

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

DCC *at* WORK

Learn more about current DCC projects and events

AUGUST 2013 / VOLUME 12, ISSUE 3

Collaboration is a cornerstone of DCC's mission, vision and values

Forbes Magazine recently wrote that "the world of the future will not be served by the organization of the past" and that open, transparent evolution, communication and collaboration are key enablers for success—both within organizations, and externally with clients and stakeholders alike.

Defence Construction Canada is once again ahead of the power curve, having recently revised ...

[Read more](#)

Cleaning up Esquimalt Harbour: Combining strengths to make it happen



Dredging contaminated sediment from the Esquimalt Graving Dock waterlot. Dredged material will be transported from the site on barges to an off-load facility.

Esquimalt Harbour on the southern tip of Vancouver Island in BC has been in active industrial use for over 150 years. The Department of National Defence (DND), the public, and private shipping companies have all used the area. It's now home to the Canadian Forces Maritime Forces Pacific at CFB Esquimalt and...

[Read more](#)

DCC lays the ground work for future munitions clearance at CFB Shilo

Thanks to a project organized and supervised by DCC, officials at CFB Shilo will soon have a clear idea of the extent of the Munitions and Explosives of Concern (MECs) on the base's Range and Training Area (RTA)—just the data needed to plan clearance work.

The almost \$1-million, two-year project involved a MEC survey...

[Read more](#)

Team effort helps preserve a piece of Canadian military history

A recent DCC project to restore a military heritage site in Halifax showed how important collaboration, teamwork and solid relationships among DCC, DND and industry are to a job well done.

The Royal Artillery Park covers four city blocks across from the Citadel in downtown Halifax and features a large display of historical artillery. In anticipation of its 200th anniversary...

[Read more](#)

Familiar and new faces around the DCC board table

The Chair of DCC's board of directors, Robert Presser, and Director Shirley McClellan were reappointed in June 2013. At the same time, DCC welcomed John Boyd as a director.

[Read more](#)

Defence Construction Canada's Client Service Newsletter



Construction de Défense Canada
Defence Construction Canada

Canada

Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

DCC *at* WORK

Learn more about current DCC projects and events

AUGUST 2013 / VOLUME 12, ISSUE 3

Collaboration is a cornerstone of DCC's mission, vision and values

Forbes Magazine recently wrote that "the world of the future will not be served by the organization of the past" and that open, transparent evolution, communication and collaboration are key enablers for success—both within organizations, and externally with clients and stakeholders alike.

Defence Construction Canada is once again ahead of the power curve, having recently revised its [mission, vision and values statements](#), or corporate blueprints, to reflect its ever-evolving mandate to support the defence of Canada.



James Paul, DCC's President and Chief Executive Officer

Incorporating "Collaboration" as one of its core values—something the organization has done intuitively throughout its 60-year history—is a next logical step

"DCC has a long and proud history of evolving to meet the needs of our client, National Defence and the Canadian Armed Forces, through innovation and collaboration," says James Paul, DCC's President and Chief Executive Officer.

"The fact that we have now enshrined "Collaboration" as one of our core values—along with Dedication, Competence and Fairness—speaks volumes about who we are and what we truly care about as an organization. Using a collaborative approach with our clients, industry and employees has been consistent throughout our history, so I think it's important that we say it and formalize it within our organization and our culture."

DCC executives decided to revise the mission, vision and values statements during a strategic planning session in the fall of 2012. Together, senior leaders shared their thoughts as to how to accurately describe what the organization does and where it wants to go.

As a result, DCC developed these new guiding statements:

Mission

To provide timely, effective and efficient project delivery and full lifecycle support for infrastructure and environmental assets required for the defence of Canada.

Vision

To be a knowledgeable and innovative leader and employer of choice, valued by the Government of Canada and industry, in the achievement of our mission.

Values

Dedication:

DCC is dedicated to supporting DND's infrastructure and environment requirements. For over 60 years, DCC employees have dependably and diligently carried out that mission.

Collaboration:

DCC is committed to developing collaborative relationships with its Client-Partners, industry and employees. Together, we leverage our shared expertise towards our common goals.

Competence:

DCC has created a dynamic working environment in which the qualifications, experience and expertise of employees are focused on developing innovative solutions to the Client-Partners' needs.

Fairness:

DCC deals with its Client-Partners, industry and employees in a fair and ethical manner, advocating mutual respect and professionalism in the attainment of the common objectives of all parties.

As a contracting authority for the largest federal department (National Defence), DCC is responsible for a large part of its procurement, contracting out almost a billion dollars in infrastructure projects every year. With ever-increasing pressure to provide impeccable oversight and deliver the best value for money to the Canadian taxpayer, these new statements will provide staff at all levels with the direction they need to not only meet, but exceed, expectations.

In that vein, Mr. Paul is enthused about the way ahead and says the revised blueprints are proof positive that DCC is embracing change to transform its business environment and service lines to meet changing government and defence priorities.

"This is what we have always done and will continue to do."

"I am thrilled with the work that has been done to transform ourselves and the commitment we are making to fulfill our vision for the future. We look forward to working with all of our partners to execute our revised mission, vision and values, which are a clear reflection of our business model and our outstanding methods of service delivery."

Defence Construction Canada's Client Service Newsletter



Construction de Défense Canada
Defence Construction Canada



Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

DCC *at* WORK

Learn more about current DCC projects and events

AUGUST 2013 / VOLUME 12, ISSUE 3

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

Esquimalt Harbour on the southern tip of Vancouver Island in BC has been in active industrial use for over 150 years. The Department of National Defence (DND), the public, and private shipping companies have all used the area. It's now home to the Canadian Forces Maritime Forces Pacific at CFB Esquimalt and was previously home to the Royal Navy Dockyard from 1842 to 1905.



