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Real Property Institute of Canada

Category 4 Engagement and Partnerships with Indigenous People Henry Larsen– RCMP G Sewer Line Drainage Slope Study and Repair

Maria Rice – Public Service and Procurement Canada
Cathy Blanch - BGIS



Engagement and Partnerships with Indigenous Peoples

Land Acknowledgement

As part of our culture we open every presentation and meeting we chair with a land acknowledgement.

“We respectfully acknowledge the Henry Larson building is situated on the traditional territories and homeland of the Dene, Inuit and Métis peoples of the Northwest Territories. We respect the sovereignty, lands, histories, languages, knowledge systems, and cultures of First Nations, Métis and Inuit nations”.

Engagement and Partnerships with Indigenous Peoples

Effective Planning/Project Management

Northwest Territories Project Logistics

Yellowknife, Northwest Territories (NWT) is located in Northern Canada, it is one of the most remote locations in Canada. Project planning of any magnitude must have special considerations to support the requirement.



This project commenced under emergency conditions due to the severity of the pipe shift and the plumbing issue at the RCMP detachment in Yellowknife. This building has over 185 employees and houses prisoners. Security is of great concern, as movement of prisoners to alternate washrooms is a great risk. Timing was also an issue due to the very short summers, there is a minimum amount of time between the melting of the frost in mid June to the commencement of winter conditions in September.

Details of Work

The main sewer pipe supporting the RCMP Building in Yellowknife has shifted, and because of this shift, the facility was experiencing plumbing issues which include weekly steaming and daily flushing the lines.

On behalf of the Government of Canada, BGIS as their RP1 Service Provider, would engage an Engineer and Contractor to re-establish the grade that has been lost with the current piping configuration because of the pipe dropping. If successful, the benefit of this could have the drainage return to proper functioning, without the necessity of the current flushing and steaming protocol that has been required.

- **A tender was successfully procured and awarded to Kostiw Treaty Territory 1 – Active Certified Aboriginal Member of the Canadian Council for Aboriginal Business in July 2021.**
- **Project value \$1.6m.**

Engagement and Partnerships with Indigenous Peoples

Effective Planning/Project Management

Public Services and Procurement Canada (PSPC) continues to be committed to maintaining their assets. As part of this, BGIS will be replacing the failed primary sewer drainage line at the Henry Larsen Building, RCMP G (Yellowknife), to bring them to current standards.

As noted, logistics are very sensitive when a project of this magnitude is implemented, risks were identified and communicated broadly throughout the project.

- Shut down impacts to RCMP
 - Contractor has been advised of the criticality of the building and its tenants.
 - Kostiw Construction Principal is a former law enforcement and understands the gravity of operations.
 - The Project Manager will be on top of the schedule and be made aware of changes immediately as/if they come up.
 - There will also be a Consultant on site.
- Weather
 - Prior to excavation to access the sanitary sewer, the Contractor will be following local weather and radar information to confirm no inclement weather will affect the excavation.
- COVID-19
 - The NWT government operated in a bubble during the COVID, pandemic strict enforcement and approval of any entry into the territory was enforced.

Engagement and Partnerships with Indigenous Peoples

Effective Planning/Project Management

Timeline

Week 1: July 12-16

- Site prep and locates were completed and the pipe area was excavated on schedule.
- Due to existing site conditions, requirement to go under the building, shoring and lift station was identified.
- Conversations with the City of Yellowknife and Government of Northwest Territories (GNWT) ensued with appropriate drawings for approval.



Week 2: July 19–23/24

- Approval received from both authorities – Yellowknife and GNWT
- Excavation under the building was completed, and temporary connection to the building installed.
- Grade achieved and base component of the new lift station in place.
- All work from the building to the new lift station to be completed this week, including compaction and backfill.
- Precaution is being taken due to expected rains on Thursday and Friday and work is anticipated for Saturday if there are delays.
- No Sunday work planned.

Engagement and Partnerships with Indigenous Peoples

Effective Planning/Project Management

Timeline

Week 3: July 26-30

- Completion of pipe installation from the new lift station well, to the city manhole
- Installation of the lift station pump
- Commissioning and inspection of the lift station prior to backfill
- Compaction and backfill



Week 4: August 2-6

- Backfill, landscaping, sidewalk, and roadway completion
- Final inspection
- Demobilization

All material will be on site prior to commencement of construction taking play to ensure no delays.

