Success Tools - Stakeholder Involvement in The Design Process

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Course Description

Design Success through Effective Stakeholder Involvement

Why Do We Need Tools?

- Two-way understanding, communication, clarity & verification, alignment of purpose
- Building blocks, each phase dependent on getting consensus on the previous, documentation
- Changing minds gets more difficult and expensive as the project progresses

- What are we telling you (mostly architects) that you don't already know?
- What value will this session be to you in your quest to achieve success?

Learning Objectives

- **Identifying, Establishing & Justifying Facility Needs**
  Participants will be able to structure a defensible and justifiable statement of needs in support of facility renewal.
- **Design Tools & Processes for Success**

  Participants will be able to apply tools and methodologies to improve the quality and accuracy of design requirements, when used as part of an inclusive integrated design process.
- **Design-Build v Design Bid Build Project Delivery Models**
  Participants will better understand the issues, benefits and considerations of using alternate project delivery models, and to advise actual or potential clients regarding the most appropriate approach for facility renewal strategies.

Presenters

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Rebanks Pepper Littlewood Architects Toronto, Ontario
35 years in police, high-security & public safety facilities

Peter Ortved, OAA, SAA, AAA, FRAIC
CS&P Architects Inc. Toronto, Ontario
Architect with 40 years of experience in justice, public safety & community facilities

Susan Grant, Staff Sergeant (Retired)
Saskatoon Police Service Saskatoon, Saskatchewan
Police Headquarters Project Liaison Officer

Agenda

- **Case Study Project – Saskatoon Police Headquarters**
- **Success Tools**
  - RFP stage
  - Pursuit stage
  - Design-build & compliance stage
- **Design Initiatives**
- **Lessons Learned**
- **Discussion**

SASKATOON
EDUCATION
COMMERCE
INDUSTRY
POLICE

Why are tools important to Stakeholder involvement in the design process?

- **Bridge** between user knowledge and final built product
- **Transfer** understanding & information on functions
- **Increase probability** of meeting operational needs

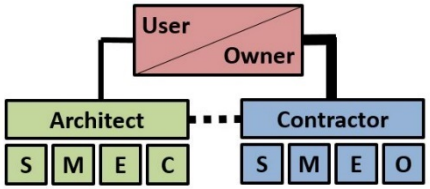
- **Opportunity** to overcome current facility challenges
- **Clean slate approach**, remove blockers and friction
- **Achieve or exceed** 'industry' current best practice

- **Ensure clear communication** amongst parties
- **Mutual understanding** of the importance of the Contract
  - We understand what they need & want
  - They understand what will be in the project documents

Project Delivery Options

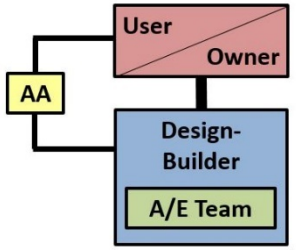
Design-Bid-Build

- Client retains architect, iterative design process
- Completed documents issued for Contractor bids



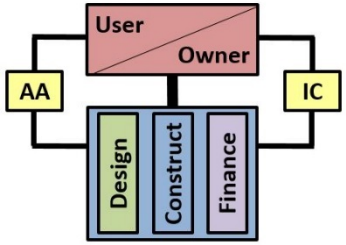
Design-Build

- Advocate Architect prepares Owner's Requirements (OSR)
- Design specifications for RFP to D-B teams
- Design-build teams present competitive proposals



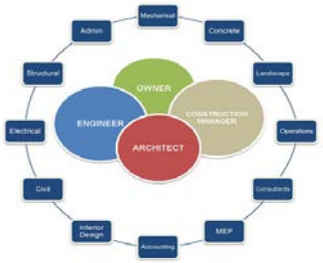
Design-Build-Finance (DBF) or Design-Build-Finance-Maintain (DBFM)

- Design Build team incentivized to factor in maintenance & operating costs to improve performance over time



Integrated Project Delivery

- Stakeholders work together in multi-party contract (owner, architect, engineers, constructor, subtrades)
- Shared risk & reward



Role of the Advocate Architect in D-B

Determine (& ensure compliance with) Owner's requirements
Establish performance v. prescriptive requirements
Permit innovation by Design-Build proponent teams (design, construction, cost)

Project Phases:

1. **Needs assessment/programming, Indicative Design, Technical Requirements as basis for RFP**
2. **Proposal/Pursuit stage – evaluation of proposals, selection of Preferred Proponent**
3. **Design & Construction Compliance**

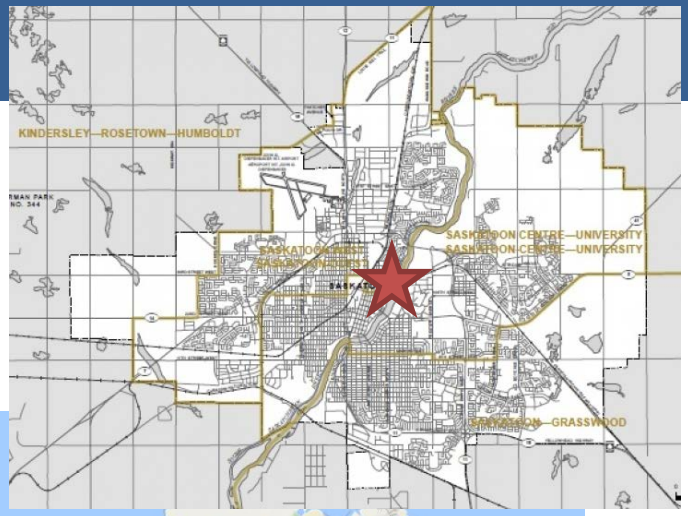
Project management & contract administration
Issues & risk logs, project dashboard

The City of Saskatoon

Largest city in Saskatchewan
Population 260,000 & growing
171 sq.km (66 sq.mi)

Growing, progressive community

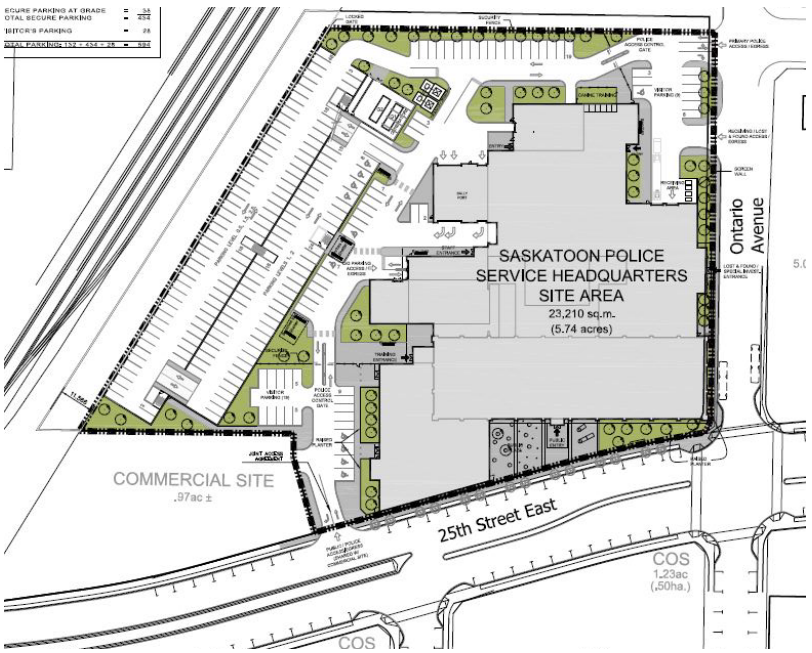
Police service provided from a single facility



City of Saskatoon

The Saskatoon Police Headquarters

From Concept to Reality



Project Summary

- 28,540 sqm (300,000 sq.ft) GFA
- Planned for population of 350,000, 775 total staff
- Parking for 576 vehicles
- Planned/designed for future growth & expansion
- Catalyst for 25th Street urban renewal

Project Summary

Operational Opportunities:

- Consolidate & co-locate dispersed facilities
- Improve & streamline operations
- Improve safety & security
- Allow for growth & change

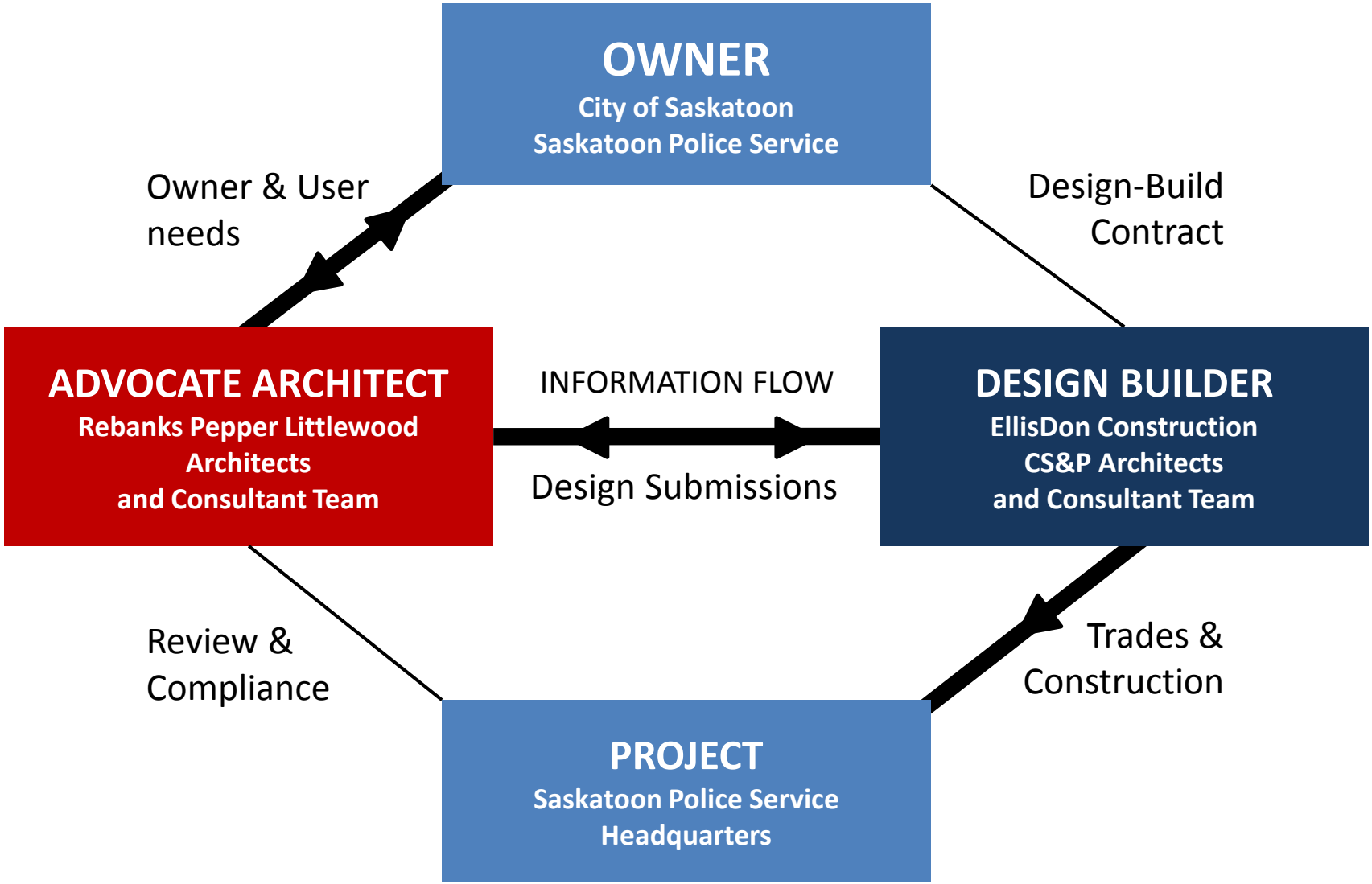
Urban Design Objectives:

- Urban renewal for former works yard
- Respect & enhance historic architectural character

Project Parameters:

- Approved facility program
- On-site employee parking
- Fixed budget – $99.5M for design & construction

Project Participants



Project Schedule

2009-2010	**City/SPS prepare OSR with Advocate Architect**
Fall 2010	**Prequalify 3 Design-Build proponents and issue RFP**
April 2011	**3 Proponent submissions**
June 2011	**Preferred Proponent (EllisDon) selected and Saskatoon City Council contract approval**
August 2011	**Construction Start**
May 2014	**Substantial Completion (34 months)**
June 2014	**SPS move in**

Part 1 – The RFP Stage

RFP	Pursuit	Compliance

Needs Assessment, Programming, Technical Requirements

Developing the OSR and Indicative Design

Developing the Design-Build RFP

Objectives:
Determining the Needs
Balancing Scope & Budget
Program Verification
Technical Requirements
Indicative Design

Methods:
Stakeholder Involvement
Best Practice Precedents
Validation & Refinement
Technical Requirements
Indicative Design

Final RFP
Project Agreement
Owner's Statement of Requirements

Success Tools

#1 - Defining & Documenting Project Parameters

- Understand police service objectives
- Focus on functional needs
- Address City & community priorities, urban renewal
- Forecasting, flexibility & future-proofing
- Budget & affordability
- Define project success factors

