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Part one of this series on [Building Information Modelling](#) describes a new building system database and how it has the potential to revolutionize how we design and construct buildings.

This part takes a closer look at how this modelling capability brings procurement contracting challenges and opportunities.

"Buildings cost more than they should to design, build and sustain and they take too long to deliver. We must do a better job of collaborating between the many stakeholders involved in the building process."

That statement by the Canadian National Building Information Model Standard Project Committee offers a small window into the reasons why many architecture, construction and design companies are embracing a new design tool known as BIM.

BIM is a database and a design tool rolled into one. If embraced across the board by industry and government agencies such as Defence Construction Canada, the tool could revolutionize the way infrastructure is conceived, managed, designed and maintained.

BIM is meant to evolve over the lifetime of a building and to be used by all parties involved, from the architect to the building owner. The entire building, and the systems contained within it, are visually modeled in 3-D using objects which are imbedded with information.

For example, a fan coil unit would be represented in an accurately sized 3-D model and certain key information — such as specifications, costing, lifecycle, and maintenance requirements — would be embedded directly in the object. In theory, endless data could be contained within that one small object and any conflicts that arose could be readily detected.



While BIM may sound like the perfect solution to conceiving, designing and building infrastructure, there are as many challenges as there are opportunities. At least when it comes to federal procurement practices.

For example, who owns the intellectual property rights to a design that has been worked on collaboratively? Is the onus on government or industry to decide? How can government create a level, competitive playing field if not all companies can afford BIM or train their employees to use it? Should there be a national, industry standard and if so, who should implement it?

The answers, say Melinda Nycholat, are complex and require further study. She oversees all procurement activity for DCC and says while BIM certainly is the way of the future, there is a lot of work to be done before the organization can begin adopting it.

"My interest is in watching how BIM will evolve into the future," says Ms. Nycholat. "How are we going to be able to work with BIM in the future and what do we need to do to get there? How is it going to impact our contractual relationships? How do we enter that into these contracts? What words do we use? What are the different parties' expectations and obligations?"

"These are all very important questions that we need to address. There is no question BIM is a better tool, and as a society we are going to naturally evolve to that. However, we will have to work together with DND and industry to take it one step at a time."

Ms. Nycholat says the best way to proceed is by creating an implementation plan and conducting trials. DCC is currently conducting an options analysis to see how the system could be used and what the implications would be to the way it does business.

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Defence Construction Canada (DCC) and the Canadian Forces Housing Agency (CFHA) have been working on a pilot project of great interest since January 2011 at various sites across the country, including the Valcartier military base. Their goal: to improve the performance of field work teams and communication between DCC and CFHA managers.

"In the past, evaluation of our services by the CFHA, our client that maintains housing intended for the military on various Canadian bases, was one-dimensional," explained Bruno Champeval, Manager, Business Operations (Quebec region). "At project completion, we would meet with the CFHA to gauge their satisfaction and discuss ways for improvement. However, the process did not achieve the expected outcome."

Managers felt that communications between the two companies in the field could be improved. CFHA and DCC decided to change methods. In future, both companies would evaluate themselves as one team based on six pre-established performance indicators:

1. Rate of completion: 70% of projects must be completed by the deadlines;
2. Over-expenditures: the maximum allowed being 15%;
3. The rate at which contracts are awarded;
4. The actual proposal date compared to that scheduled in the Business Plan;
5. Speed with which financing is approved within five-days of awarding of the contract;
6. Accuracy of the pre-tender estimate, the maximum allowable difference being 15%.

Between January and March 2011, eight projects worth over \$2.2 million were carried out by DCC for CFHA in Valcartier. They were jointly evaluated based on the indicators chosen for the pilot project. "We are very pleased with the experience and the innovative approach chosen," declared Bruno Champeval and Éric Perreault, Manager, Regional Housing Portfolio (Quebec-Eastern) at the CFHA. "The approach evaluates teams and projects, not individuals. This fosters communication and improves working relationships between DCC and the CFHA."