Note: there could also be other small intermittent reduced usage periods. Commanding Officer and Detachment Officer will be informed of any potential/unplanned shutdowns – within a minimum of 1 hour.

Engagement and Partnerships with Indigenous Peoples

Mindfulness of Indigenous Groups

BGIS on behalf of the Government of Canada as their RP1 Contractor, tendered this project under a fair and transparent process.

Through this process, the work was awarded to Kostiw Construction – Kostiw Construction is located in St Francois Xavier, MB which is within the territory of Treaty 1. They are 100% Indigenous Owned.

On behalf of the Government of Canada, BGIS has undertaken an aggressive Indigenous Engagement program, which is led by the National Director of Indigenous Engagement and supported by all departments as well as the leadership team. A cornerstone of the process has been to actively expand our roster of Indigenous Vendors over the past 3 years. This has involved a thorough search of the Indigenous Business Directory as well as, the Certified Aboriginal Business listing from the Canadian Council for Aboriginal Business (CCAB). This process involves actively communicating with the potential Indigenous Vendors to determine which vendors are best suited to proceed to the qualification process (security, compliance, etc.).

BGIS is continuously evaluating projects to determine which projects may be best suited for tenders from our Indigenous Vendors.

In addition, to the targeted tender, changes were made to the bonding process. Through our communications with the Indigenous Vendors, qualified and potential, it was made clear that the current bonding process (bid and performance bonds) was unreasonable because many Indigenous Vendors were unable to obtain bonds. To make this requirement fairer, BGIS implemented an Irrevocable Letter of Credit as an alternative to bonds. This vehicle has been utilized by several Indigenous Vendors, as well and non-Indigenous Vendors since it was implemented.

All of these actions, as well as many others, have been undertaken to support our Indigenous Engagement journey. They are guided by the Truth and Reconciliation Commissions Call to Action #92 – Business and Reconciliation. We also believe that these actions support our client (PSPC) with their mandate of spending at least 5% of their spend with Indigenous businesses, as well as providing best value, which is not always the lowest compliant bid.

BGIS is committed to establishing and maintain mutually beneficial relationships with the Indigenous community.

Engagement and Partnerships with Indigenous Peoples

Effective Consultation and/or Accommodation

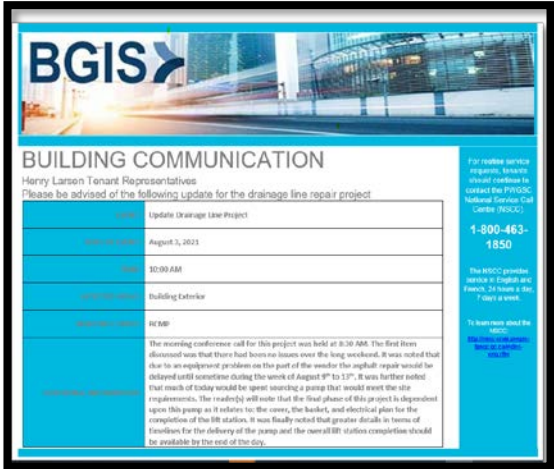
Consultation/Collaboration was the cornerstone of success to ensure that the project was executed with excellence supporting Best Value to Canada. Due to the complexity and sensitivity of this project, communication was critical to ensure integrity of operations for the stakeholder. Site operations need to remain “business as usual” with no long or exaggerated interruptions to business.

- Twice Daily updates to all stakeholders (see sample)
- Weekly teleconference to provide opportunity for questions by stakeholders
- Daily toolbox meetings hosted by contractor (Kostiwi Construction)

Below is another sample of communication working with all stakeholders.

Project Timeframe/Information

- Contractor has been on site since July 12, 2021
- FA2 clearances have been granted
- Project completion anticipated by Aug 6 – Demobilization
- Approvals have been received for work underneath the building and for the installation of a lift station
- NWT WSCC has completed safety site visits and no issues have been raised
- Safety of the work and risks on the project, and RCMP continue to be paramount and managed closely as the project proceeds
- No impact to the building occupants expected at this time – noisy work to continue till July 30 at the earliest



Click here to see FAQ provided to client for the project.

Engagement and Partnerships with Indigenous Peoples

Successful Delivery of the Initiative Project/Program or Service

Project was successfully completed August 27, 2021. Our Indigenous Vendor Kosti Construction completed the project on time and on budget. Communication was a success as noted by the many levels of recognition on the following pages.