Project Success Factors

Objective	
Functionality	Support efficient execution of program tasks.
Collaboration	Facilitate efficient and effective collaboration amongst units
Safety & Security	Ensure security & safety of occupants, continuity of essential operations, protection of assets. Balance with openness, communication & community accessibility.
Durability	Withstand hard 24-hour uses a police facility is subject to.
Flexibility	Accommodate on-going changes in police functions.
Future-proofing	Accommodating anticipated growth within the organization
Value for Money	Represent a high value by design, planning efficiency, and selection of systems, materials and components

Owner/User Comments

Owner's Quote

"

- **Communication - Get City and police information documented and into the designers' hands**
- **Ensure Needs Assessment is up to date**
- **Rely on an Architect with experience**
- **Anticipate and plan for growth and change**
- **Visit other facilities to verify needs**

"

S/Sgt Susan Grant

Needs Assessment & Programming

Getting the Right People – Getting the Right Information

- Clean slate mindset, forget the status quo
- Understand why things are the way they are – band-aids, legacy decisions, outdated processes
- Turn ‘evolution’ into ‘revolution’
- Research & visits
- Best practice opportunities

- Re-examine processes (Lean)
- Test, compare approaches, evaluate, decide

Owner/User Comments

“

- **Research & evidence-based Needs Assessment**
- **Space standards to municipal or provincial/state guidelines**
- **Office size by rank decreases arguments**
- **Room Data Sheets require time and diligence**
- **Right decisions might not be the popular ones**

- **Have users and clients at the table**
- **Users – sworn, civilian, management – all have different pressures**
- **Client needs to see the big picture**
- **Inclusivity generates ownership**
- **Don’t make promises you can’t keep….**

”

S/Sgt Susan Grant

Success Tools

#2 – Precedents & Best Practice

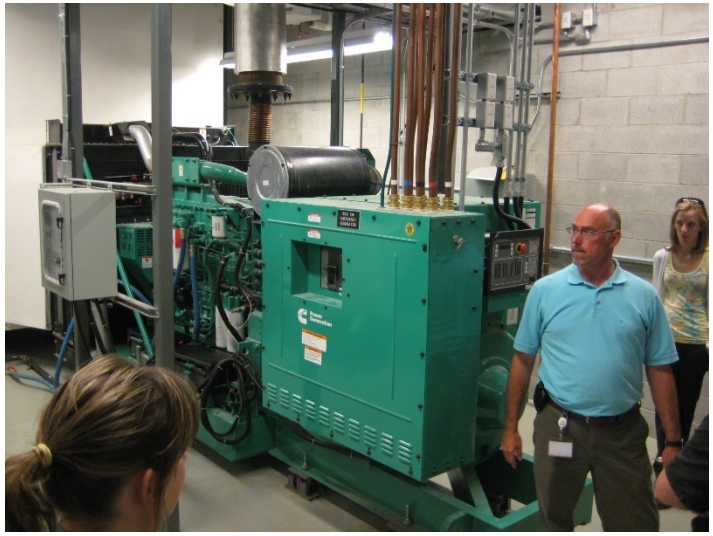
- **Tours of other facilities**
- **Good, bad and new approaches**
- **Lessons learned**
- **Discuss processes & practices**

- Kingston Police HQ
- Waterloo Regional Police FIS & firing range
- Toronto Police Service
- Calgary & Edmonton
- Halton Regional Police 2 District

Precedents & Best Practice - 1

Precedents & Best Practice - 2

Precedents & Best Practice - 3



Precedents & Best Practice - 4

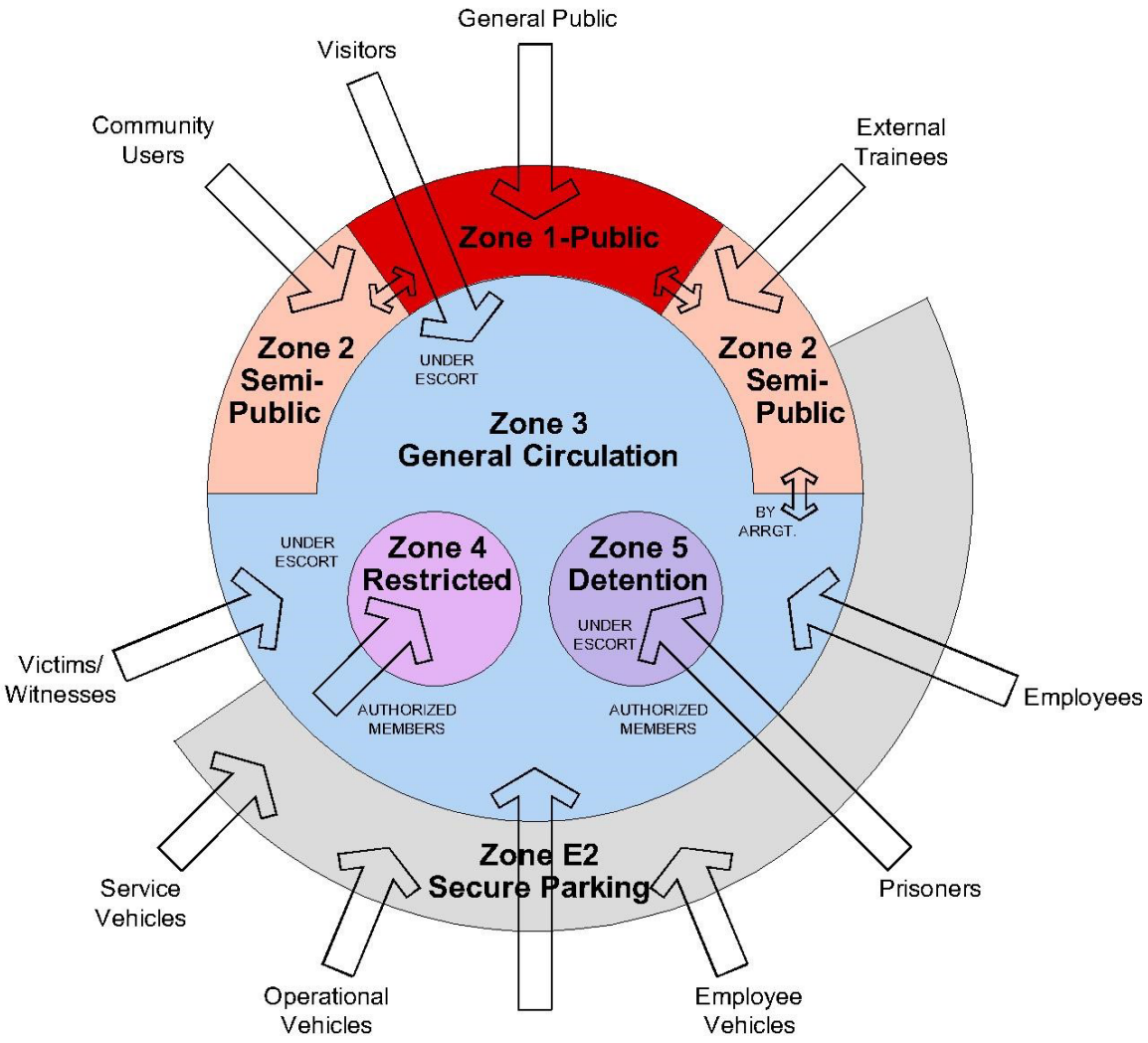
Success Tools

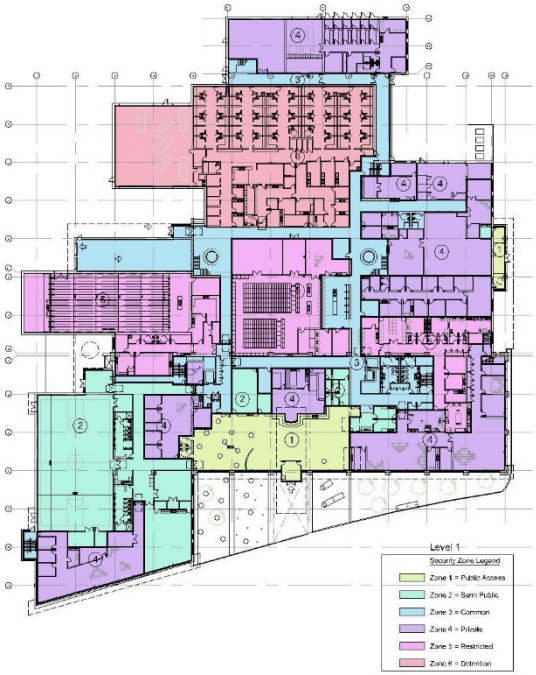
#3 – A Day in the Life

	Exterior Street	Secure Parking	Public Areas	Semi- Public	Training	Common Areas	Operational Areas	Administrative Areas	Service Areas	Restricted Areas	Secure Receiving	Detention	Indoor Parking
Zone	E1	E2	1	2	2	3							
General Public		X		X	X	X	X	X	X	X	X	X	X
Public Users		X		A	X	X	X	X	X	X	X	X	X
Victims/Witnesses		X		E	X	E	E	X	X	X	X	X	X
External Agencies (Training)		A			A	A/E	A	X	X	X	X	X	X
Visitors		A		A/E	A/E	E	E	E	E	X	X	X	A/E
Operational Staff									A	R		R	
Administrative Staff									A	R			
Facility Maintenance		A		A	A	A	A/E	A/E		E	E	E	A
Deliveries		A									A		
Couriers		X											
Property Pickup		A									*		
Prisoners		X	X	X	X	X	X	X	X	X	X	E	X
Operational Vehicles													
Staff Vehicles													
Garbage/Recycling		A											
Service Vehicles		A											

X = Not Permitted
E = Only under Escort
A = By arrangement only
R = Restricted to authorized personnel only
S = Special arrangement

A Day in the Life - 2



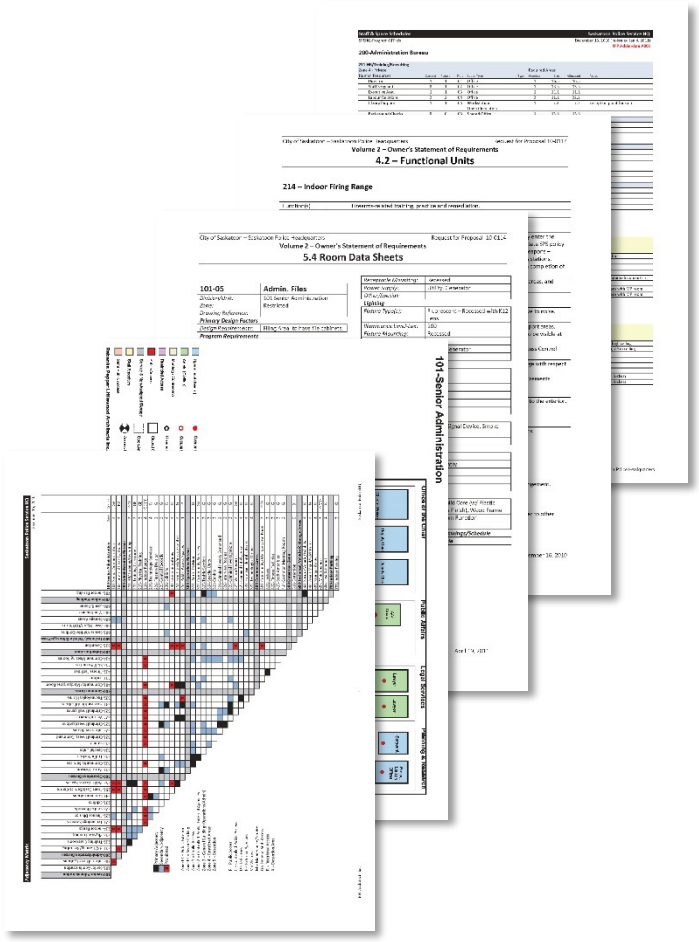


Success Tools

#4 – Functional Program

Brings all previous work together in a single document:

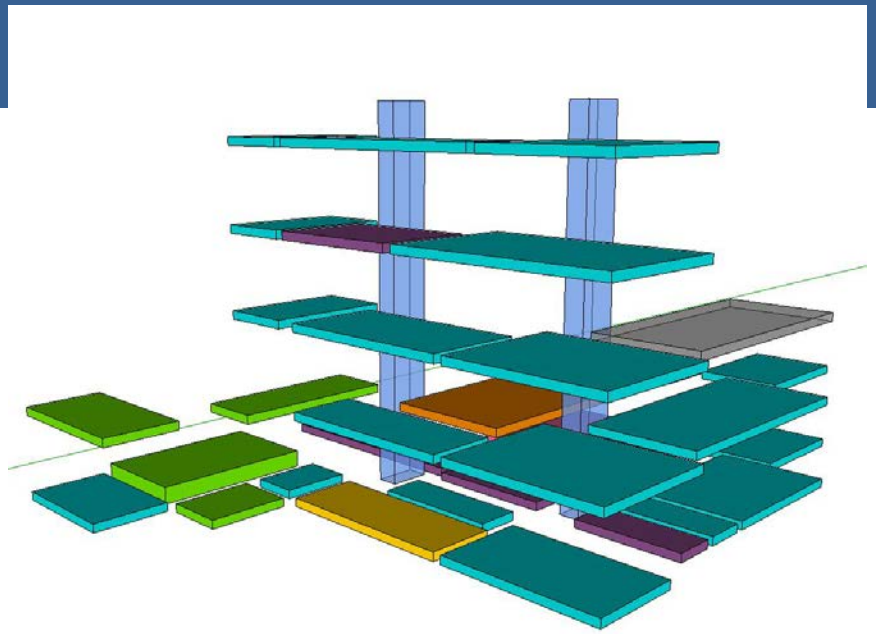
- **Functional unit narratives**
- **Space program tables**
- **Blocking diagrams**
- **Room Data Sheets**
- **Adjacency diagrams**
- **Security zoning & circulation**
- **Parking & site needs**



