

# FACILITY FOCUS

The Official Publication of the Alberta Educational Facilities Administrators' Association

FALL 2023



St. Patrick Catholic School  
welcomes students to a  
brand-new facility

Premier Fire & Flood Restoration  
shares tips for minimizing damage

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and servicing key to longevity





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## EDITOR'S MESSAGE

# *Kelsey James*

**W**elcome to the fall 2023 issue of *Facility Focus* magazine, the official publication of the Alberta Educational Facilities Administrators Association (AEFAA). We are pleased to present to you this edition, as we have exciting content to share.

On page six, AEFAA president Rod Swartzenberger looks back on the annual Spring Conference & Trade Show, which welcomed a sold-out crowd to its round table discussions, SAIT PD session, and other networking opportunities. Planning for the spring 2023 event is already underway and will mark the association's 50th anniversary. In the coming months, members can look forward to fall workshops, which are featured in this edition of the magazine.

On page eight, we get to know the new vice-president of the AEFAA, Robert Krahn. The journeyman plumber, first-class gas fitter, and fifth-class power engineer stepped into the role after the 2023 Spring Conference & Trade Show. Krahn is currently director of facilities with the Black Gold School Division in central Alberta.

This issue of *Facility Focus* also highlights different projects within the industry, including a feature

on the new St. Patrick Catholic School in Grande Prairie, Alt., which welcomed students to the new facility in September 2023. The St. Patrick Catholic School replacement project was approved by the government to accommodate 400 students in Grades 7 to 9 and is a single-storey, 4,299-square-metre facility.

These stories are just a small preview of what we have in store for you in the fall 2023 issue of *Facility Focus* magazine. We hope you enjoy this edition and help spread the message about our publication.

Finally, we wish to thank all the companies who have contributed a story for this issue of *Facility Focus*. A special thanks go out to the following contributors:

- Royal Stewart
- Alberta Roofing Contractors Association
- Premier Fire and Flood Restoration
- IBC Technologies

We invite all interested companies to share their news and editorial ideas with us. If you would like to contribute a story to future issues of *Facility Focus*, please contact myself at [kelsey@delcommunications.com](mailto:kelsey@delcommunications.com).

I hope you enjoy this issue! ■

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## Message from the AEFAA president

# Rod Swartzenberger

**A**s I am writing this message, I am wondering, “Where did the last four months go?” Even more so, what happened to September? I am hoping everyone was able to take some time off over the summer months and relax. I was able to represent AEFAA at the EFMA spring conference in Penticton, B.C. and enjoyed the opportunity to meet new people and to learn more about their organization. There was lots of great networking and discussions that will help us to build on our relationship with their organization.

The spring conference in Kananaskis was another successful event with lots of positive feedback to the board from both vendors and delegates. The Trade Show was sold out and well attended. The Wednesday sessions had lots of information and the round table discussions had lots of participation. SAIT’s PD session was well attended and for some, Thursday evening had some great low-key networking. Thank you to all that attended.

Once the spring conference was done, the board started planning for not only the fall conference but also the 50th anniversary spring conference to be held at the Double Tree West Edmonton Hotel in May 2024. We are building the conference program off ideas from the membership while incorporating the history of our organization over the last 50 years.

If someone had told me five years ago that in 2023-2024 year I would be president of AEFAA, I would have said, “Uhh no.” But as I attended more AEFAA events and realized

the amount of knowledge and growth that comes from the events, a seed was planted to be a board member. I stepped out of my comfort zone and accepted. I moved up the executive a little faster than I expected, but I do not regret this decision. It is a lot of work to plan these events for one, but also a lot of hard work to continue growing the organization, from getting our certification revamped, working on building the memberships, getting the website and blog used more, and planning events that bring relevance to our jobs. These are done by trade shows with new products or technology, the PD sessions that help us grow personally, round table discussions, and the normal conversations on breaks building our networking that we can’t even put a price on.

I cannot describe in words what AEFAA has done for me professionally or personally, but I do know that the learning, networking, and friendships has allowed me to succeed. I am proud to be part of AEFAA and feel very fortunate to be president going into the 50th Spring Conference, and I am extremely proud to be working with an executive board that are all working hard to make AEFAA a successful organization for another 50 years.

