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The facility, announced by Defence Minister Peter MacKay on March 23, 2012, is the new headquarters for Land Forces Western Area,

Joint Task Force West and 1 Area Support Group. Currently, the first two groups work out of a retrofitted former elementary school 12 km away from the base. The 1 Area Support Group is located in a 60-year-old building.

In addition, the \$30-million, 8,159 m² facility would be the command centre for military operations in the event of a natural or manmade disaster in Western Canada. This means that the building is designed and constructed to meet higher structural post-disaster standards—it would still be standing and the systems functioning in the wake of a seismic load such as an earthquake. This has presented some interesting challenges for DCC and its team of contractors and consultants.

"We're in a low seismic zone here," notes Mark Caffray, Team Leader, Construction Services, "so very few, if any, of the contractors have had experience working on a building this robust." For example, the building's concrete structure is reinforced with steel rebar that hooks right into the concrete. This requires a different approach to pouring the pilings and other structural members, Caffray says. To make it happen meant there needed to be increased communications between DCC, the design consultants and the contractor. "[The concrete company] didn't need to be specialists," he adds, "but they had to think outside the box and spend some more time planning" how to meet the requirements.

Similar front-end work will be necessary during later stages of the project, to install the electrical and mechanical systems that, themselves, will have to be robust enough to withstand any disaster that might occur.



Defence Minister Peter MacKay was in Edmonton to announce the construction of a new headquarters for the Land Forces in western Canada. In the photo with the Minister (centre) during the walking tour of the snowy site are DCC's Mike Painchaud (far left) and Mark Caffray (second from left) and various DND officials, including Project Manager Nick Psihramis (beside MacKay).

Source: Department of National Defence

Given the building's function, security around the project is tight. This has meant extra caution on the part of Caffray and his team. "You can't email drawings around or leave project documents on your desk when you leave the room. We have to be very careful." In addition, he says, his team is always mindful of who is in the vicinity when they discuss the project, since there are many aspects that must remain absolutely secret.



Mark Caffray (right) and Mike Painchaud, Coordinator, Construction Services inspect steel rebar.

Caffray notes that working on a facility of this nature certainly has presented logistical challenges—some related to ensuring the appropriate security requirements for contractors, for example. Expected to be complete in November 2013, the big challenge is one of information. He sees the DCC team as acting as the information hub for the project. "You have to get the information to the people who need it."

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The Navy approached DCC's Jeff Hopkins, Manager, Operations, in St. John's about building a new sailing centre in Pasadena, after DCC had completed a similar project in the provincial capital two years ago. A number of factors made this small project —\$250,000—a bit more challenging than its predecessor, however, not the least of which was distance and the locations of the various experts needed to carry it out.

CFS St. John's is eight hours from Pasadena and on the other side of the island. The closest DCC presence is at 9 Wing Gander, which is four hours away.

It was up to Hopkins, then, to take advantage of the service delivery matrix and put a team together that could collaborate effectively over the miles and get the sailing centre built. Hopkins, himself would be the DCC project manager and handle the general management of the file, the design component and overall environmental aspects out of St. John's. Dave Rowsell, Manager,

Operations, at DCC Gander, would manage the construction component. Steve Jung in Ottawa prepared the lease agreements, while Deanna Brewster in Shearwater carried out the environmental assessment. The team at the Atlantic Regional Office in Bedford, NS, helped prepare the Service Level Agreement for the project which is managed out of Gander.

The construction contract was awarded in early March, so now it's on to the building phase. "Ultimately the construction contract is the most important part," Hopkins notes. "As complex as the logistics were, this is the critical part." In light of this, DCC will have a contract coordinator, Louise Johnstone from Gander, travel regularly to Pasadena to check up on the construction work, which is taking place this spring.

All in all, staff at five DCC sites and from four service lines will have a hand in the project by the time it is finished. In addition, Hopkins and his colleagues are working with CE at 9 Wing Gander, who will take care of the facility over the long term, and the Town of Pasadena, who,



Similar facility previously built in Paradise, Newfoundland, was used as a template for the Pasadena building.

among other things, were involved in choosing the site.

Working with this many players is normal for DCC projects in Newfoundland, Hopkins says. DCC only has 14 staff on the island (compared to 50 in the Halifax area, for example). Between that small number and the size of the territory, Hopkins is learning how to take a province-wide approach, integrating many DCC services, to getting projects done. "It means that when they ask us to do something, we say yes, and we'll find a way."