Success Tools

#5 – Blocking & Stacking

- 3-dimensional adjacencies
- Site context
- Security zoning & circulation



"I never realized architecture could be such fun! This is fascinating – it's like watching the project come to life…"

S/Sgt Susan Grant

Success Tools

#6 – Concept/Indicative Design

Build on & validate blocking & stacking
Explore options & alternatives

User feedback & refinement
CPTED, security assessment & risks

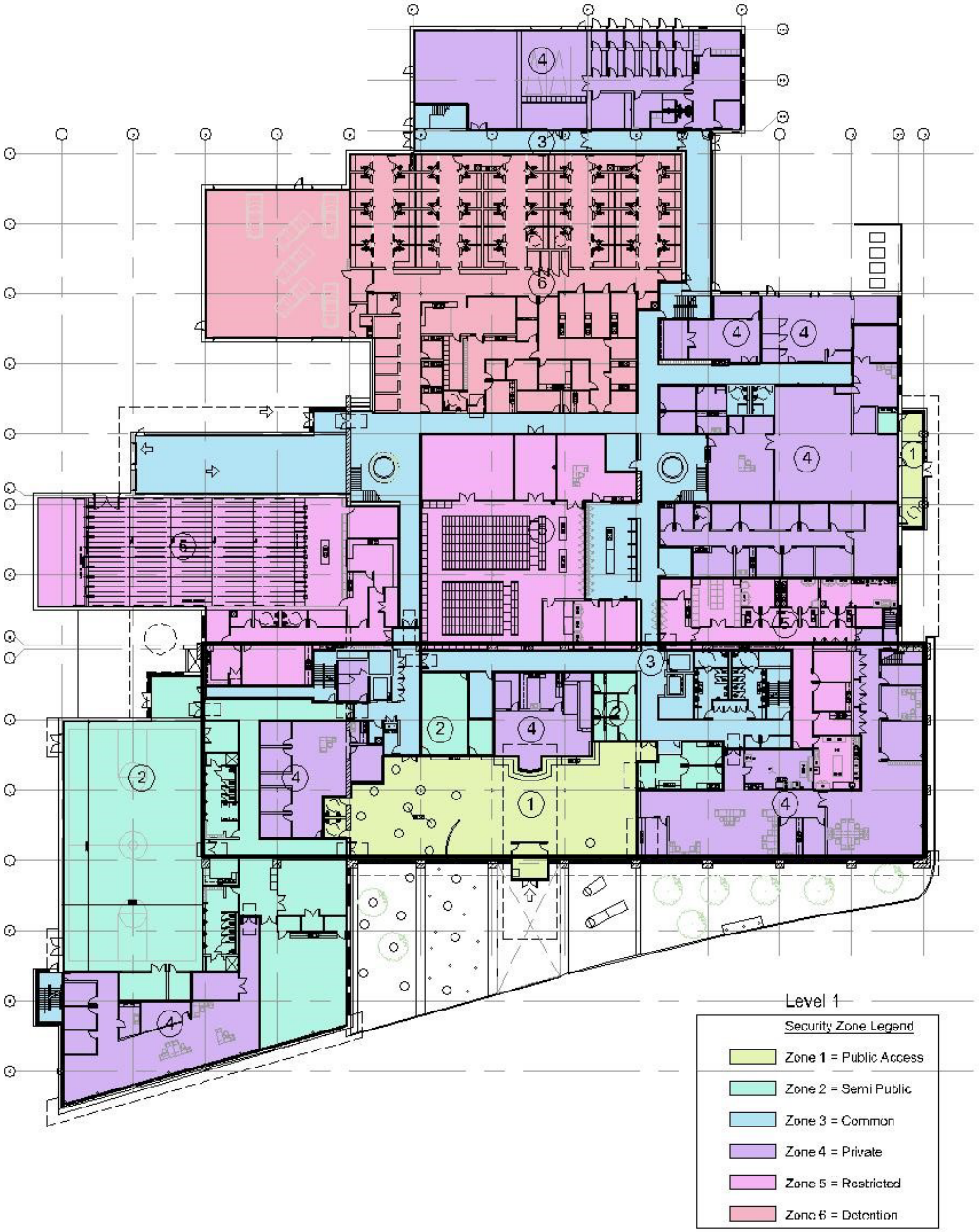
With Users:

- Validation of previous steps, explore & evaluate options & alternate approaches
- Clear two-way understanding – this is what you'll get
- Town Hall workshops

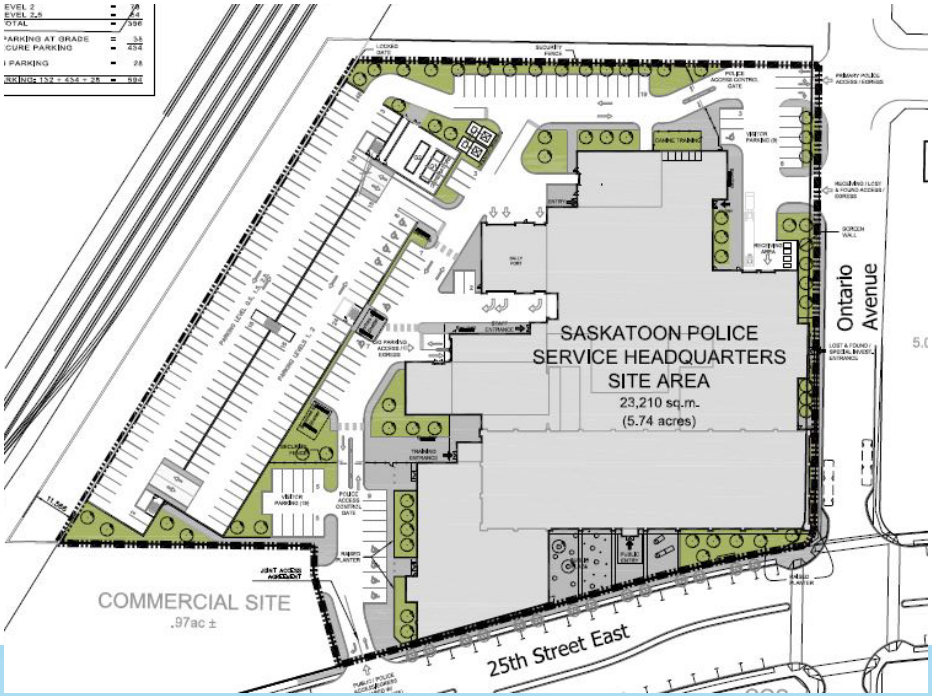
For Proponents:

- Ensure documents clearly define needs
- Recognize value of previous work with users, operational preferences
- Challenge assumptions, encourage innovation

Concept/Indicative Design



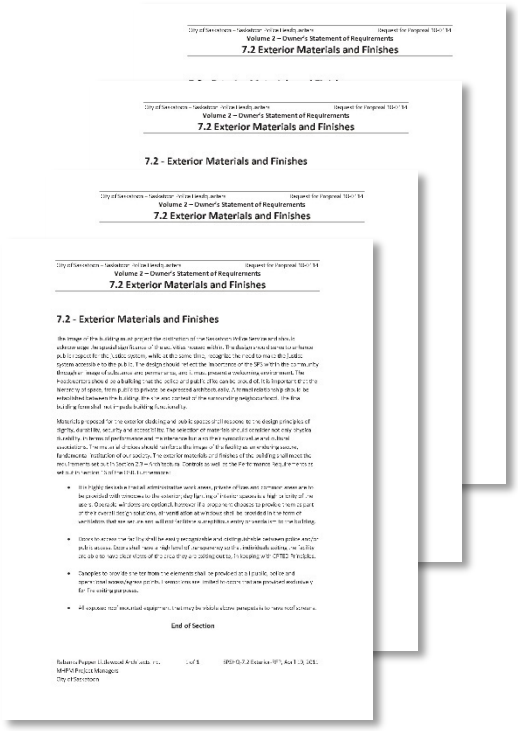
Concept/Indicative Design



Success Tools

#7 – Technical Requirements & Performance Specs

- **Prescribed processes, submissions, reviews**
- **Technical requirements for specialty areas**
- **Structural, mechanical, electrical, civil & LEED requirements**
- **Equipment**
- **Facility operation & maintenance**
- **Commissioning & training**



Success Tools

#8 – It's in the OSR!

OSR Objectives:

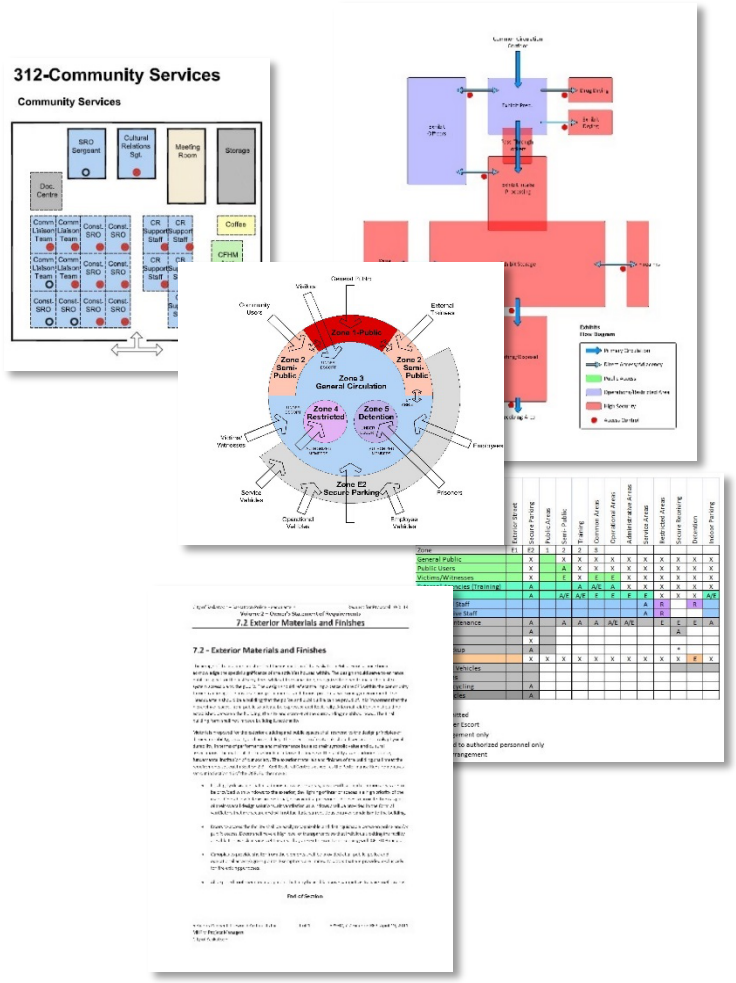
- Scope Guarantee
- Functionality & Quality Assurance
- Urban Renewal Objectives
- Prescriptive Requirements
- Innovation

What's in the OSR?

- What's included?
- What's NOT included?

Compliance – strict or interpretive?

- Owner's perspective
- DB team perspective



Sustainable Design

Mandatory LEED Credits

7	4	4	Indoor Environmental Quality	15 Points
Y			Prereq 1 **Minimum IAQ Performance**	Required
Y			Prereq 2 **Environmental Tobacco Smoke (ETS) Control**	Required
		N	Credit 1 **Carbon Dioxide (CO_2) Monitoring**	1
Y			Credit 2 **Ventilation Effectiveness**	1
Y			Credit 3.1 **Construction IAQ Management Plan:** During Construction	1
	?		Credit 3.2 **Construction IAQ Management Plan:** Testing Before Occupancy	1
Y			Credit 4.1 **Low-Emitting Materials:** Adhesives & Sealants	1
Y			Credit 4.2 **Low-Emitting Materials:** Paints and Coating	1
Y			Credit 4.3 **Low-Emitting Materials:** Carpet	1
	?		Credit 4.4 **Low-Emitting Materials:** Composite Wood and Laminate Adhesives	1
		N	Credit 5 **Indoor Chemical & Pollutant Source Control**	1
Y			Credit 6.1 **Controllability of Systems:** Perimeter Spaces	1
		N	Credit 6.2 **Controllability of Systems:** Non-Perimeter Spaces	1
Y			Credit 7.1 **Thermal Comfort:** Compliance	1
	?		Credit 7.2 **Thermal Comfort:** Monitoring	1
		N	Credit 8.1 **Daylight & Views:** Daylight 75% of Spaces	1
	?		Credit 8.2 **Daylight & Views:** Views 90% of Spaces	1
Yes	?	No		

Pre-RFP Success Tools

OK, so let's step back and look at some of the processes and tools instrumental in achieving the success we did.