Thank you to all the vendors and members from the past and the present for supporting our organization for the last 50 years and the continued support in the future for another 50 years. Looking forward to seeing everyone at the 2023 fall conference and spring’s 50th celebration conference in May 2024. ■

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# AEFAA

## member profile

By Kelsey James



*Robert Krahn stepped into the role as AEFAA vice-president after the 2023 Spring Conference & Trade Show.*

**T**he Alberta Educational Facilities Administrators Association (AEFAA) has welcomed its new vice-president.

Robert Krahn stepped into the role after the 2023 Spring Conference & Trade Show, which was held in Kananaskis, Alt. at the Pomeroy Kananaskis Mountain Lodge from May 15 to 18, 2023.

Krahn is a journeyman plumber, first-class gas fitter, fifth-class power engineer, and graduated from the Northern Alberta Institute of Technology with multiple project management and leadership certifications. He worked in the private sector of the plumbing industry for 11 years, where he focused on construction and services specializing in hydronic heating. He is currently the director of facilities at the Black Gold School Division in central Alberta.

“I started in the mechanical department. I was with Black Gold School Division for two years as a plumber where I completed management courses on leadership and project management during evenings and weekends,” Krahn said.

“I left the school division to work at Leduc Regional Housing Foundation as the facilities manager for a year. I managed facilities for seniors’

homes and affordable housing before I came back to Black Gold. I spent three years as a project and maintenance coordinator and have now been director of facilities for six years.”

In his current role with the school division, Krahn manages the operations and maintenance of the schools, including custodial staff, division-wide maintenance, and IMR projects. He also works on all major capital projects and is involved in the full process from capital planning to completion. This involves looking at new sites, design, procurement, working with municipalities and Alberta Education, and project management on Black Gold’s behalf.

“We’re a growing school division and average a new school every two years. Between major modernization and new builds, I’m working on my ninth large capital project in my nine years with Black Gold,” Krahn said, adding the division currently has 33 schools altogether.

“Building schools and being involved from planning to completion is very rewarding. I’m fortunate to have a strong team that supports me.”

Krahn has been involved with Alberta Educational Facilities Administrators Association since working as project manager for

Black Gold. He attended his first conference nine years ago.

"I have always valued AEFAA and appreciated the role it played in my professional growth, so I wanted to be a part of its continuation," Krahn said. "It's our 50th anniversary this year, so I'm looking forward to examining our past and the successes we've had, where we're at now, and what we need to do to be successful for the next 50 years."

Before entering his role as vice-president, Krahn led the restructuring of the association's certification manual during his initial year with the AEFAA executive.

"Certification is an integral part of AEFAA; it provides confidence to educational facility employers needing consistently qualified professionals in the field," he said. "It also shows dedication to continued professional development and a high standard of professionalism"

Krahn became vice-president after being nominated and voted in by the executives. He is now slated to become president of the AEFAA after the 2024 Spring Conference & Trade Show.

"AEFAA's mission is to work in partnership with Alberta school divisions to provide safe and caring learning environments. We do this by continued professional development and networking with colleagues," Krahn said. "One of the biggest values AEFAA brings to me would be the networking and knowledge you gain from others in similar positions. When you come to a conference, the knowledge is in the room." ■



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# AEFAA announces fall workshop schedule

**F**irst off, we are very happy to announce that our sold-out fall workshop will be held at the Jasper Park Lodge from October 18 to 20. On Wednesday, October 18th, we'll kick things off with our trade show! Once again, we are having strong support from our exhibitors through attendance and sponsorship and, having said that, the food and beverages are complimentary courtesy of them! Please be sure to attend this tradeshow and show your appreciation; it runs from 5:00 p.m. to 8:00 p.m.

On Thursday, Gina Botelo with SAIT will be back and, after spending previous sessions on individual improvements, we are now moving forward into managerial skills. Our first course is Team Building. The course outline is as follows:

Reaching goals and objectives has become more complex and challenging for organizations as we experience rapid, exponential change in the world. The need for high functioning, effective teams will continue to rise as technology continues to shape how work gets done, how we define the "workplace," and as globalization provides opportunity and complexity in equal measure. Participants in this course are introduced to the principles and practices for transforming dysfunctional teams and

underutilized work groups into dynamic teams capable of achieving larger organizational goals. Participants learn to identify and use the right building blocks to create teams of engaged cohesive and innovative team members and team leaders.

