

Award recognizes DCC's vital support in Kabul

Constructing an embassy overseas is always a challenge, but in Afghanistan, ravaged by years of conflict and the ever-present dangers of terrorism, the job comes with a host of unique hurdles.

Members of the Kabul Embassy Reopening Project Team – including members of DCC's deployed operations staff – faced not only material shortages and a local workforce with varying skill levels, but, like most visitors, they also faced occasional mortar attacks and bomb threats.

Despite these conditions, the team prevailed, converting three houses into a permanent embassy in a secure compound.

DCC's Stewart Dafoe, Tommy Yeung, and Harry Rohde (who has since retired) were part of that team (along with Kris Seiler and Perry Wallace). The trio was named as recipients of the 2006 Public Service Awards of Excellence,

as part of a winning contingent that includes Foreign Affairs Canada, the Department of National Defence, and the Canadian International Development Agency in the category of Exemplary Contribution under Extraordinary Circumstances.

Yeung, a Contract Coordinator who spent six months in 2005 in war-torn Afghanistan, and Dafoe, a Project Manager who remained onsite for one month, were flown into the country to help manage the construction of the \$750,000 (U.S.) embassy.

Yeung was busy supervising the construction of the embassy, working alongside the contractor and embassy staff. Ensuring safe construction sites and quality resources in an impoverished and war-torn country was a challenge, said Yeung.

"Safety was an ongoing issue. The local workforce didn't have workboots, hardhats, all those things that we take for granted," said Yeung. "Securing good local quality material was also a challenge. Most of the time, the material had to come from Dubai."

As Project Manager, Dafoe had been involved since the earliest phases of the job, back in February 2004. He initially spent a week in Kabul, meeting with embassy staff and Defence officials. Dafoe returned to Ottawa, spending about a month developing a plan to get the work done, while tracking down available consultants and contractors. He then



Stewart Dafoe, Project Manager (left) stands with Ross Nicholls, President and CEO (centre) and Tommy Yeung, Contract Coordinator at the June 16 Public Service Awards of Excellence ceremony.

returned to Afghanistan for a month to implement a multi-part procurement process.

The main design contract was awarded to a local architect who had recently returned to Kabul, from California, said Dafoe.

"He certainly had some level of awareness of the standards we're used to here in North America," said Dafoe. "Plus, he understood the industry in Afghanistan; he knew how to put together documents in a fashion that people in the country were used to looking at."

The main contractor, Red Sea Engineers and Constructors Ltd., used local resources for their labour equipment and procured supplies locally, "which, to our mind, was a big benefit," said Dafoe.

"The skill sets and knowledge over there are very different," he explained. "They're much more labor intensive. The knowledge of how to construct things to the level of quality we expect was a big learning curve. By the end of the job they had a much better understanding."

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Finding space for the 31 Brigade Group

Wielding a white-hot torch, Brigadier General Guy Thibault, Commander of Joint Task Force (Central)/Land Force Central Area, sliced through a steel chain at Area Support Unit (ASU) London, officially opening the Captain Neil Logistics and Maintenance Facility on May 10.

DCC managed the construction of the new 7,500 square metre complex, as well as an environmental clean-up on the site of the \$17.5-million building, said Site Manager Mark Dalgard.

The London Consolidation Project now approaches its final stage.

ASU London supports 31 Canadian Brigade Group, its 15 subordinate units throughout southwestern Ontario, three naval reserve divisions, the Regional Cadet Support Unit (RCSU) Detachment London, and 30 cadet corps, with a total strength of 300 Regular Force personnel, 2,800 Reserve Force personnel, 300 members of the Cadet Instructor Cadre and 5,000 cadets.

With such a diverse group of clients, DCC was careful to ensure the needs of ASU London garrison personnel were met. It wouldn't be easy, however. Canadian Forces personnel might have been getting a brand new building, but it was going to be smaller than their old facility.

ASU London's Transport, Supply and Maintenance sections were housed in the massive, and outdated, Highbury Complex, which was physically located outside Wolseley Barracks. Aside from its age – it was built in 1941 – the expanding



Brigadier General Guy Thibault cuts a steel chain at the official opening of the Captain Neil Logistics Facility at Area Support Unit London in May.

maintenance and utilities costs for this facility had grown too high.

“DCC worked with all of the units on the design of the building to ensure that all their needs were met,” said Dalgard. “Certainly the biggest challenge for DND was fitting into a space with a much smaller footprint. So we worked with DND and the contractor, Bird Construction, to ensure that we could make that space work.”

Keeping all of the units satisfied with their new space allocations was a challenge, he said.