#1 – Defining & Documenting Project Objectives & Parameters
#2 – Precedents, Lessons Learned & Best Practices
#3 – Day-in-the Life
#4 – Functional Program & Room Data Sheets
#5 – Blocking & Stacking
#6 – The Indicative Design
#7 – Technical Requirements & Performance Specifications
#8 – The Owner's Statement of Requirements & PA

Part 2 – The Pursuit Stage

RFP	Pursuit	Compliance

Finding the Right Team

- Design Development Stage
- Proposal

Selecting the Best Proposal

Developing the Winning Design

Owner's Side:

RFQ

RFP

Design submissions/CCM

Evaluation

Cost target

Proponent Side:

Strategies to Win

Design submissions

Design options & evolution

Winning tactics

Cost target

Final Proposal

Compliant

Preferred

Affordable

Success Tools

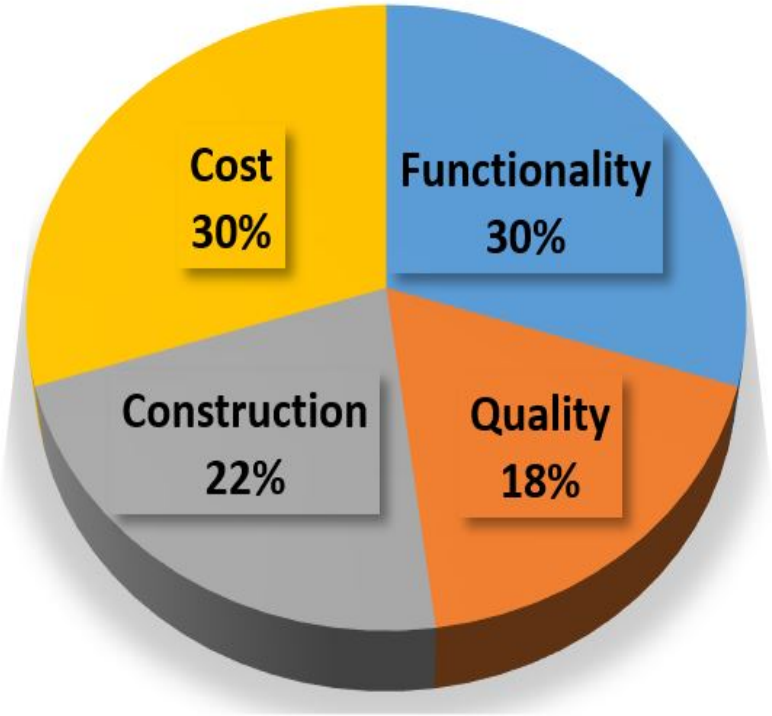
#1 – Winning Strategies

1. **Develop** a preferred design
2. **Recognize** prior input into Indicative Design
3. **Ask** questions, identify problems
4. **Innovation,** improvement, application of experience, design expertise

5. **Design** within target budget
6. **Focus** on evaluation points, these are important to the Owner
7. **Evaluation points** given if cost target was achieved
8. **Owner & AA involvement** through proposal process

Proposal Evaluation Criteria

Site Plan		5
Building Layout & Construction		15
Police Specialties		10
Building Elevations		10
Space Quality		4
Mech., Elec. & Lighting		5
Structure		2
Outline Specs		5
LEED, Durability, LCEE		5
FM & Safety		5
Other Features/Benefits		4
Price		30
	Total	100



Owner/User Engagement

Design Presentations:

- Understanding the OSR
- Workable design
- Cost effective alternates & strategies

Interim Reviews & Feedback to Proponents

Final Evaluation

"

- **Involve the right people in each section**
- **Confirm their time availability to avoid frustration/delay**
- **Authority to make decisions - or access to those who do**
- **Identify those with knowledge in their area of expertise**
- **Focus on the best solution - not whose idea or where it came from**

"

S/Sgt Susan Grant

Indicative v Final Design

User engagement through proposal presentations:

- 3 commercially confidential presentations
- Built-in value of indicative design, opportunity to innovate
- Feedback evaluation – valuable responses

DB team innovations & strategies:

- Simpler circulation
- More compact envelope
- Fewer floors

Program Reconciliation

Saskatoon Police Service - Gross Floor Areas per floor level

Level	RFP Plans (s.m)		EllisDon Plans
	Stated	Measured	
Level 0	8273	8406	8557
Level 1	9116	8959	9348
Level 2	7383	7409	6203
range mechanical		175	
Level 3	2779	2845	4329
Level 4	2298	2317	2806
Level 5	2298	2317	1282
Level 6	1038	1112	
totals	33185	**33540**	**32525**

2% saving = 660 sqm
(7,100 sf)

Space Reconciliation Schedules — **Saskatoon Police Service HQ**

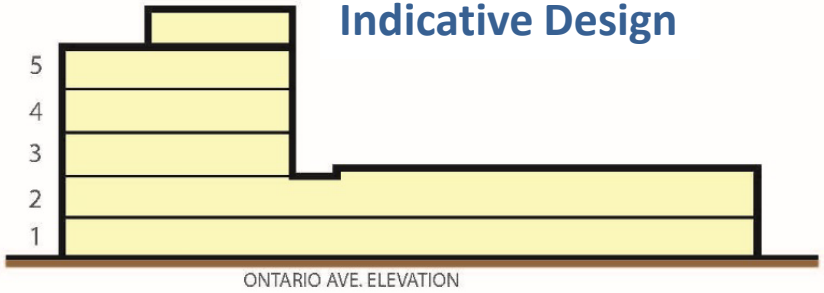
ED-Program Reconciliation.xls — Last Updated April 18, 2011

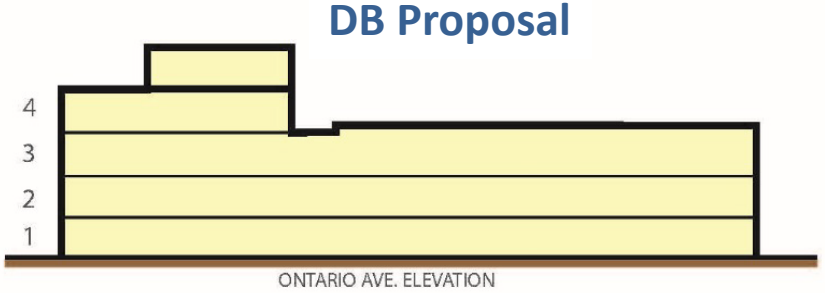
100-Senior Administration

101-Senior Administration Zone 4 - Private Office of the Chief:	Ref.	Space Type	Type	Required Areas Number	Size	Allocated	RFP Concept Plans Provided Areas (Areas Drawn) Allocated	Difference	Percent	EllisDon Team Plans Provided Areas (Areas Drawn) Allocated	Difference	Percent
Chief of Police	01	Office		1	32.0	32.0	30.0	(2.0)	94%	37.0	5.0	116%
	02	Washroom/Shower		1	9.5	9.5	9.7	0.2	102%	9.5	-	100%
Deputy Chief	03	Office		3	27.0	81.0	81.0	-	100%	81.0	-	100%
Exec. Assistant	04	Office		3	11.0	33.0	33.0	-	100%	33.0	-	100%
	05	Admin Files		1	12.0	12.0	14.8	2.8	123%	13.7	1.7	114%
	06	Open Circulation										
Legal Services:												
Lawyer	11	Office		2	16.5	33.0	33.0	-	100%	33.0	-	100%
Legal Exec. Assistant	12	Office		1	11.1	11.1	11.1	-	100%	11.1	-	100%
	13	Legal Files		1	13.5	13.5	14.8	1.3	110%	16.9	3.4	125%
	14	Open Circulation										
Planning & Research:												
Project Liaison Officer	21	Office		1	13.5	13.5	13.5	-	100%	18.3	4.8	136%
Sergeant	22	Office		1	11.1	11.1	11.1	-	100%	18.3	7.2	165%
	23	Storage (P&R)		1	9.3	9.3	9.3	-	100%	17.6	8.3	189%
Constable	24	Workstation		1	7.2	7.2	7.2	-	100%	7.2	-	100%
Planner (civ.)		Workstation		2	7.2	14.4	14.4	-	100%	14.4	-	100%
Clerical Support		Workstation		1	7.2	7.2	7.2	-	100%	7.2	-	100%
		Layout Area		1	9.0	9.0	9.0	-	100%	9.0	-	100%
		Project Workstation		1	7.2	7.2	7.2	-	100%	7.2	-	100%
		Open Circulation										
Public Affairs:												
Manager	31	Office		1	13.5	13.5	13.5	-	100%	14.7	1.2	109%
Assistant	32	Office		1	11.1	11.1	11.1	-	100%	11.5	0.4	104%
	33	A/V Suite		1	45.0	45.0			0%	45.6	0.6	101%
	34	Media Prep./Storage		1	13.5	13.5	16.2	2.7	120%	15.7	2.2	116%
A/V Coordinator	35	Office		1	9.3	9.3	9.5	0.2	102%	12.0	2.7	129%
	36	Sound Booth		1	6.0	6.0	3.3	(2.7)	55%	6.0	-	100%
Crimestoppers:												
Constable	41	Office		1	9.3	9.3	9.3	-	100%	9.3	-	100%
Clerical Support	42	Workstation		1	7.2	7.2	7.2	-	100%	7.2	-	100%
		Storage		1	9.0	9.0			0%	9.0	-	100%
		Open Circulation										
Shared/Common:												
	91	Document Centre		1	6.0	6.0	9.6	3.6	160%	9.3	3.3	155%
	92	Meeting Room (8p)		1	18.0	18.0	19.8	1.8	110%	19.8	1.8	110%
	93	Reception/Waiting Area		1	21.0	21.0	21.0	-	100%	18.0	(3.0)	86%
	94	Board Room (20p+)		1	120.0	120.0	120.0	-	100%	120.5	0.5	100%
	96	Coffee/Resource		1	2.0	2.0	2.0	-	100%	9.0	7.0	450%
		Open Circulation										
				Net Area		585	548	(46)	92% sq.m	642.0	47.1	108% sq.m
				Circulation		1.25	1.47			1.22		
				Est. U.A.		740	806	66	sq.m	786.4		sq.m

Design Initiative #1

Consolidate 5 Storeys to 4

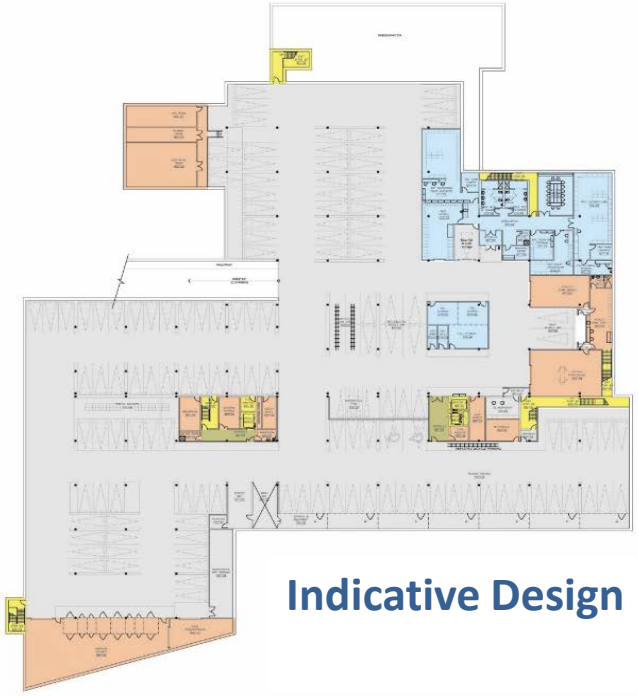




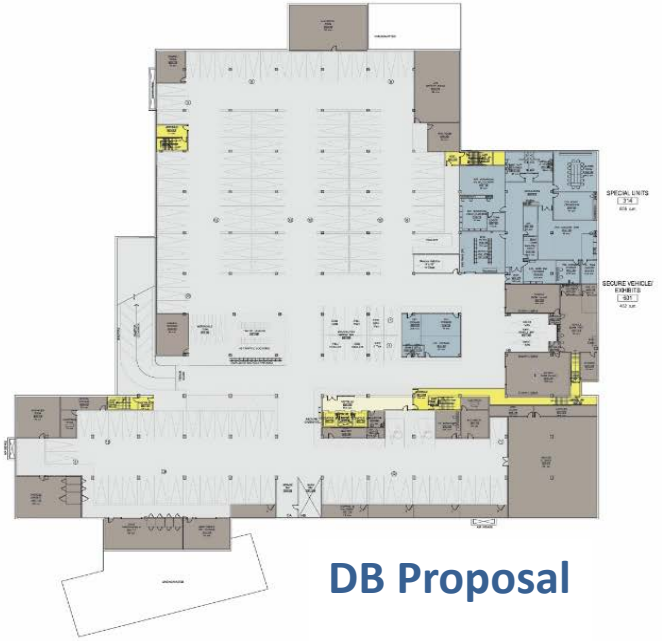
- Longer ‘bar’ improved massing, street presence
- Investigative units on Level 3 improved staff interaction, future flexibility
- Better constructability, lower construction cost