This course will be very beneficial to all managers and supervisors who are struggling to get the most out of today's workforce. The course will run from 8:30 a.m. to 4:30 p.m. Breakfast and lunch will be provided to all course participants. Please feel free to include your family members for these meals as well.

Friday's sessions will start with Part 2 of the Gymnasium Floor Maintenance session. This session was very well received by the membership at our spring conference in Kananaskis and, unfortunately, had to be cut short as we ran out of time. The good people at Centaur Products have generously offered to return and complete this presentation in Jasper. The last session on Friday morning will be a presentation from Alberta Education regarding projected funding. After that we will be providing a boxed lunch "to go" so people can get an early start on their way home. ■

# AEFAA member benefits



## Membership Advantages:

- AEFAA memberships can attend all AEFAA functions. Currently, AEFAA conducts a spring conference and trade show that hosts professional development sessions pertinent to the field of educational facilities and their safe operation and maintenance. The tradeshow component of this event showcases all the prominent vendors that provide our industry with the necessary and new goods and services required to properly operate and maintain these educational facilities.
- AEFAA also conducts an annual fall workshop. The primary function of this event is to provide continuing education for its membership. The sessions are hosted by SAIT and provide the attendees with the latest in educational requirements for managers and supervisors pertinent to our industry.
- Members also receive copies of the Facility Focus, magazine which focuses on all things related to the educational facility operational and maintenance. There are two editions: spring and fall.
- AEFAA members also gain access to the members area of our website. The members area of the website has a platform designed to promote networking with other colleagues from similar educational jurisdictions.
- AEFAA also hosts spring workshops. These events range from facility tours to further education on current challenges.
- Members are also made aware of current and new insurance facility requirements, as well as updates from Alberta Education that are presented at both major spring and fall sessions.

## Associate Membership Advantages (Exhibitors & Vendors):

- This membership enables all vendors and exhibitors to be invited to participate in the annual spring trade show.
- It also enables those who hold this membership to possibly be invited to the fall workshop.
- Members will receive two copies, spring and fall, of the Facility Focus magazine.
- Associate members are also able to advertise in the Facility Focus magazine.
- Members will also receive the full AEFAA delegate membership contact list, complete with names, school jurisdiction, position, phone numbers and email addresses. ■



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# A needed evolution

*Construction is almost complete on St. Patrick Catholic School in Grande Prairie*



By Shayna Wiwierski

Students attending St. Patrick Catholic School will have a new school to call home this September.

First built in 1978, the original St. Patrick Catholic School was closed in 2017 when it was noted that the school needed significant upgrades. An assessment indicated it would cost more money to renovate and expand the school than to construct a new one. As a result, the Government of Alberta approved a new school be built on the same site.

“There were a number of things that were wrong with the school. Age, ongoing maintenance concerns, and water were all issues, and on top of that, the process of educating kids has changed,” said Steven Bushnell, architect at BR2 Architecture Ltd., the bridging consultant.

Located at 7810 Poplar Drive in Grande Prairie, the St. Patrick

*Located at 7810 Poplar Drive in Grande Prairie, the St. Patrick Catholic School replacement project was approved by the government to accommodate 400 students in Grades 7 to 9.*

Catholic School replacement project was approved by the government to accommodate 400 students in Grades 7 to 9. Grande Prairie and District Catholic Schools has chosen to offer programming for students in Kindergarten to Grade 8 at the school, that once complete will be a single-storey, 4,299-square-metre facility.

The old school was demolished in 2020 and construction on the new facility started in August 2021. The new school is expected to be complete in June 2023, with the school opening to students in September 2023. The \$24.4 million school, funded by the Government of Alberta, is designed with 21st Century Learning concepts. This will include classrooms grouped around a learning common to foster a sense of community and will also expand into other spaces via operable

glass overhead doors. Learning spaces will also include music, foods, and a multi-purpose Career and Technology Studies (CTS) room. The school will also feature clerestory windows, which will bring in light to the interior spaces.

“We don’t build schools like they did in the ‘60s or ‘70s anymore. The vision for this school aligned with 21st Century Learning initiatives and what that means is it’s a very different way of teaching kids,” Bushnell said. “Kids learn in different ways [now]. It’s essentially a student-centric education process.”

Bushnell adds that schools are now built with flexibility, including open spaces and classrooms that open up. He mentions these common spaces give the ability to bring kids from one classroom into a common space to team teach with other

teachers or students, and there are other approaches like movable partitions between the classrooms to team teach as well. There is also connectivity to the outdoors through natural light and patios off the learning communities.