For their part, the cadets will use the building—which is sort of like a big garage, Hopkins says—as a training classroom and to store 50 sailboats and their accompanying gear in the winter. Hopkins expects the facility to be complete in June—just in time for sailing season.

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What a long, strange trip it was for two peregrine falcon chicks who found themselves in the wrong place at the wrong time—on a DCC work site on the DEW Line.

Eric Andert, Coordinator, Construction Services, and his colleagues first encountered the nest in the summer of 2011, when the young birds were still eggs in a nest on a rock at the edge of a landfill at the Byron Bay PIN-4 DEW Line site, located on the south coast of Victoria Island, Nunavut Territory. As part of the DEW Line Clean-Up Project, DCC and a local contractor were stabilizing the landfill, adding layers of granular material (gravel) to protect against erosion.



Peregrines of the type typically found in the North are listed as a “species of special concern” under Canada’s Species at Risk Act. Consequently, just destroying their habitat was not an option without authorization from Government of Nunavut and the Nunavut Department of Environment (DoE). But what could be done to save the birds and keep the work on the landfill moving?

Andert got in touch with David Verta from the DoE, who recommended two experts: Gordon Court from Alberta Fish and Wildlife and Alistair Franke at the Canadian Circumpolar Institute, an expert on peregrines who has been studying them for many years.

A plan was developed to move the nest, before the eggs hatched. However, that requires a permit from the territorial government, and DCC only had it in hand after the birds were born. Moving the nest now wasn’t possible because the parents would be unable to find it to feed their brood and the chicks would die. That left relocating the chicks to another nest, a common and generally successful approach for saving abandoned birds. At first DCC considered a local foster-nest; however, a suitable nest could not be located.

At that point, Franke suggested that if Andert could somehow get the chicks to his research site near Rankin Inlet, he could find foster nests for them.

This presented two problems: capturing the chicks and safely transporting them to Rankin. A brave contractor took on the first task. Armed with a pillowcase, he waited until the parents had gone out hunting for the day, which they did like clockwork, and then scooped the young ones up. Andert placed them in a cooler he and some

colleagues had fitted up, lining it with a rubber mat and drilling the sides and top with air holes. So far, so good.

The airplane journey from Victoria Island to Rankin was a little more complicated. As the falcon flies, the two communities are about 1000 km apart, but the little birds actually travelled via Edmonton and Winnipeg (4500 km). This is the standard route on Canadian Northern Airlines, which graciously allowed the birds to fly in the cargo hold on only two days' notice (it's usually a week). Andert was going on leave at the same time, so he made sure the birds got on the plane.



Unfortunately, the plane from PIN-4 was delayed due to fog, which meant that the birds would be more than 24 hours on their journey, which is the limit for live animals. Happily for all concerned, however, Gordon Court, from Alberta Fish and Wildlife lives in Edmonton and arranged for Cathy Jeannotte of Canadian North Cargo to look after them for 48 hours, feed them (raw quail) and put them on the next available plane.

So, the little birds found a new home in Rankin Inlet, where they were banded by Alistair Franke and are now part of his research on this species. At last report, they are healthy and growing.

Andert, meanwhile, demurs when asked why he took all this trouble to save these two little birds. "It really wasn't that big a deal at all," he says. It just required good communications between everyone that had to be involved, he explains.

Moreover, he says, everyone wanted to do the right thing—DCC, DND and the contractor. "Showing the local Inuit that we're taking care of the land was important."

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On March 1, 2012, Project Finance magazine recognized the project as the 2011 North American Social Infrastructure Deal of the Year. Among the elements of the project that the publication singled out was how the financing was structured. For more details on the most recent award, [click here](#).

The 72,000-m² state-of-the-art, high-security LTAP 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. Defence Construction Canada, CSEC and Plenary Group Canada are working jointly on the project, through a public-private partnership.

Previously, the Real Property Institute of Canada, and the Canadian Council for Public-Private Partnerships honoured various aspects of the project. [Click here](#) to read more about these prestigious awards.

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DCC at Work is our Corporate Services newsletter, delivered bi-monthly to our public- and private-sector partners and the public at large. The articles in *DCC at Work* focus on service-delivery success stories, from the most complex projects to innovative ideas that save time and money.

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Look for the next issue of *DCC at Work* in June 2012.



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