Design Initiative #2

Simplify Underground Garage



Indicative Design

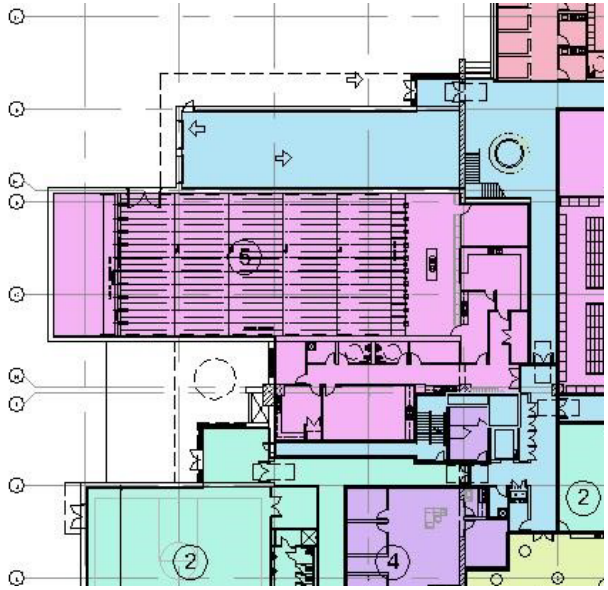


DB Proposal

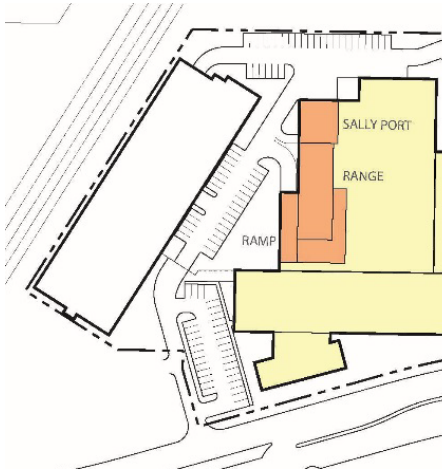
- Simplified vehicle circulation, more spaces, less area
- Excellent adjacencies for special units, vehicles, equipment
- Good access to central elevator core and stair
- Less excavation, simpler outline & lower construction cost

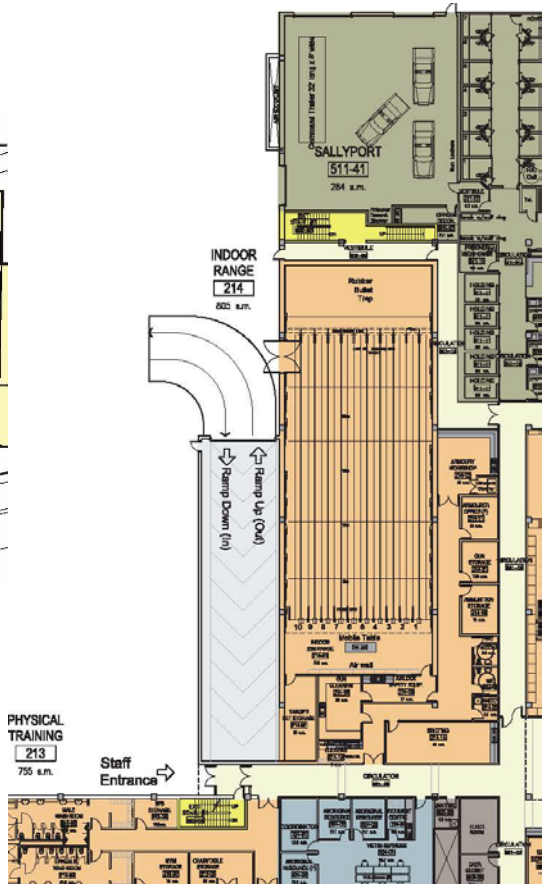
Design Initiative #3

Realign Range, Ramp & Sallyport



Indicative Design



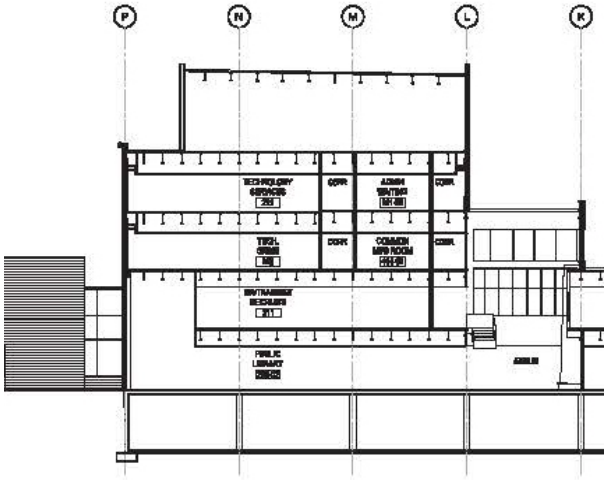


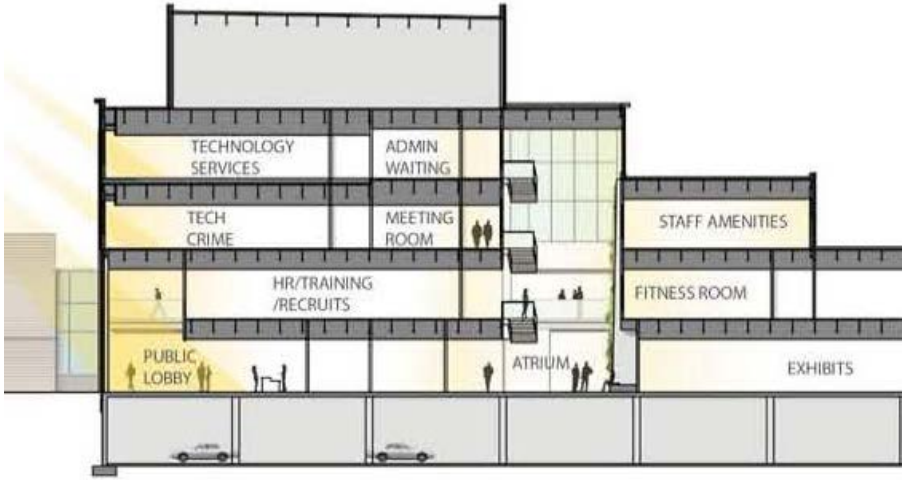
DB Proposal

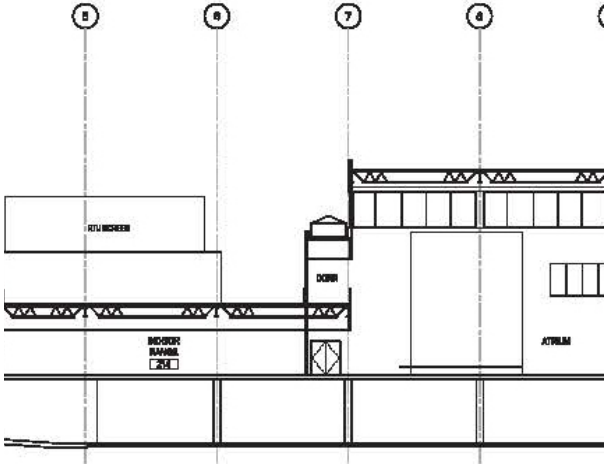
- More compact building form
- Reduce exterior wall area
- Improve vehicle & pedestrian circulation
- Reduce construction cost

Design Proposal

Two-storey v Four-storey Option



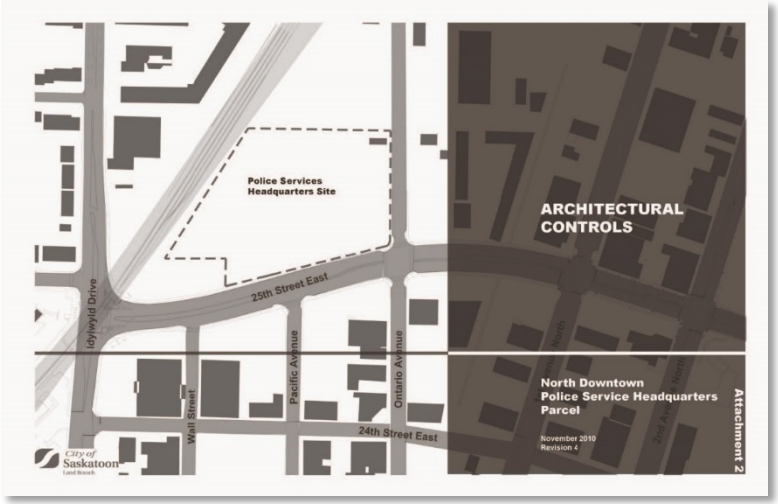




Design Initiative
Central Atrium

- Provide daylight to central core
- Excellent orientation device, single location for primary vertical circulation
- Create multi-level social interaction, informal activity
- Near main staff activity areas, meeting rooms, amenity areas
- Interesting views, changing daylight, green wall feature
- Create internal identity and uniqueness

Urban Design



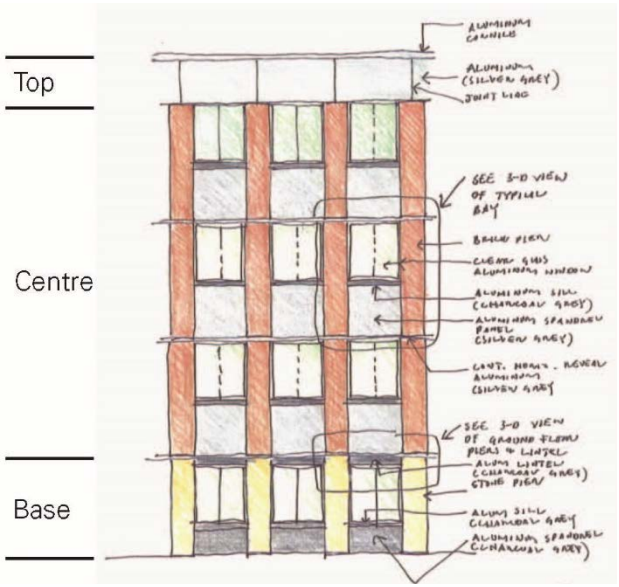
'Chicago School' Precedents

- Historic Architectural Context
- Proportion, Scale, Form
- Building Façade
- Relationship to the Street
- Parking Structure

'Buckwold Building

Urban Design Response

Tees and Persse Building



Elevation Design Study

Part South Elevation

Success Tools

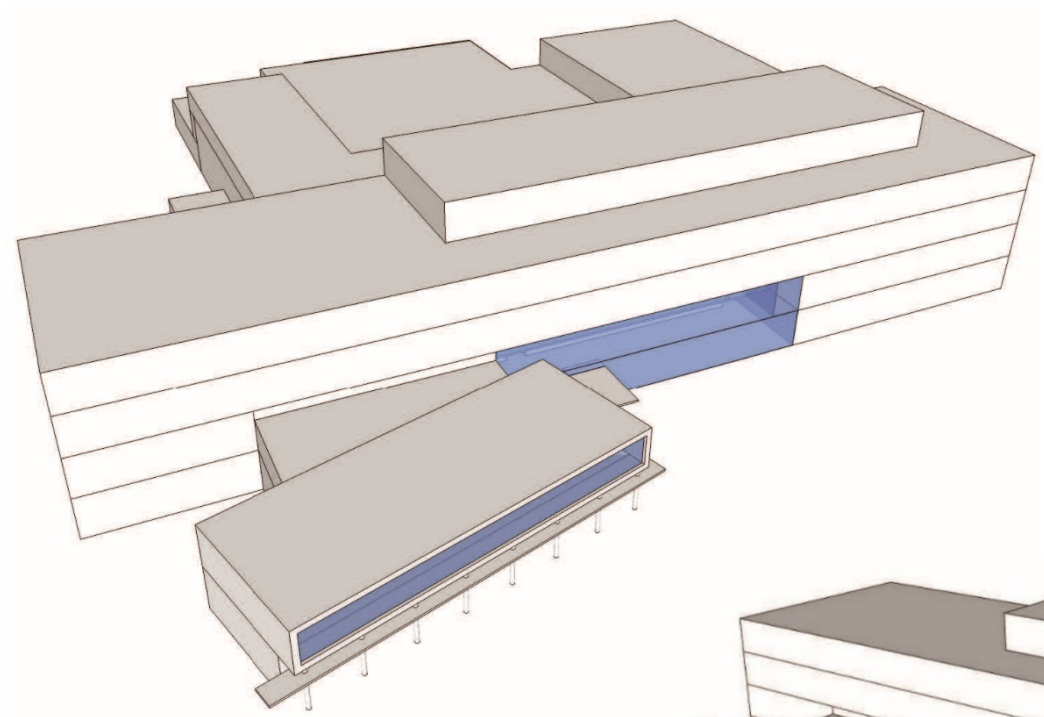
#2 – Proposal Design Feedback & Evaluation