The pilot project, which continued in Valcartier from April to June 2011, allowed for the fine-tuning of common performance indicators, as well as noting that the new method improves team spirit within the DCC and CFHA teams. Bruno Champeval and Éric Perreault agreed to continue the pilot project for 12 months. A recommendation to extend this innovative performance evaluation method will likely be made at the end of the annual process.



Bruno Champeval, Manager, Business Operations (Quebec region).

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There are five awards, and the winners were nominated by their colleagues and chosen by senior-level committees. "The number and strength of the nominations this year were overwhelming," said DCC President and CEO James Paul. "In particular, the Customer Service Award had 18 nominations—a true testament to our commitment to our Client-Partner."



The 2010 National Awards winners. Present at the ceremony held in Ottawa on May 11, 2011 were (from left to right): Scott McRae, DCC President and CEO James Paul, Rita Caminiti, Annette Murphy, Derek AuCoin and Richard Thibault.

Here are the winners:

- Sabrina Rock, Manager, Environmental Services, Western Region, was honoured with the **Service Development Award** for building and maintaining strong relationships among employees and the client.
- This year's **Innovation Award** went to Tim Flath, Environmental Program Manager in Esquimalt. Tim used Google Earth to identify and plot unexploded explosive ordnance (UXO) sites across Canada, enhancing DCC's high-quality and cost-effective UXO

service.

- The recipient of the **Robert Graham Memorial Award** was Scott McRae, Health and Safety Coordinator, Kingston. Scott received this award for the outstanding problem-solving ability he displays in addressing safety during all phases of a project.
- This year, DCC had two **Customer Satisfaction Award** winners:
 - Richard Thibault, Team Leader, Project and Program Management Services, in Bagotville, received the award for providing excellent client service while developing project and program management services.
 - The award also went to Derek AuCoin, Environmental Project Coordinator, Atlantic Region, who represented the Goose Bay Remediation Team (Derek AuCoin, Annette Murphy, Jason Barnes, Jordan Mooers, Yvonne Chabassol and Jill Searle). This team consistently exceeded the client's expectations and met the challenging requirements of the project by using a collaborative problem-solving approach.
- Rita Caminiti, System Support Analyst at Head Office, received this year's **President's Award**. From her work in accounting to her role in information technology, Rita has, throughout her 35-year career, consistently displayed a high level of integrity, dedication and collaboration when dealing with internal groups at DCC and with clients at DND.

At the ceremony, which was held at Library and Archives Canada on May 11, 2011, Mr. Paul presented the **President's Certificate of Recognition** to Peter Garieri for his exemplary service at the Afghan National Army Command and Staff College in Kabul.

The ceremony was also an occasion to honour Claude Bédard, Project Manager, Directorate Construction Project Delivery with the **Friends of DCC Award**. In addition, Col. Richard Dickson, Commander of the Operational Support Engineer Group, Canadian Operational Support Command, presented DCC employees Réjean Vaillancourt, Michael Palmer, Richard Nolet and Peter Garieri with the **General Service Medal** for their service in Afghanistan.

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DCC President and CEO James Paul (second from left) was on hand for the annual ADM(IE)/DCC golf tournament on May 16, 2011.

It was a cold and wet day but that didn't deter the 132 players, some of whom were spotted trying (unsuccessfully) to modify their golf carts to keep out the elements. Once they got warm and dry after coming off the course, everyone gathered for lunch and prizes. A charity raffle raised \$500 for the *Military Families Fund* and *Soldier On*.



Along with Mr. Paul in the photo are, from left to right, MGen Daniel Benjamin, Alain Bastarache, former CEO of the Canadian Forces Housing Agency, and Ron de Vries, DCC Senior Vice-President, Operations.

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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.

To suggest story ideas or to comment on the newsletter, please contact [the Editor](#).

Look for the next issue of *DCC at Work* in August 2011.



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