



Executive Summary

SAL Engineering provided Project Management Services for the Peter Ballantyne Cree Nation for the Pelican Narrows High School Addition and Renovation Project. This was a capital project funded by Indigenous and Northern Affairs Canada (INAC) and it was completed under a budget of \$25,000,000 and ahead of schedule.

The Project scope included the construction of a 756 m² addition to the existing Opawikosisikan School and an extensive renovation to the interior and exterior of the existing 5,204 m² facility to meet current codes and standards. Twelve portable classrooms were constructed for use during construction. The Project followed INAC's Project Management Team (PMT) framework and the PMT included SAL Engineering, Maurice Soulodre Architect (plus structural, mechanical, and electrical sub-consultants), INAC, Prince Albert Grand Council, Penn-Co Construction Canada, and Band Representatives which included Councillors, the Opawikosisikan School Principal, and public works, custodial, and human resources personnel.

The expanded and renovated facility will enhance the education and cultural needs of the community, which also provides the only space for large community gatherings and functions as an emergency shelter in times of need. These functions are very important as Pelican Narrows is a remote northern community. The Contractor employed local workers for over 22,500 hours and this provided the workers with training and work experience that can help them pursue job opportunities both on and off Reserve.

There were many complications that occurred throughout the Project and these required the Project Manager to manage and to facilitate communication between the many stakeholders involved in the Project. Project scheduling was also a challenge as there were three zones of construction plus the construction of the twelve portable classrooms. All construction needed to be scheduled to accommodate the school programming and curriculum.

The Project achieved Substantial Performance in April 2015 and the School is becoming a focal point of the community of Pelican Narrows.