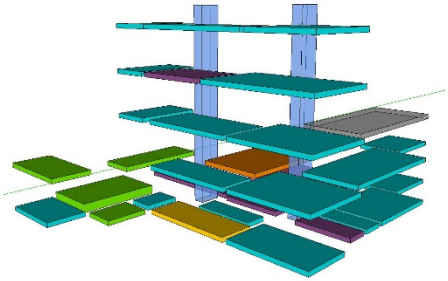
Obtaining Owner & Advocate Team Feedback & Response:

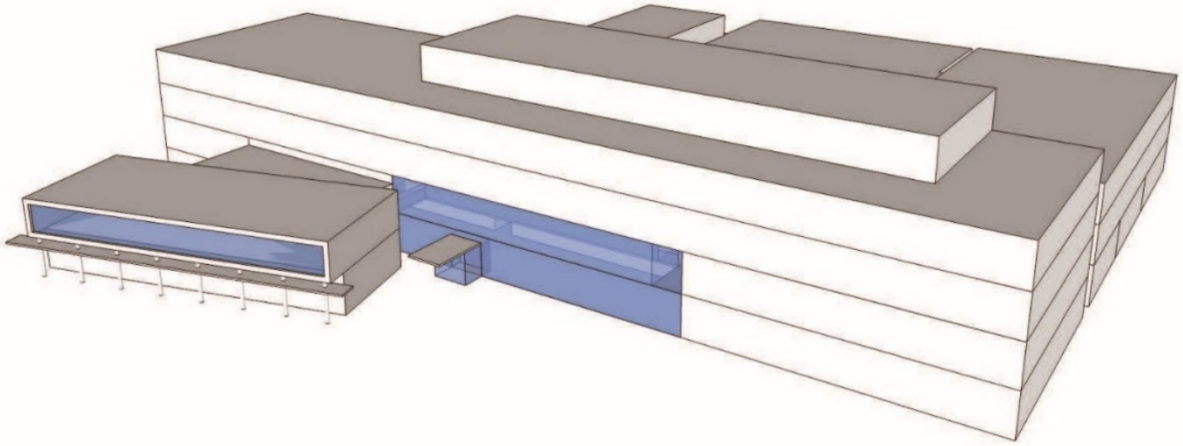
- **Approval** of blocking & stacking, or preferred alternatives
- **Circulation** concept (improve or rationalise)
- **Urban design** strategies & solutions
- **Floor plan** & process diagrams
- **Confirm** 'Day in the Life' for all user groups

Schematic Design Tools

Concept Design Blocking & Stacking







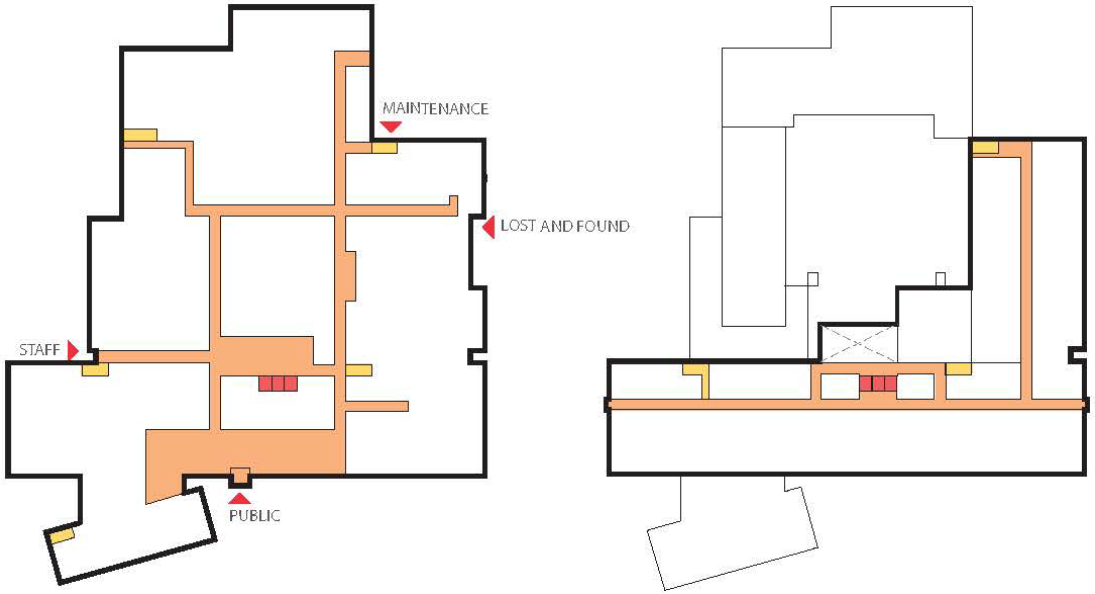
Schematic Design Tools

3-D Models – Urban Design Concept

Urban Design Concept – 25th Street Extension

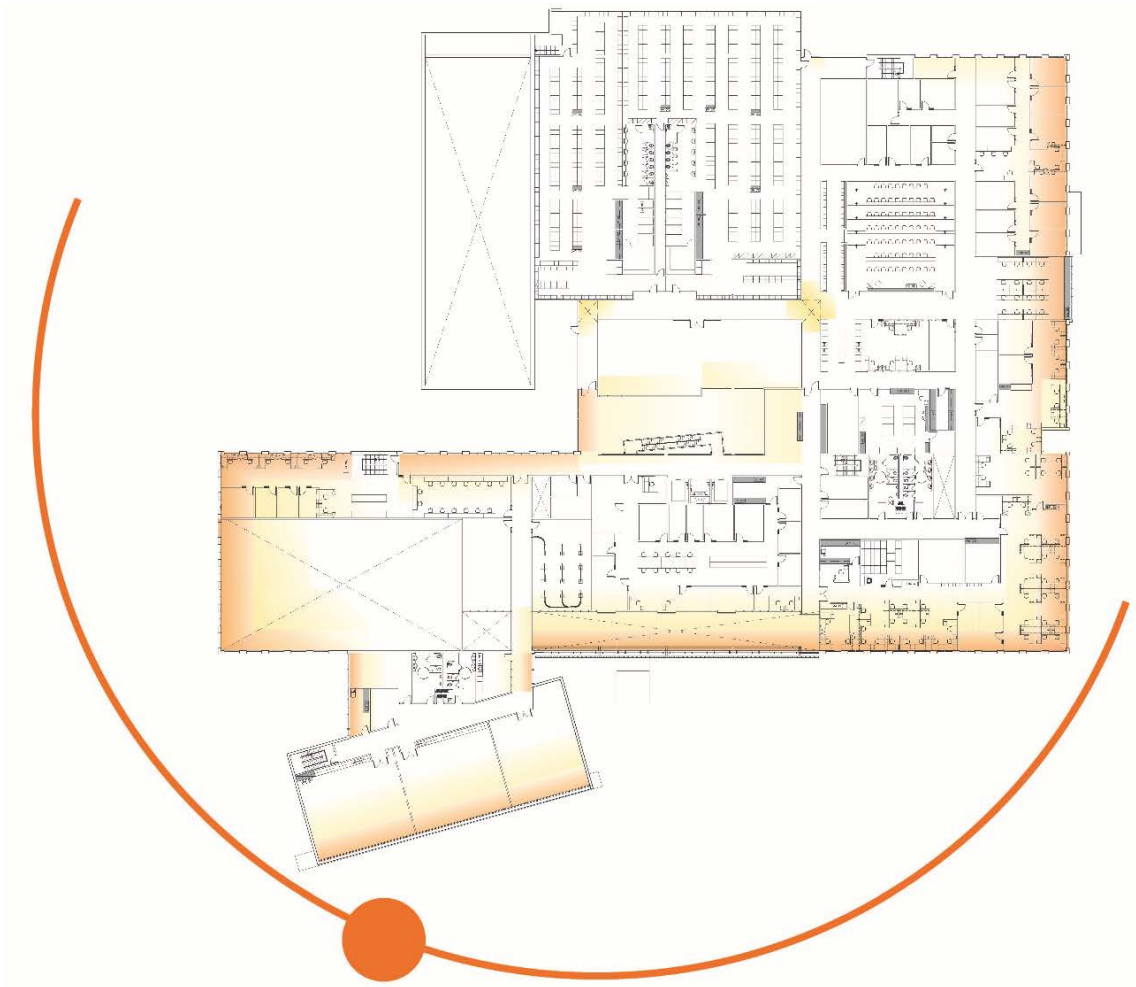
Schematic Design Tools

Concept Design Circulation



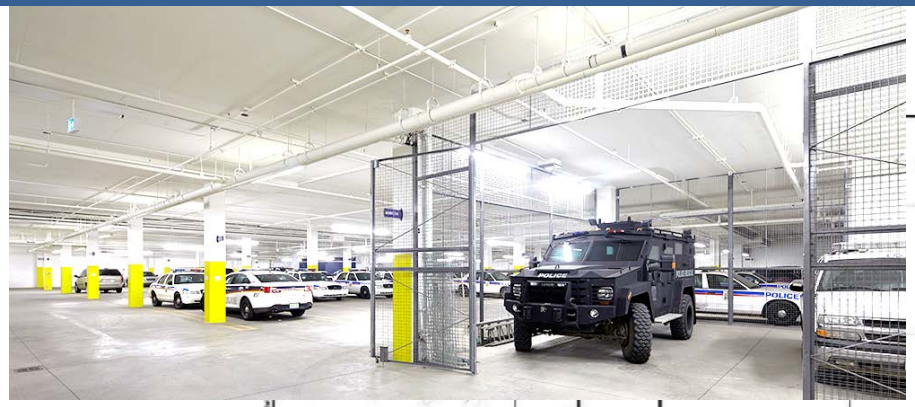
Schematic Design Tools

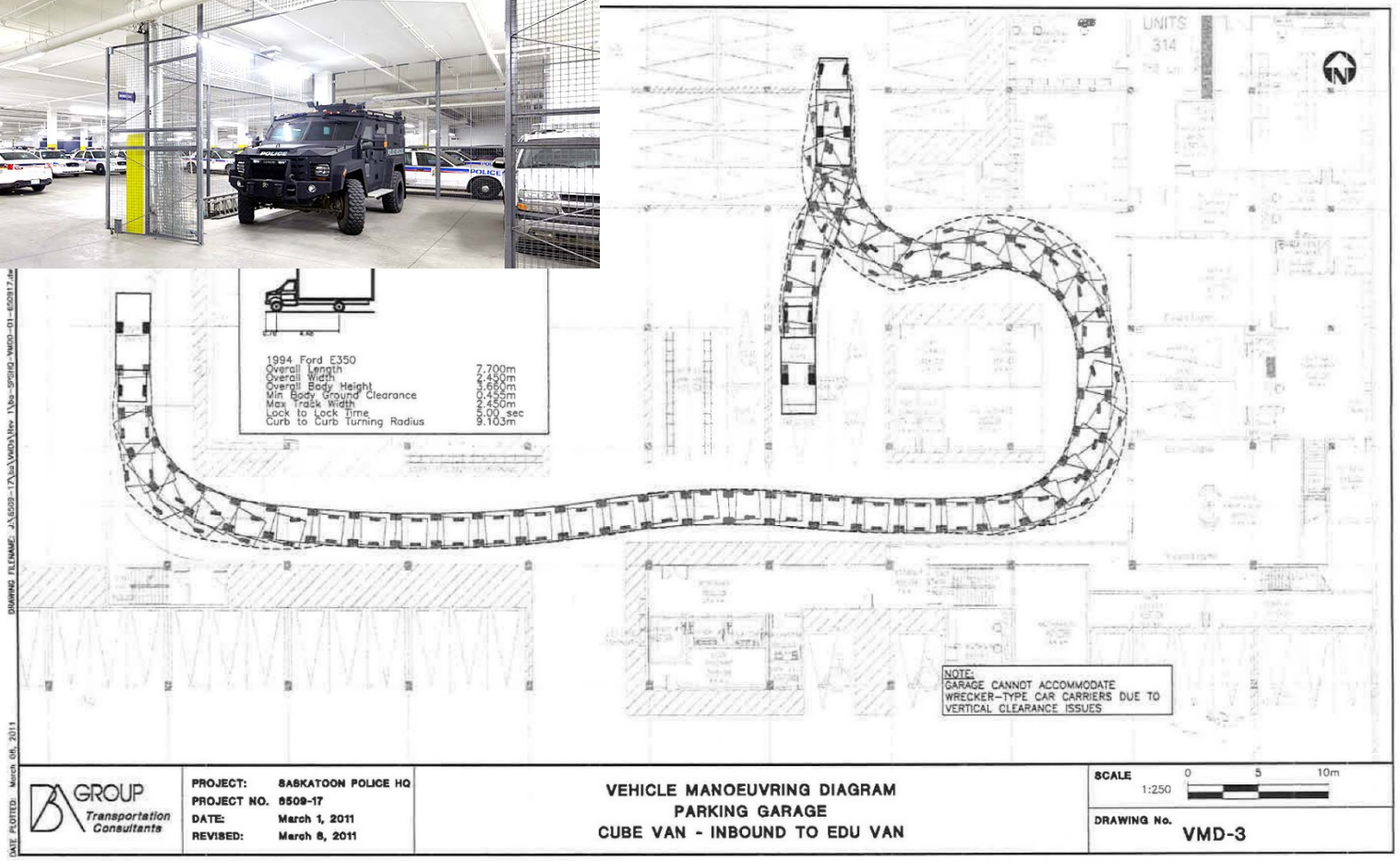
Demonstrating Daylight & Views



Schematic Design Tools

Vehicle Garage & Circulation Analysis





Part 3 – Designing & Building

RFP	Pursuit	Compliance

The Compliance Stage

- Meeting the OSR
- Collaboration for Success

Success Tools

#1– It's in the OSR!