Jordan Sterling, project manager with Delnor Construction Ltd., mentions that the overhead doors are unique, but facilitates more group learning in an open environment.

“The overhead doors follow 21st Century Learning, which is an open-concept learning space so anywhere in the school can be a classroom,” Sterling said. “It is definitely one of the biggest features of the project.”

The school will also be the division’s first STEM (Science, Technology, Engineering, and Mathematics)-focused school.

“We know employers are looking for students who are creative, critical thinkers, and those are skills of the 21st century employee,” said Roger Lauck, Grande Prairie and District Catholic Schools director of teaching and learning. “STEM will allow us to ensure that kids are exposed to numerous learning opportunities where creativity and collaboration are at the forefront. Those skills will also carry into their years in high school.”

The school is targeted to achieve LEED Silver certification and will feature a number of energy-efficient systems, including a high-quality building envelope and water-saving fixtures. The project itself is being delivered using a design-build method by Alberta Infrastructure with BR2



*The old school was demolished in 2020 and construction on the new facility started in August 2021. It is expected to be completed in June 2023.*



*The school is targeted to achieve LEED Silver certification and will feature a number of energy-efficient systems, including a high-quality building envelope and water-saving fixtures.*

Architecture Ltd. as the project’s bridging consultant and Delnor Construction Ltd. as the design-builder. Group2 Architecture Interior Design Ltd. is the design-builder’s consultant.

Other GPCA members who worked on this project include JMS Construction, Standard Roofing & Exteriors Ltd., ATB Drywall Grande Prairie Ltd., M&R Plumbing and Heating, Kamwin Electric Ltd., and Modern Decore Carpet One.

Once the new St. Patrick Catholic School is open to students later this year, it will allow students to still attend a school within their

community. The school will also meet the needs of the larger community as well since they will have access to the public spaces, such as the gym and multipurpose rooms.

The new facility will be a much-needed evolution for students to learn, all in a building that is designed with the flexibility for educators to have as many tools in their toolboxes as they can to facilitate the education of children. ■



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# Understanding restoration: TIME IS OF THE ESSENCE

Submitted by Premier Fire & Flood Restoration



*Smoke and soot, if left untreated, can cause extensive damage to both contents and structure, causing corrosion, etching, and pitting that only worsens with time.*



*The key to minimizing water damage – whether it be from a sewer backup, burst pipe, or weather event – is a quick response.*

**W**ater damage can happen in a matter of seconds and can be the result of many different causes, whether it be a sewer backup, a burst pipe, or a weather event. The key to minimizing damage is a quick response. The sooner a loss can be addressed the better, potentially avoiding microbial growth or rot.

In the restoration industry, it is well known every loss is unique and needs to be assessed by a project manager before any work should begin. Each facility is constructed in a unique fashion. No one building is the same as the next, thus no loss can be treated the same from one facility to another, or even within the same facility. Affected building materials need

to be assessed case by case, and a strategic restorative plan derived and subsequently carried out.

Specifically for water losses, the source will dictate whether building materials are able to be dried in place or if they require removal. We use three categories to classify water losses: Category 1 is water originating from a potable source and does not cause harm to humans if inhaled or ingested; Category 2 is contaminated water likely to cause illness; and Category 3 is unsanitary water containing pathogenic agents likely to cause harm. Furthermore, water losses are then broken down into classes used to identify how much of the

structure is affected and how difficult it will be to dry.

Once the source of loss has been fixed and the category and class have been determined, we would then complete a thorough moisture map using thermal imaging and moisture meters. This, along with daily structural drying assessments, is imperative to ensure all wet materials are dried out or removed. Most building materials can be successfully dried out within three to four business days using standard extraction, air movers, and dehumidifiers. However, in some cases, specialty drying equipment, like hardwood drying mats and/or creative drying

# TIP: Ensure your maintenance staff knows where the main water shut offs are!

strategies, may also be utilized.

TIP: Ensure your maintenance staff knows where the main water shut offs are!

When your facility has suffered a fire, there's more than just the burnt areas to be concerned about and, once again, time is of the essence. Smoke and soot, if left untreated, can cause extensive damage to both contents and structure, causing corrosion, etching, and pitting that only worsens with time. The key to successfully cleaning after a fire is knowing what products and applications to use, as a protein fire is very different from an electrical

fire and the process to clean differs as well.