“The building they were moving from was much larger than they required; they had really grown into that space over the last 60 years. The remaining free area on the site was very small, so actually fitting the required building facility within the area provided was difficult. Certain building requirements, such as 10 garage doors,

and wide truck turning areas, were needed. Working on a design that would provide access for this type of need took some careful planning.”

But DCC was able to maximize the available space. For example, the older Highbury Complex used up a lot of floorspace with its clothing stores. Although the new facility offered much less space, DCC got creative, said Dalgard.

“We added vertical shelving rack systems, which take up a much smaller footprint, yet provided enough space to meet their needs,” he explained.

The logistics and maintenance facility was named after World War II hero Captain Proctor Clifford Neil. Neil played a key supporting role during D-Day, one of the most pivotal operations of the war.

As commanding officer of 54 Light Aid Detachment, Royal Canadian Electrical and Mechanical Engineers, Neil was attached to the First Hussars when he landed at Normandy on June 6, 1944. He was awarded the Military Cross for his actions that day. Under heavy fire in a boggy minefield, Neil and his men recovered 51 tanks.

Phase 2 of the London Consolidation Project will renovate Building 50, which currently houses ASU London and 31 Canadian Brigade Group Headquarters. The consolidation will allow for the demolition of 18,133 square metres of existing floor space, as well as the eventual disposal of the entire Highbury Complex.

Project Update



DCC's Fred Boyle, Project Manager at the CFB Gagetown site office (centre), explains the Corporation's role in the 2nd Battalion, Royal Canadian Regiment's (2 RCR's) new operations building project, and outlines the technical features of the building to Gordon O'Connor, Minister of National Defence, during a site tour on May 25.

DCC is currently managing the construction for the interior fit-up, which amounts to \$14 million. This phase includes all interior finishes, mechanical, and electrical equipment. The complex has a floor area of 24,960 square meters. This includes offices and stores for the battalion headquarters and three rifle companies.

Also included are weapons trainers and simulators, and an indoor running track. Phase one, which includes all services to the building such as structural steel, complete exterior finishes, landscaping and the roof, has been completed.

Deploying DCC's expertise for the Theatre Activation Team

When members of the Canadian Forces Joint Signal Regiment (CF JSR) get the call to prepare for an advance deployment, they need to count on infrastructure that can help them get the job done.

As the first to arrive in theatre, the CF JSR's main task is to deploy advance headquarters, arriving only two to seven days after deployment orders are issued. Time is of the essence for the CF JSR.

DCC's role as contract coordinator for the Theatre Activation Team (TAT) Warehouse project, under construction at CFB Kingston's McNaughton Barracks, will help ensure that the CF JSR prepare for an advance deployment with an efficient, user-friendly facility. The 1,800 square-metre, \$3.2 million TAT Warehouse fits the bill.

"The warehouse must be able to store, stage and load all items needed for the advanced staging and organization of a deployment of 150 to 200 people, in up to two separate locations," explained Dave Long, Contract Coordinator at DCC's Kingston site office.

The main warehouse will have pallet rack shelving for equipment storage, which required a clear, unobstructed height of 6.7 metres. Building designers also had to keep in mind changing operational requirements, which meant that interior structural columns were actually removed from the design, which allows users to locate shelving in various configurations.

Two hydraulic dock levelers will also allow for the loading and unloading of goods from transports, as well as a drive-through aisle, which will accommodate all other sized vehicles, explained Long. To ensure inventory is tracked properly, the warehouse will also have a bar code reader system.

The CF JSR Regiment in Kingston is currently located in two buildings, E-30 and E-37, in one large, secure compound on the McNaughton Barracks side of CFB Kingston. The current TAT warehouse, however, rests on the Vimy Barracks end of the base.

"The existing facilities lack a secure vehicle compound, the ability for drive through traffic, the ability to accommodate the variety of vehicle sizes that make deliveries to the warehouse, as



Dave Long, Contract Coordinator at DCC's Kingston site office (left) and Paul Ireland, Site Manager, survey a parking lot adjacent to the Theatre Activation Team (TAT) Warehouse project, currently under construction.

well as proper office space," said Long. The TAT warehouse's new location, as an extension to E-30, "allows for the TAT operations to flow from their existing stores into the new addition with little disruption to their current layout and work area.

"The main benefit this addition gives to the operations of the unit is efficiency," added Long. "Vehicles, personnel, and equipment will now be stored in one location – one secure compound –

which allows the unit to be more effective when responding to a mission."

