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The medium-to-heavy-lift helicopter (MHLH) support facility at CFB Petawawa is just such a structure being built under similar conditions. At 50,000 m<sup>2</sup>, it will house maintenance and training facilities (including simulators) for the Canadian Forces' new fleet of 15 Chinook helicopters. The \$135-million project, which was the largest contract award in DCC's history when it was awarded in the fall of 2010, had to be completed in less than three years, in time for the arrival of the first helicopter in the summer of 2013.



Taken at CFB Petawawa in September 2011, this photo shows the MHLH hangar in the background with DCC staff (from left to right) Alicia Van Vaals, Matthew Schimmens, Harry Schuster, Zachary Boles, Shelley Roesner and Bill Rook.

To keep the project on track, DCC, DND and the contractor are in constant contact, explains Harry Schuster, Coordinator, Construction Services. "Communication is key, to turn things around as fast as we can," he says.

"A building is a building," he continues, "but the bigger it gets, the more risks are involved, due to the sheer volume of work in the timeline we have." To successfully manage the project, "we have very good communications between the contractor, DND and DCC. It's very open," he explains.

In addition, DCC and DND had to work together to develop strategies to expedite the project

right from the beginning, such as bringing in extra resources to review the design package in record time. The project also involved a massive effort to clear unexploded explosive ordnance from the 21-ha site (see box), which had to be coordinated among the various players.

There are numerous logistical hurdles to overcome, including having 100 people on the job site every day. (That number is expected to grow to 250, Schuster says, once all the trades are working later in the project.)

Monthly sessions take place between DND, the architect and consultant, and with CAE Inc. and Boeing. Boeing will provide on-site maintenance training and services, along with DND, while CAE Inc. will run four training simulators. The latter meetings are to work through challenges that stem from the uncommon situation of having three end users for a DND facility. These challenges include managing the flow of personnel, security and the layout of the utilities that will support each organization's functions.



Spencer Wilson, DCC Environmental Program Manager (left) shows John Graham, Director Ontario Region (middle) and James Paul, DCC President and CEO, the different types of UXO that were unearthed during the removal of munitions prior to construction of the MHLH support facility at CFB Petawawa.

Currently, the structural steel for the building is being erected, the masonry, roofing and siding work has been completed in some areas, while work to install interior flooring and build partitions is ongoing. Designed to the Leadership in Energy and Environmental Design (LEED) Silver standard, the facility will be the workplace for more than 500 Canadian Forces and private sector personnel. The site will feature a new concrete ramp and taxiway, and upgraded utilities, including the hydro capacity to support the maintenance and training work.

#### **Record number of UXOs removed**

Preparing the building site for the massive medium-to-heavy-lift helicopter support facility at CFB Petawawa was a massive effort of its own—in terms of clearing the ground of unexploded explosive ordnance (UXO).

So far, more than 1,000 UXOs have been removed from the site (clearing work has continued during construction). The previous single project record was roughly 860, says DCC's Harry Schuster.

The building site was a range for many years. In fact, some of the UXOs date from the 1880s.

Staying ahead of the contractors at the start of the project, and then as the digging has been going on, has required a huge coordination and communications effort, Schuster explains.

In addition, 90 UXO have had to be detonated in place (in batches of 10 or 15, due to various conditions, including deterioration). This has required clearing the site of people each time, including coordinating with the 427 Special Operations Aviation Squadron, which operates "24/7" near the building site, Schuster says.

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One has to believe that Marc Lanteigne was destined for a long career at DCC. Originally from New Brunswick, as a young person, he spent several summers around construction projects at the Gagetown military base where his father worked as a superintendent for a general contractor. After graduating with a degree in civil engineering from the University of New Brunswick, he first worked for PWGSC and Fisheries and Oceans Canada before joining the DCC team. Thus began a great adventure that would lead him to Montreal by way of Gagetown, Bagotville, Valcartier and Edmonton.

Marc Lanteigne quickly climbed the ranks. He distinguished himself through his positive leadership and ability to mobilize troops. He even participated in a special project off the Labrador coast involving short range radar. "DCC pushed me to grow. I am very proud to have crossed the country with this renowned organization," says the father of two.

His path led him to Montreal, where in 2001, he settled in as Director, Quebec Region at the head of a team of 141 people. His management style? An open-door policy. "I have always tried to be available to listen. I always encourage people to go one step further, for both the organization and themselves," says the 53-year-old. Truthfully, Marc Lanteigne learned to draw his energy from the accomplishments of those around him. His team will long remember his motivation and dedication.