TIP: If you are in the path of a wildfire, prevention can go a long way! Shut off your HVAC systems and ensure all your windows are closed to minimize your exposure.

It is our top priority to ensure the safety of everyone involved throughout any remediation process. The use of asbestos in building materials was widespread, and any building erected prior to 1990 should be tested for ACM (asbestos containing materials) before any removals can begin. Removal of ACM is known as an abatement and can refer to both mold and asbestos removal.

Asbestos is most commonly found in drywall mudding compound, ceiling textures, adhesives, pipe wraps/ducting, ceiling tiles, and sheet lino flooring.

TIP: Keeping accurate records of all work completed in your facility will help expedite any required removal in the event of a fire or a flood.

When you are faced with a loss, ensure to choose a partner like Premier Fire and Flood Restoration who is certified by the Institute of Inspection Cleaning and Restoration Certification (IICRC), as those contractors will adhere to the highest standards set out for the restoration industry. ■



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# Service and maintenance of telescopic bleachers

By Tyler Cudmore, service manager, Royal Stewart Ltd.

If you have ever attended a sporting event in a scholastic environment, it is almost a guarantee you have sat in some sort of retractable spectator seating. Whether it was a small, space-efficient bleacher on an elementary school court line or a retractable wall-like system which covers a full-sized basketball court when extended in a university, they all require some love and attention to ensure smooth and consistent operation.

With the bleachers more often than not being the second most expensive piece of equipment in these facilities next to the gym floor, it is incredible how many do not get regular maintenance or service performed. Imagine it like owning a vehicle that cost tens of thousands of dollars and not getting your oil changed. Then, being surprised when issues arise. Although they are not overly complex systems, they still require a significant amount of parts

*Bleachers require a significant amount of parts moving effortlessly to prevent damage to the system, the gym floor, and to provide a safe seating environment for its users.*

moving effortlessly to prevent damage to the system, the gym floor, and to provide a safe seating environment for its users.

Much like an oil change in a car every five or 10,000 kilometers, general maintenance and service should be performed on your bleachers at least once a year. This includes, but is not limited to, the lubrication of all friction points on the understructure, such as the flat side of wheel channels, slide

rods, guide arms, and underside of support brackets. A food industry lubricant is typically used on all these components as it is non-staining and easily cleaned if it should end up on the gym floor underneath. Some styles of seats will require attention as well. A contoured seat module or bench style seat, which is static, requires little to no maintenance apart from tightening hardware on occasion. Folding VIP chairs that mount on semi-automatic bases will require mechanical boxes, and foot pedal apparatus and springs need to be lubricated as well. This can often be completed using an aerosol lubricant without the need to remove cover plates.

A regularly maintained bleacher should not have any issues with tracking and alignment; and if manual, it will be able to be opened and closed by the operators with ease. For a motorized system, it ensures the tractors are not working harder than they are supposed to and that they will not struggle to pull even the largest systems out and into place without difficulty. A major issue with an unmaintained bleacher is that once it starts struggling to open and close the worse the alignment can get. The larger the system, the larger the issues. Starting where the tractors are under the first row, alignment issues are compounded on the rows above and often the "legs" of the bleacher need to be loosened and tuned, or properly aligned to allow for correct tracking.

With an annual maintenance and inspection program for your

telescopic bleachers, there is no reason why the system should not last and operate correctly for many, many years. Maybe it is only because we manufacture, supply, and install them from the ground up, but it is a very rewarding feeling to see these sometimes-monstrous pieces of equipment smoothly, row by row,

extend and retract consistently and dependably. All equipment within your facilities, backstops, curtains, game standards, and bleachers should not be expected to operate flawlessly without maintenance. Confidence in equipment means confidence in sport and, if well taken care of, you should have both. ■

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# Wading through new and innovation products can be a daunting task

By Kevin Kramers



**N**avigating the world of new and innovative products can be a formidable undertaking. As the fall season approaches, facility managers can anticipate a surge in calls and visits from manufacturer representatives eager to showcase their latest groundbreaking innovations. They promise that choosing their unique products will simplify your life. However, stepping away from reliable products that have faithfully served your facilities over time can be a daunting decision. While innovative products may surpass your expectations, they can also introduce new challenges and potential pitfalls that need to be justified up the chain of command.