What's in the OSR?

- **Design objectives**
- **Specific technical requirements to support functions**
- **Performance requirements**

What's not in the OSR?

- **Architectural & engineering details**
- **Overly prescriptive requirements if not necessary**

Compliance – strict or interpretive?

- **Owner's perspective**
- **DB team perspective**

Design & Construction Compliance

Owner/User Priorities:

- **Functionality**
- **Compliance with general and specific requirements**
- **Durability**
- **Maintainability**
- **Safety**
- **Schedule**
- **Cost control**

Design-Build Team Priorities:

- **Cost-effectiveness**
- **Compliance (design and construction phases)**
- **Timely review of submissions**
- **Fairness**

Design & Construction Compliance

"

- **OSR is detailed, clear and concise**
- **Design Development phase allows Design-Build team to utilize creativity to improve final design**
- **Design options were offered with costing included**
- **OSR can be a "reliable" document and tool**
- **Owner begins to understand the 'look' of the building**

"

S/Sgt Susan Grant

Team Building

Success Tools

#1 – Design Development Submissions & Review

Design-Build Team Deliverables:

- **Drawings**
- **Equipment (photos, specs)**
- **Schedules & specs**
- **Colours & finishes**

All reviewed in detail through iterative process by owners, users and compliance team

Process allowed user input and involvement

Success Tools

The OSR – Owner's Perspective

- **Design-Build process needs a full time Project Manager representing the user**
- **Must have decision making authority and/or quick access to those who do**
- **Involve specialized systems staff – Forensics, IT systems, building maintenance**
- **Ensure the needs are clear and the Design Builder knows what they are responsible for**
- **Information flow is critical to progress and avoiding delays**
- **SITOSR – "It's somewhere in the OSR….."**

S/Sgt Susan Grant

Success Tools

#2 – Diagrams & 3-D Renderings

Entrance Lobby Studies

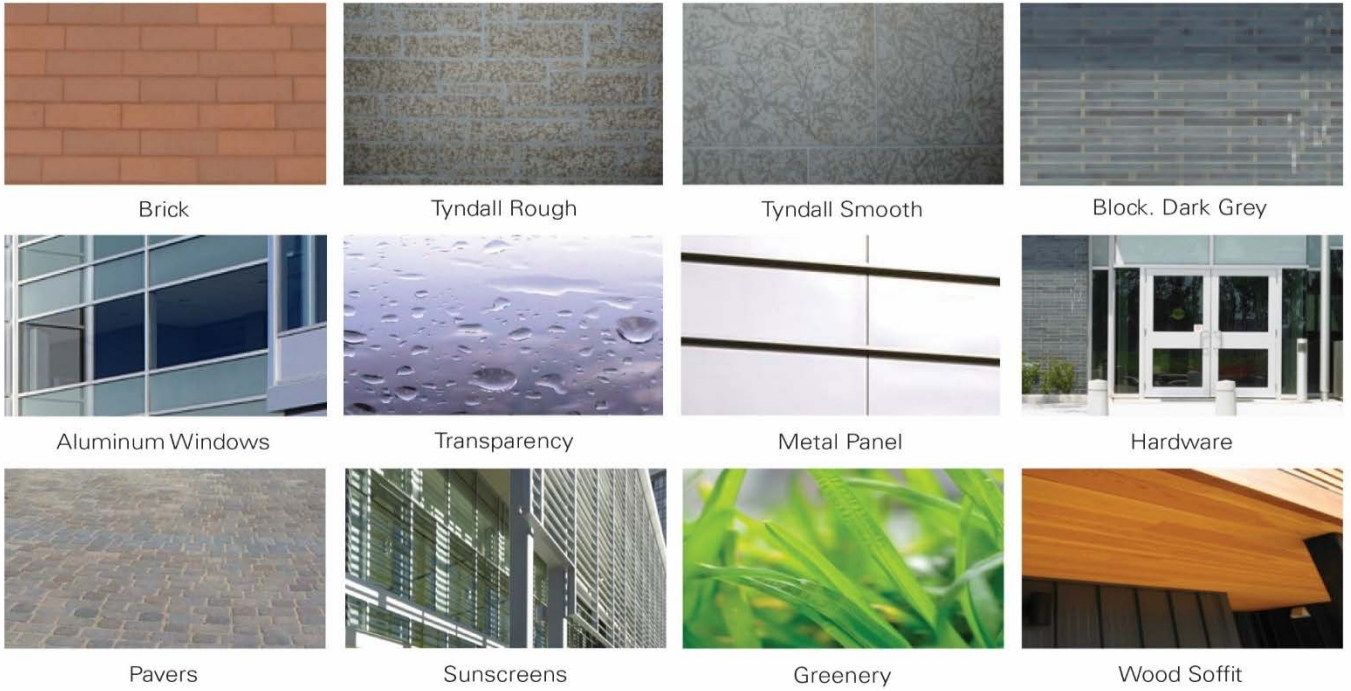
Public Access Areas

Success Tools

#3 – Functional & Ergonomic Models

Success Tools

#4 – Materials & Colours – Function, Durability, Preference



Success Tools

#5 – Building Operations & Maintenance

Occupational Health & Safety:

- Service stairs, roof anchors
- Equipment access

Building Operations:

- Involvement in the Commissioning process
- Training & O&M documents
- Spare parts & materials

Maintenance:

- Materials, consistency (no isolated pockets)
- Access to equipment
- Equipment selection

LEED® & Sustainable Design

7	4	4	Indoor Environmental Quality	15 Points
Y			Prereq 1 **Minimum IAQ Performance**	Required
Y			Prereq 2 **Environmental Tobacco Smoke (ETS) Control**	Required
		N	Credit 1 **Carbon Dioxide (CO_2) Monitoring**	1
Y			Credit 2 **Ventilation Effectiveness**	1
Y			Credit 3.1 **Construction IAQ Management Plan:** During Construction	1
	?		Credit 3.2 **Construction IAQ Management Plan:** Testing Before Occupancy	1
Y			Credit 4.1 **Low-Emitting Materials:** Adhesives & Sealants	1
Y			Credit 4.2 **Low-Emitting Materials:** Paints and Coating	1
Y			Credit 4.3 **Low-Emitting Materials:** Carpet	1
	?		Credit 4.4 **Low-Emitting Materials:** Composite Wood and Laminate Adhesives	1
		N	Credit 5 **Indoor Chemical & Pollutant Source Control**	1
Y			Credit 6.1 **Controllability of Systems:** Perimeter Spaces	1
		N	Credit 6.2 **Controllability of Systems:** Non-Perimeter Spaces	1
Y			Credit 7.1 **Thermal Comfort:** Compliance	1
	?		Credit 7.2 **Thermal Comfort:** Monitoring	1
		N	Credit 8.1 **Daylight & Views:** Daylight 75% of Spaces	1
	?		Credit 8.2 **Daylight & Views:** Views 90% of Spaces	1

Yes ? No

The Final Result

All Success Factors Achieved

The Final Result

Critical Success Factors

The Process:

- **Whole team approach, collaboration**
- **Facilitated innovation**

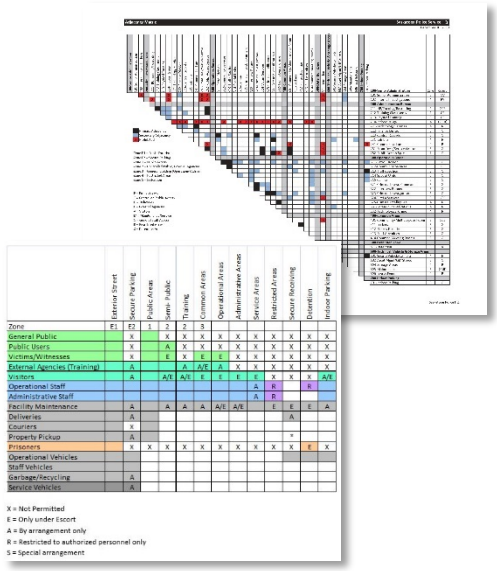
Technical & Design Requirements:

- **Functional & pleasant**
- **Technically competent**
- **Flexible & future-proof**

The Final Design:

- **Cost effective, value-for-money**
- **Quality assured**

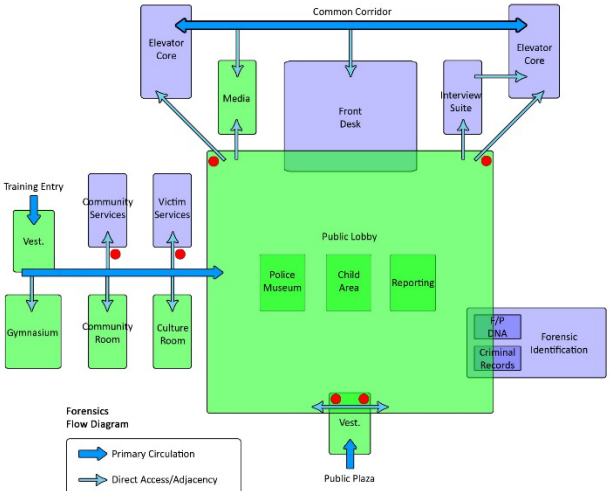
The Final Result

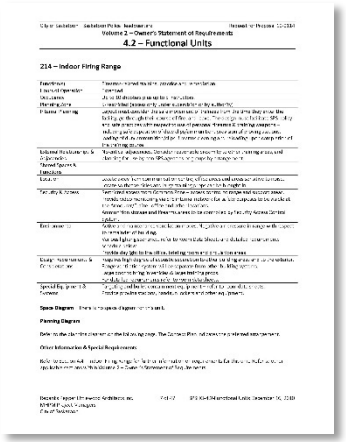


Zone	E1	E2	1	2	3							
General Public		X		X	X	X	X	X	X	X	X	X
Public Users		X		A	X	X	X	X	X	X	X	X
Victims/Witnesses		X		E	X	E	E	X	X	X	X	X
External Agencies (Training)		A			A	A/E	A	X	X	X	X	X
Visitors		A		A/E	A/E	E	E	E	X	X	X	A/E
Operational Staff								A	R		R	
Administrative Staff								A	R			
Facility Maintenance		A		A	A	A	A/E	A/E		E	E	A
Deliveries		A									A	
Couriers		X										
Property Pickup		A									Y	
Prisoners		X	X	X	X	X	X	X	X	X	E	X
Operational Vehicles												
Staff Vehicles												
Garbage/Recycling		A										
Service Vehicles		A										

X = Not Permitted
E = Only under Escort
A = By arrangement only
R = Restricted to authorized personnel only
S = Special arrangement

The Final Result



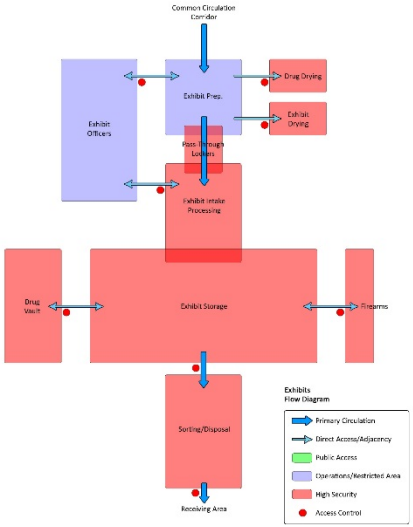


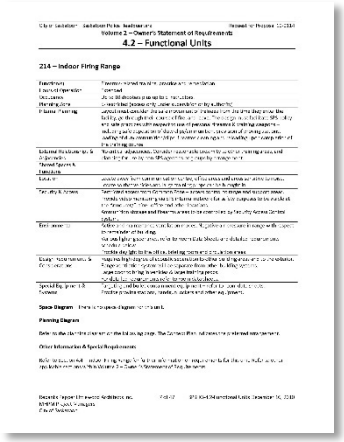
Volume 2 – Owner's Statement of Requirements