#### A not-so-distant future!

For Marc Lanteigne, it is obvious that DCC's business has diversified in the last 25 years. To handle this evolution, this manager had to adapt and cope with the changes, just as the next generation of DCC employees have to do.

According to Marc Lanteigne, the coming years at DCC will be positive, although the growth will not be comparable to that of these past eight years. "There will be policy changes. We are hearing more and more about managing building inventory. We are going to have to adapt to departmental needs," he explains. These challenges would no doubt have interested Marc Lanteigne, but retirement calls!



The Quebec region is in good hands with its new Director, Grant Sayers (see [On the move...](#)).

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RPIC recognized the approach to partnership DCC, CSEC and industry have taken at all steps of this project with its 2011 Partnership award. RPIC promotes high standards for real property management of federal facilities.

"A unique feature of this partnership is the high degree of collaboration among all the players," says Marty Cukierman, Program Support Officer, who is managing the various contracts associated with the project.

For example, DCC and CSEC chose an interest-based negotiation approach, rather than traditional tendering, to select the industry partner that would receive the \$4.1-billion contract to design, build, finance and maintain the facilities. As part of this process, DCC and CSEC held 52 collaborative meetings on various aspects of the project with the three short-listed firms in the running for the contract. This allowed both CSEC and DCC to provide feedback to the companies as they were developing their detailed proposals. All meetings were monitored by a Fairness Monitor to ensure transparency and fairness to all parties.

The net result of this engagement was that all three firms submitted designs that, while vastly different from one another, all met CSEC's needs, Cukierman says.

Each of the bids provided excellent value for the total costs, he adds, since the companies were given an affordability ceiling. This maximum price led to creative tension among each proponent's team, Cukierman explains, as



In 2011, the DCC/Communications Security Establishment Canada (CSEC) team was honoured with the Group - Partnership Award by the Real Property Institute of Canada for the CSEC Long-Term Accommodation project.

the various players worked out what they could offer within that limit. In all cases, the companies ended up broadening the scope of their offering. In fact, “some provided extra things that were useful but we didn’t think we could afford,” he says. In the end, the firm selected provided the best value and design to meet the government’s security and intelligence needs.



Marty Cukierman, DCC Program Support Officer (right in the photo) with Phil Dreaver, Director, Plenary Group Canada, one of the project partners accepts the Silver Award for project financing at a CCPPP ceremony on November 22, 2011.

The project also won the 2011 Silver Award for Project Financing from the Canadian Council for Public-Private Partnerships. The award recognizes excellence and innovation in financing, payment and revenue arrangements for capital projects that involve both private and public sector partners.

The 72,000-m<sup>2</sup> state-of-the-art, high-security facility will contain office and special purpose space for CSEC and is being built to the Leadership in Energy and Environmental Design (LEED) Gold standard.

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With the retirement of [Marc Lanteigne](#), Director, Quebec Region, **Grant Sayers** has been promoted to assume this role in the Quebec Regional Office in Montreal. Grant joined DCC in 2003 as a Contract Coordinator at CFB Suffield where he worked on a variety of construction projects and assumed additional roles including Consultant Contract Manager and Program Support Officer for the British Army Training Unit at Suffield (BATUS) capital program. In 2008, Grant moved to Comox as the Operations Manager and then transferred to the Western Regional Office in Edmonton in a dual role as Regional Service Line Manager for real property as well as Operations Manager responsible for service delivery to the Land Forces Western Area Engineering branch. He is a Certified Engineering Technologist with a mechanical background.



**George Theoharopoulos**, Director, Atlantic Region, has been appointed to the added role of National Service Line Leader for Environmental Services effective January 2012. George brings a strong environmental background and has held a variety of positions including Manager of Environmental Services and Manager of Business Operations in the Atlantic

Region. He has worked in both the private and public sectors for more than 14 years.



**David Burley** has been promoted to the role of National Service Line Leader for the Construction Services service line. Dave joined DCC in 2002 as a professional services coordinator in Kingston and subsequently assumed the position of Operations Manager at that site. In 2008 he was promoted to Ontario regional service line leader for Construction Services. Dave's 25 years of experience in consulting and construction management along with his knowledge of the Department of National Defence combine to make him an ideal candidate for this role. He is a Civil Engineering Technologist and holds a Canadian Construction Association Gold Seal Certified designation.



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To suggest story ideas or to comment on the newsletter, please contact [the Editor](#).

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