To increase the likelihood of a successful product selection process, there are several avenues available, with the first being accredited third-party testing standards. Canada boasts three prominent independent standards applicable to construction materials:

- CAN/ULC - Underwriters Laboratory of Canada
- CSA - Canadian Standards Association
- ASTM - American Society for Testing and Materials

The majority of new products undergo rigorous testing against one of these independent standards to ensure that they either meet or exceed the specific rules, guidelines, or characteristics pertinent to their material attributes. Opting for a product verified by a third party offers a comforting assurance that it has received independent validation.

In Canada, a governmental organization also assesses new products entering the market – the Canadian Construction Materials Centre, or CCMC. Operating within the National Research Council of Canada, the CCMC extends national evaluation services for various innovative building construction materials, products, systems, and services. CCMC evaluations draw support from the latest technical research and expertise and

align with the requirements stipulated in the National Building Code of Canada or Provincial/Territorial Building Codes.

Another avenue to instill confidence when selecting a product is through private risk management companies. In the construction industry, the most prominent player in this arena is FM Global, commonly known as Factory Mutual. FM Global employs a comprehensive product evaluation system driven by engineering tools to minimize the exposure to losses for facility managers.

Furthermore, many trade associations also undertake reviews of new products for the benefit of their members. These reviews could encompass a range of activities, from ensuring that products meet or surpass existing third-party standards to assessing their performance under local geographical weather constraints.

Even when new products are introduced, the primary goal remains ensuring their suitability for the client and their facility. A product may pass one of these tests, but it is essential to assess its compatibility within an existing assembly. Does it affect the fire rating of a specific occupancy? As construction continues to grow in complexity, these different avenues for reviewing and validating materials become increasingly crucial to guarantee success across various construction scenarios.

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# Who should be involved in high-quality boiler design?

Submitted by IBC Technologies

**W**hen a manufacturer sets out to design a new product, who should be involved in that process? Undoubtedly the answer to this question will vary by product and industry, but it should always be asked, early and often. If your aim is making the best product you can, you need to ask not who needs to be involved, but who should be.

For boilers, who needs to be involved is straightforward to start. The engineers who design models, build prototypes, test, validate, and certify units are obviously essential. Those who scope out parameters, features, and benefits the product must play a key role too, not only in identifying those key elements required to sell the product, but also in driving the urgency for continual improvement and to maintain and grow market relevance for their company. In past roles I've encountered engineers who would be inclined to think the product they've already released is more than sufficient for market needs, if it wasn't for someone breathing down their back asking them to do even better.

But with someone applying pressure for advancement

and a team of specialists capable of delivering, does anyone else need to be involved? What about customers? It's common for product managers to reach out to customers to get their voice in the design and development process, but there are other ways of collecting intelligence on what is popular and brainstorming potentially new and exciting products. A very high-quality boiler could be made based on the expertise of the engineering team alone, one that ends up meeting market needs and being very successful. But where this conversation takes a turn is around serviceability.

All boilers will at some point require direct, hands-on service and disassembly if they're to achieve the lifespans they're capable of. Forgo this service and you may be lucky enough to run for a long while, but almost no system offers such a pristine operating environment that a complete lack of service will go unpunished. Even if you do manage to get a long and healthy life out of a unit without servicing it, odds are you would've gotten a lot longer had the unit been looked after. More commonly, service may be required just to get the minimum expected performance out of a boiler.



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# All boilers will at some point require direct, hands-on service and disassembly if they're to achieve the lifespans they're capable of.

So, from our perspective, someone who is qualified to comment on whether the serviceability of the unit is good, or not, needs to be involved in the design and development process. I always say that if service is not easy to do, odds are it's not going to get done. Complicated and difficult service is more expensive, harder to schedule the longer shutdowns for, and less likely to be within the skillset of a reasonable number of available contractors.

But what makes a unit easy to service is not always within the scope of understanding of someone who hasn't spent time "on the tools," pulling wrenches, crawling into boiler cabinets, finding screws by touch alone, or lining up unions they can't actually see. Mechanical rooms are typically cramped, dark, hot, and loud. Someone who has spent time in these conditions, doing battle with a poorly designed boiler and trying to get the heat back on in the middle of the night, will not have forgotten the pain of those moments of frustration.

They are only too happy to point out any design choice we might have made that has the potential to lead to another such moment, giving us time to correct the problem before ever reaching production. ■




Photo Credit: GEC Architecture

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