This project has been identified as one that will be used as a high standard to be used on any complex project going forward.



Engagement and Partnerships with Indigenous Peoples

Recognition by Indigenous partner (s) or stakeholders (required) – e.g. letters of support

Good morning, all,

I'm so happy to share the positive feedback provided below, received from the RCMP CO and RD on the Henry Larson Sewer Repair project. I would like to echo my appreciation for how well this final phase of the project went and would ask that you please pass this thanks along to your teams and our BGIS partners. They did an excellent job in taking the feedback from the first two phases, and using it to improve the planning, execution, and communication with a very unique client. I truly appreciate everyone's genuine care and attention to improving our service delivery experience for this client – really well done.

Now here's to hoping we never put a shovel in that ground again!

Have a great weekend everyone,

Nicole Kotzer Helmsing

Client Service Director

Public Services and Procurement Canada/ Government of Canada

nicole.kotzerhelmsing@pwgsc-tpsgc.gc.ca

Cathy,

I just wanted to send you a note on the above meeting that the BGIS team did today and debrief the issue with some of the work that needs to be done under the building.

The briefing was very well done and the Client was very appreciative of the work done and how BGIS is diligently managing the project and situation.

The team on this project is really doing an excellent job, so thank you to you and the team.

Thank You - Merci

Kindest Regards - Salutations Cordiales

Note – E-mail content may have been edited

Nota – Courriel contenu peut avoir été modifiée

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Engagement and Partnerships with Indigenous Peoples

Recognition by Indigenous partner (s) or stakeholders (required) – e.g. letters of support

All,

This 3rd stage was completed in a very professional well communicated manner. It is the only stage that the occupants were not significantly impacted. I want to comment on the plan, execution and communication that occurred in this stage.

Plan: It was well presented, with a schedule from the onset. There was clear areas identified that could delay of speed up the plan and mitigation strategies were included. Well done.

Execution: I can not say more of the execution of the plan. The oversight and work by the project manager and contractor (Kosti Construction) was outstanding. The contractor was professional, competent and accommodating. A clear point of contact was identified from the on -site contractor and he was knowledgeable and approachable. Great job from the top on down to the flag people.

Communication: This stage was the only stage where the communications were consistent, accurate, timely and informational. Again, the comms were identified in the plan, and it was followed.

I have been critical of these 3 areas in the first 2 stages, and I want to ensure BGIS, and Public Works know how well this stage went. I really appreciate the efforts they made following our meeting after stage 1 and 2.

I would be neglect in not mentioning the work done by Amanda and Beth on the ground here in Yellowknife....thanks for keeping me apprised and following up on my questions. Brenda thanks for continue to push and support on this project.

Please pass this on my comments to the appropriate people and BGIS/Public Works.....

Thanks

Jamie
Jamie Zettler, C/Supt
Commanding Officer/Surintendant principal
"G" Division/Division G

Engagement and Partnerships with Indigenous Peoples

Recognition by Indigenous partner (s) or stakeholders (required) – e.g. letters of support

Letter from Indigenous Vendor

In the summer of 2021, Kostiwi Construction, KC, was hired to repair a sewer line at the Henry Larsen Building, RCMP headquarters, in Yellowknife, NWT. This was one of the biggest projects taken on by KC at that point in time and by far the furthest we have worked away from our base in Manitoba. Needless to say, we were apprehensive and interested to see how it would work with the BGIS staff.

Immediately, we found the project to be well run by the manager, David Ugwu. He had laid everything out for us and was very willing and to help or assist where he could. This approachable manner he gave at the beginning gave us here at KC a secure feeling starting off the project. Mr. Ugwu really assisted in the organization of the beginning steps, permits, safety papers, security steps, etc. Once the project became under way, the daily meetings were well run and provided great communication. Once the project was underway and there were inevitable challenges and situations, the senior manager Ken Melnyk assisted with making quick and decisive decisions and when the engineering was slipping a little, was able to light a fire under to move the project along in quick fashion as time was of the essence. Also of note was how quickly the project funding was approved as there were major hurdles in the middle that needed attention, and fast decisions were of the utmost importance.

This project concluded successfully with all parties satisfied, KC construction is looking forward to working together with you in the near future.

Dean Kostiwi