4.2 – Functional Units

214 – Indoor Firing Range

The Final Result





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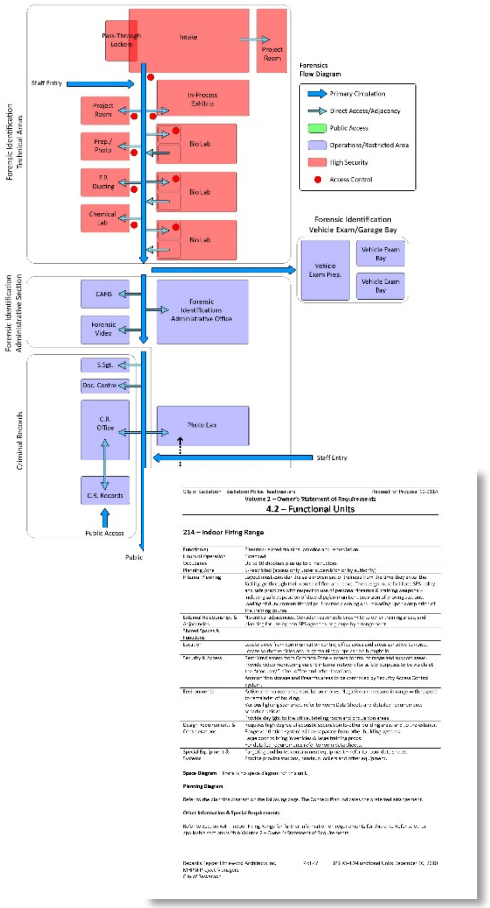

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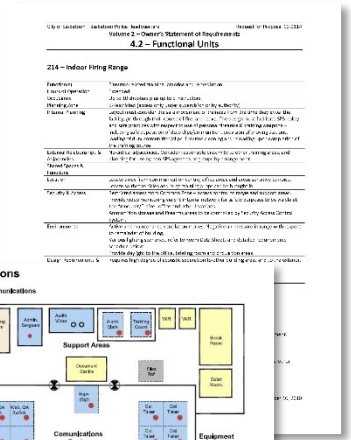

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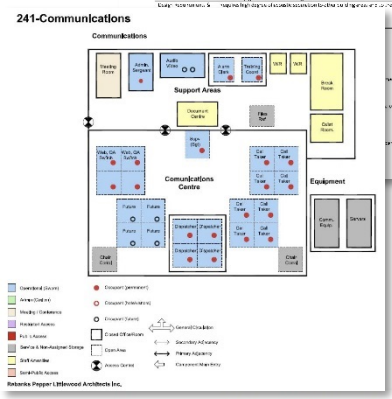

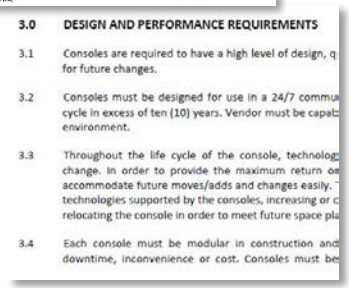

3.0 DESIGN AND PERFORMANCE REQUIREMENTS

3.1 Consoles are required to have a high level of design, q
for future changes.

3.2 Consoles must be designed for use in a 24/7 commu
cycle in excess of ten (10) years. Vendor must be capat
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3.3 Throughout the life cycle of the console, technolog
change. In order to provide the maximum return o
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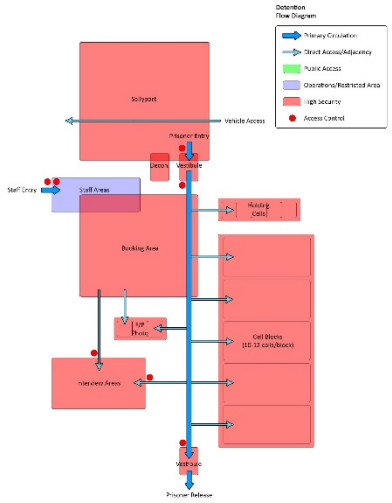
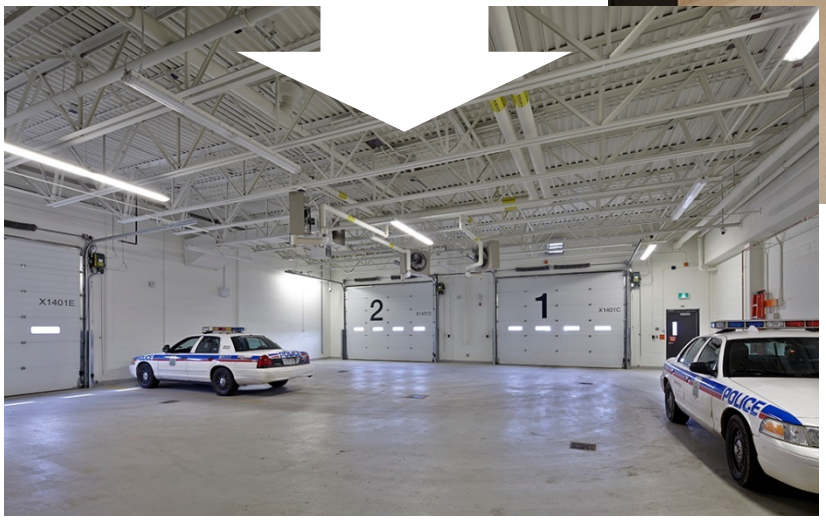
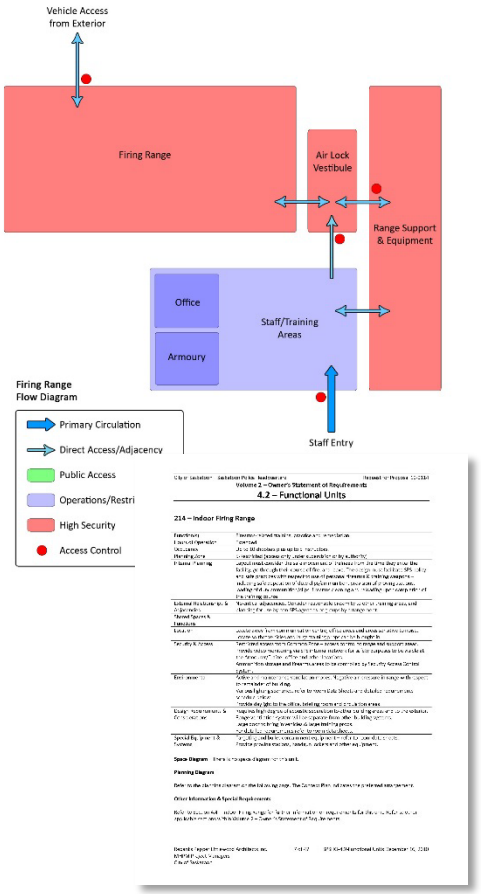
The Final Result





The Final Result



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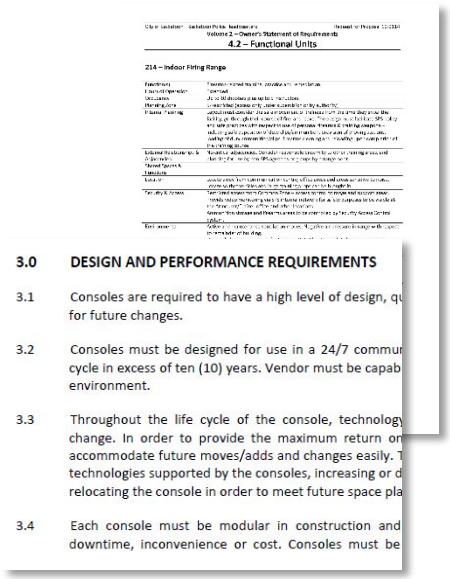

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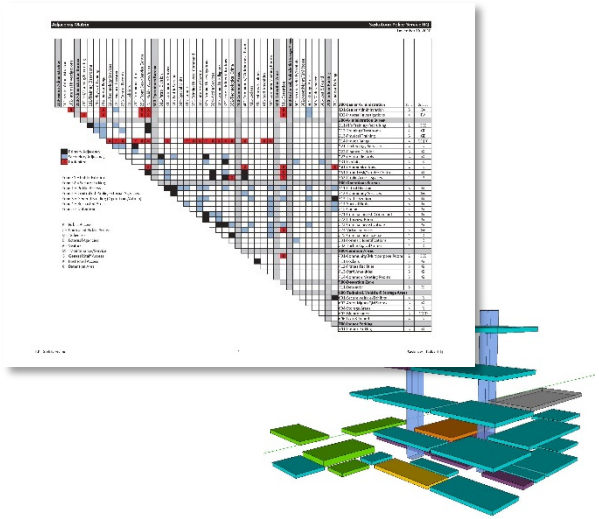
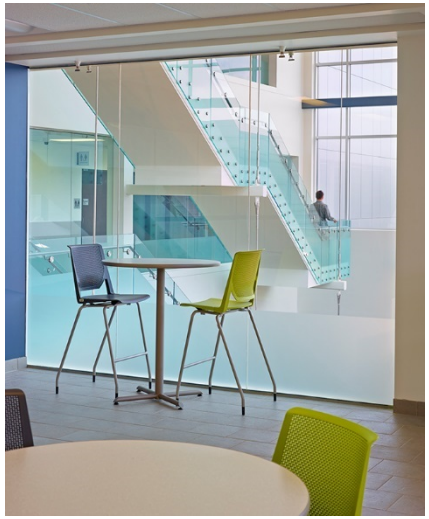




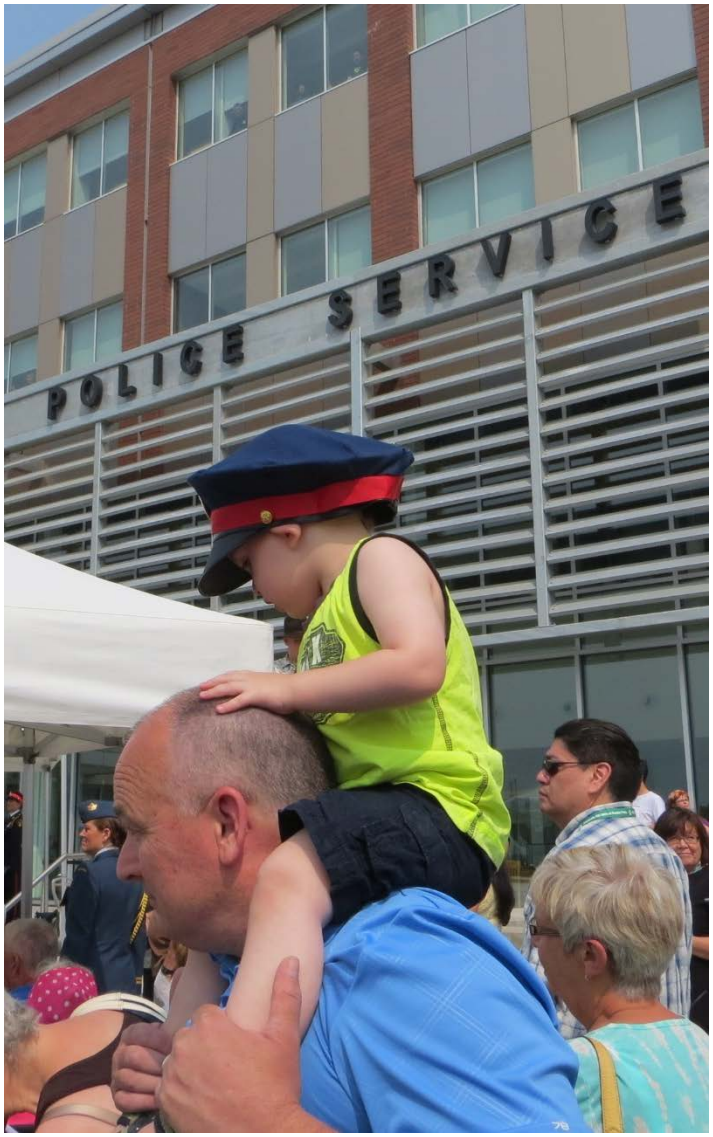
The Final Result

The Final Result

"Communication and information sharing between units is much easier in the new building, which increases productivity. The centre atrium contributes greatly to informal information sharing, as members meet each other on the stairs.

"Saskatoon embraced the community policing model more than 20 years ago, now this new building is a better reflection of our policing philosophy"

Deputy Chief Bernie Pannell



BOMB
TECHNICIAN
IF YOU SEE ME
RUNNING
TRY TO KEEP UP

Pride

SASKATOON
POLICE
NEQUE TIMORE
SASKATOON
POLICE
SASKATOON
SERVICE
NEQUE FAVORE

Pride

Lessons Learned

The Process:

- Success depended on full-team partnering approach & attitude
- Success was helped by having consistent personal commitment from beginning to end
- DB process demands quick decisions

Technical & Design Requirements:

- Value in prior research & investigation
- Look for the best solution – not necessarily in the OSR or proposal
- Attention to detail ensured

The Final Design/Product:

- Cost certainty was obtained
- Quality was assured through the whole team understanding
- The value of an enlightened client can’t be overstated

SASKATOON POLICE SERVICE

QUIET PLEASE
Dictation in Progress

SERVICE
NIGHT TAVERN

POLICE
76 25th STREET EAST

Discussion, Questions