



On the Fast Track at Shilo

Some people say that you can have it fast, good or cheap. Steve Toth doesn't say that. The DCC contract coordinator (205-765-3000) is giving the Princess Pats all three.

When the military decided that the 2nd Battalion of Princess Patricia's Canadian Light Infantry (2PPCLI) had to be moved into its new quarters in Shilo, Manitoba, by August 4, 2004, it made Toth's job a lot harder. But not insurmountably so, thanks to some innovative contracting processes. "If you do the math, it is \$40 million of work in 16 months," he says. "That's a considerable amount of work each month."

The project involves three new buildings, two for vehicles and one that will be used as a combined main building and training facility.

To cope, Toth and DND put the job on a fast track. This means that the design and construction phases over-



Artist's rendering of the new home of 2PPCLI at CFB Shilo. The project is a joint venture between Westeinde Construction Ltd. and Caspian Construction Inc.

lapped. Much of the foundation and structural work went on, even as the architectural plans were being finalized.

"That's common in design/build, although not quite as aggressively fast paced as this," says Toth.

The job was awarded on April 16, 2003, and the main building has to be finished by next August 10. But as Toth explains: "The goal is to have all three buildings complete at the same time, even though the other two are not due to be completed until October 2004.

That's a bonus to everyone,

and 2PPCLI can have access to all three of their buildings."

The other innovation was a change to the tendering process itself. Traditionally, the specs are laid out and the job goes to whoever delivers the lowest price. Here, however, DCC used what's known as a quality-based tendering process. "Going with the lowest price means you'll pick a bid that's basic and efficient," says Toth. "But DND wanted to see what interesting things could be incorporated into the building to get more value." *Story cont'd on page 2 ...*

Rebuilding Afghanistan

On the second anniversary of the attacks on the World Trade Center and the Pentagon, a rocket landed in one of two bases in Afghanistan where some 2400 Canadians are stationed. One of them is DCC's own Richard Allie, (613-998-1003) who provides quality assurance and contracting support.

"There is danger," he says. When he leaves the camp, and especially when he journeys through downtown Kabul, he wears bullet-proof armour and is accompanied by an armed escort, even though the Canadians have so far been received fairly well. "When the traffic slows down and hundreds of people are

around, you hope nobody does anything stupid."

Kabul is an ancient city, but one that shows the impact of 20 years of combat. "Nothing is standing except what has been reconstructed," Allie says.

Retired now from the air force, after 22 years of service he is now a manager of contracting services for DCC in Ottawa and was chosen to spend five weeks in Afghanistan.

When he arrived, the camp was not quite finished, so he is part of a team that is overseeing CANCAP (the Canadian Contractor Augmentation Program), under which two companies

together won a Public Works and Government Services Canada contract to provide construction and other services at Camp Julien and at Camp Warehouse.

Although his office is well set up technologically, communication outside the camp remains difficult. Allie is helping the local DND authorities monitor the work being done by the contractors. He is helping to develop the documentation to select contractors and is helping to develop a performance plan. He will be replaced by another DCC person, this time somebody from the site office at CFB Trenton.

As such, DCC used a two-stage process to evaluate proposals. First, it checked bids to see that they complied with the performance documents. Then, the bids were evaluated on the basis of quality as part of a formula in which price was only one component. "If you were a low bidder who scored low on the quality evaluation, you didn't get the job." Doing the job fast, good and cheap required a lot of work and a lot of innovative thinking, and it means dozens of workers have descended on the tiny town of Shilo. But it also means that one of Canada's most storied battalions will have a new home worthy of their

CME Recognition at CFB Borden

William Smith believes that we should never forget "the price that the valiant have paid in war and in peacekeeping." He has devoted his spare time to military history, particularly of the Borden area, where he works as a project coordinator.

Nor has the military forgotten Smith. He was one of several people honoured with awards to mark the centennial of the Royal Canadian Engineers. Smith was named a "Centennial Champion" for his exhaustive history of CFB Borden from its construction during World War I to the end of World War II.

The award recognizes people who make "conspicuous contributions to the centennial goals of celebration and commemoration." They have either

helped bring together the Canadian military engineer family or they have increased awareness and appreciation of military engineering.

Smith was honoured because much of his work focuses on the construction of CFB Borden, a subject that holds particular interest for him as a DCC employee. "They built it [during wartime] at a very accelerated pace," he says. Although Smith is, strictly speaking, an "amateur historian," since he refuses any payment, there is nothing amateur about his methodology. "I don't 'create' history," he says. "I relate the facts of what happened, not what I might have wished had happened."

To do this, he uses a vast

DEW Line
August '03



Spending a few days this past summer at Cape Dyer reviewing DEW Line project progress are, from left to right, Sebastian Roy, Special Projects Officer, Margaret Zimmerman, CRS Auditor, and LCol Daniel Paquet, Project Manager.

personal library of thousands of books, as well as federal and provincial archives and the records at CFB Borden's own museum. His reputation as a historian also leads to some interesting items falling into his hands.

He was once, for example, given a rare photograph of

Canada's dead and injured being removed from the beaches after D-Day.

By preserving the memory of CFB Borden's construction and history, Smith "stands tall as a builder of the broader [military engineering] family," just as his award citation says.

Supporting the Edmonton Community

Playgrounds don't build themselves. But, sometimes, DCC personnel pitch in to make it happen. One example is the playground at Ecole Marie Poburan in St. Albert, a suburb north of Edmonton. This past June, several DCC employees from Edmonton joined DND staff from their site to help build the playground.

"Personally, I was shocked to see the amount of nuts, bolts and screws required to assemble the playground equipment that consists of swings, slide, monkey bars, wall climber, etc.," says Dave McGinnis, one of the DCC participants. "What surprised me even more was the team effort that was involved."

McGinnis was joined by site manager Brian Fraser, and by

Paul Eden, Mark Wiltzen, Sabrina Rock, Dani Khan, and Samantha Dien-Taday. DND personnel were led by Major Roy Fenton, the officer commanding Engineering Services Company. According to Fraser, "The DND folks asked us to help out and we were happy to do it. It's a way for us to be involved in the community."

Each DCC person donated about a day's labour, using materials provided by the school. Parents whose kids attended the school in St. Albert also volunteered, some during morning shifts and others during the evenings. According to school chair Sandra Fenton, "Hundreds of people contributing thousands of volunteer hours were involved in making our new

playground a reality for our school community."

"I can only describe the experience like working on a giant puzzle," says McGinnis of the day he was there. "A group of three or four would work on one section while another group worked on another, and in the end we joined the sections all together. By the end of the day, the equipment was all assembled and ready for the concrete to be poured the following day."

The school was certainly grateful. In a letter to Fraser, Sandra Fenton wrote, "Our school has been blessed to have you as a major contributor to the project."

As for McGinnis, he says that now that he knows how much

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Defence Construction Canada
Place de Ville Tower B
112 Kent Street, 17th Floor
Ottawa ON K1A 0K3
Phone: (613) 998-9548
Fax: (613) 998-1061

E-mail: client@dcc-cdc.gc.ca

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work goes into a playground, whenever he sees one, he always takes a second look.