The CF JSR is responsible for, among many duties, establishing radio, telephone and satellite communication networks; installing and upgrading computer systems and software applications for deployed operations; heavy cabling, including fibre optic communications networks, and signals support for the DART (Disaster Assistance Response Team).

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Ross Nicholls, DCC's President and CEO, commended the Corporation's staff for their work both on the ground in Afghanistan, and in Ottawa. Their commitment to securing local contractors was a plus.

"It would have been much easier to follow the lead of other embassies, which used international contractors," explained Nicholls. "Although the project took longer and required more risk management, the positive contribution to the local economy, and enhanced reputation of Canada, were immeasurable."

Nicholls praised the entire project team, and pointed to the long hours without time off – sometimes for months at a time – that staff endured. But the hard work has paid off for Canada, he said.

"The embassy was completed under abnormally high stress conditions with an immeasurable benefit to Canada," he noted. "The team's contribution served to reinforce Canada's global reputation as a country that can be counted on to deliver on its international commitments."

Recognizing service delivery

Delivering high quality, value-added service to the Department of National Defence is what drives employees at DCC. On May 24, DCC recognized staff who go above and beyond to improve service delivery.

Ross Nicholls, President and CEO, joined staff in the nation's capital to honor those who promote innovation on the job, help DND deliver on their environmental commitments and help the Corporation operate with ever-growing efficiency.

The President's Award recognizes outstanding service to the Corporation, provided consistently over a period of time in a manner above and beyond normal work requirements. John Graham, Area Manager, was awarded the President's Award.

Major S.C. Arthurs, Base Construction Engineering Officer, has worked with Graham since 2003, and praised his competence, organization and excellent rapport with Canadian Forces personnel.

"Thoroughly professional and drawing on his management skills, John has earned my respect," said Arthurs. "He can be counted on to provide a fair and candid evaluation of any critical situation dealing with infrastructure issues at CFB Kingston. This has been particularly important in establishing and managing the Energy Performance Contract and dealing with the HVAC controls issues."

Richard Allie, Manager of Contract Services, was presented with the Vice President's Award. This award recognizes significant achievements that reflect positively on Head Office and demonstrate the type and quality of work valued by DCC.

"Richard is unfailing in his ability to adapt to new challenges and to take on new responsibilities," said Angelo Ottoni, DCC's Vice President, Corporate Services, during the award ceremony. "He never hesitates to roll up his sleeves and dive into a new project."

The Customer Satisfaction Award recognizes exemplary contribution by an employee to customer service, consistently over a period of time. Jacques



Steve Irwin, Vice President, Operations (left) stands with Service Development Award winners Alison Rossiter and Dawn Ryan, Environmental Project Coordinators (centre), and Doug Polak, Environmental Project Manager.

Desarzens' 35 years at DCC are distinguished by his enviable record of client service delivery.

"Whether dealing with National Defence Headquarters or with personnel at the base or wing level, Jacques has worked tirelessly to understand DND's needs and to provide solutions that help all parties," said Nicholls, who presented the award to Desarzens (who, this month, has retired from DCC).

The Robert Graham Memorial Award recognizes a special contribution toward improving workplace safety or environmental protection. Ron de Vries, Vice President, Contract and Client Services presented Bryon McConnell, an Environmental Coordinator at CFB Kingston, with the award.

"Bryon is helping to lead the vision for environmental services at CFB Kingston while also strongly supporting the Environmental Service Line," said Dave Burley, Manager of Site Operations in Kingston.

Providing not only strong technical skills, but also results, earned DCC's Doug Polak, Alison Rossiter and Dawn Ryan the Service Development Award, which recognizes employee performance in the development or promotion of services that respond appropriately to client requirements, and the contributions to the service delivery team. This Atlantic Regional Office team has helped deliver Maritime Forces Atlantic (MARLANT) Formation

Safety and Environment (FSE) Contaminated Site projects.

"The team has demonstrated solid service development skills, which created a positive change to the scope of services DCC has provided to FSE," said George Theoharopoulos, the Atlantic Region's Manager of Environmental Services. "This has produced a win-win situation for the client and DCC."

In fact, the effort of the DND/DCC Contaminated Sites Team was nominated by DND for a Federal Contaminated Sites Award.

DCC's other award winners were: Loree Hurst, Administrative Coordinator at DCC's Western Regional Office, who won the Service Innovation Award for her work designing computer databases that allow staff to track all manner of data, including addresses, environmental assessments and accreditations; and Julie Demers, an Administrative Assistant at Head Office who took home the Employee Appreciation Award. Her self-motivation, coupled with a strong sense of ethics and confidence in her own abilities, has provided invaluable support to her fellow employees in Contracting Services as they support the Department.

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