from the building to ensure empathy is integrated into all aspects of design and communications



- 8) Consider how food and beverage can bring people together in creative ways, recognizing and communicating that this cannot be a 3rd-party dedicated vendor because of financial reasons. Food is important to social events and gatherings; however, it needs to be clearly communicated that daily food provided by ECSD in a staff setting is unrealistic and optically disadvantageous.

Thank you



About Avison Young

Avison Young creates real economic, social and environmental value as a global real estate advisor, powered by people. As a private company, our clients collaborate with an empowered partner who is invested in their success. Our integrated talent realizes the full potential of real estate by using global intelligence platforms that provide clients with insights and advantage. Together, we can create healthy, productive workplaces for employees, cities that are centres for prosperity for their citizens, and built spaces and places that create a net benefit to the economy, the environment and the community