Dredging contaminated sediment from the Esquimalt Graving Dock waterlot. Dredged material will be transported from the site on barges to an off-load facility.

With such a beautiful location—looking south towards Washington's Olympic mountains—it's hard to imagine at one point it was common to dump industrial waste directly into the ocean. This was the case in Esquimalt and, along with historic infilling and minimal environmental controls on shipbuilding, the result is sediment that is contaminated with a variety of chemicals.

Thankfully, there is a realization that the harbour (which also forms part of traditional fishing and feasting lands for local First Nations), needs cleaning up. Techniques for doing this have advanced and funding options have expanded: the federal government has committed significant funds for harbour clean up across Canada.

DCC's Scott Irwin, Team Leader, Environmental Services is an expert in environmental clean-up projects. Together with Andrew Smith of Public Works and Government Services Canada (PWGSC), Irwin is helping DND and DCC staff who are coordinating the Esquimalt Harbour Remediation Program. This \$100-million project focuses on cleaning up six highly contaminated areas in the harbour and potentially expanding to other areas in future.

"It's a big harbour so we are focusing on six contaminated areas to start. Once we clean those

up, we will do long term risk management of the rest of the harbour,” said Irwin.

The project is in the planning phases. Active clean up will start in 2015, in part to coincide with the construction of a new jetty in the harbour and Federal Contaminated Sites Action Plan (FCSAP) funding cycles.

What does clean up involve? Imagine a large barge on the water with a derrick or crane on board. The derrick has a clamshell bucket that drops in the water, scoops sediment from the bottom, and deposits the contents on another barge. This material is “dewatered” or drained and the remaining materials taken away.

Irwin explains the finer points: “It’s different than normal dredging. You go slower so you don’t release contaminated sediments from the bottom of the ocean. You want to avoid spreading things around. We do a couple of dredge passes to get it all, and cover it with a thin layer of sand.”

The process includes having environmental monitors present to make sure turbidity (sediment in the water) is minimized and fish aren’t harmed. Fisheries and Oceans Canada has best practices for dredging that will be followed. One of the main challenges of the project is finishing as much of the work as possible before the current FCSAP funding window closes. This means the team will apply to work outside the usual fisheries work periods. If an exemption is granted, extra precautions will be taken to ensure fish and fish habitat aren’t disturbed.

Irwin’s team is counting on cooperation to meet this challenge. DND owns this project and DCC and PWGSC are collaborating to put their areas of strength and respective consulting teams together to maximize efficiency and provide excellent service delivery. “We each have our own strengths and strongly complement each other. In part it’s because on this project we all have the same goal. We’re working together to achieve it.”

Defence Construction Canada’s Client Service Newsletter



Construction de Défense Canada
Defence Construction Canada

Canada

Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

DCC *at* WORK

Learn more about current DCC projects and events

AUGUST 2013 / VOLUME 12, ISSUE 3

DCC lays the ground work for future munitions clearance at CFB Shilo

Thanks to a project organized and supervised by DCC, officials at CFB Shilo will soon have a clear idea of the extent of the Munitions and Explosives of Concern (MECs) on the base's Range and Training Area (RTA)—just the data needed to plan clearance work.

The almost \$1-million, two-year project involved a MEC survey in four areas, totalling approximately 2,800 hectares. Over the years, these sites have been the location for tank training, firing exercises involving hard and soft targets, and air drops. The base has been used for military training purposes since 1910.

Having first staked the ground for obvious unexploded explosive ordnances (UXO), the survey crew carried out a geophysical survey of 10 percent of each area and then extrapolated the data to estimate quantities and categories of munitions in the range area as a whole, including their density and location.

DCC developed, tendered and administered the standing offer for all the work, to be carried out during the non-snowy months of 2012 and 2013, and around the military's pre-scheduled training exercises.

"We found a wide range of munitions," says Tanya LaBuick-Robinson, Technical Specialist, Project Management, "but nothing out of the ordinary." Except, of course, for the cannonball. "Everyone was very excited about that, but it turns out it was a reproduction used in a re-enactment."

LaBuick-Robinson says that the success of the project was due in large part to the on-site



A UXO is staked to identify and safely clear at CFB Shilo.

supervision by Gary Steinhauer, one of three highly trained UXO specialists in DCC's Western Region. He spent several months out on the range with the crew to ensure the survey was carried out safely. "The project ran very well because of his influence and the way he managed the crew," LaBuick-Robinson says.



DND officials should have the final reports in hand in October, LaBuick-Robinson notes. These reports will give them the information they need to develop

A trailer pulling survey equipment produces a report of anomalies in the terrain.

budget allow.

an extensive program of clearance work to be carried out as time and

Defence Construction Canada's Client Service Newsletter



Construction de Défense Canada
Defence Construction Canada

Canada

Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

DCC *at* WORK

Learn more about current DCC projects and events

AUGUST 2013 / VOLUME 12, ISSUE 3

Team effort helps preserve a piece of Canadian military history

A recent DCC project to restore a military heritage site in Halifax showed how important collaboration, teamwork and solid relationships among DCC, DND and industry are to a job well done.

The Royal Artillery Park covers four city blocks across from the Citadel in downtown Halifax and features a large display of historical artillery. In anticipation of its 200th anniversary in 2016, the park was given a much-needed facelift. DCC successfully coordinated the installation of a new perimeter fence, and upgraded and expanded the artillery display, all within a tight six-week window of cold, inclement weather in February and March 2013.



DCC successfully coordinated the installation of a new perimeter fence, and upgraded and expanded the artillery display at the Royal Artillery Park in downtown Halifax.

That short timeframe required DCC to take full advantage of the expertise of its in-house team, says Amanda Jackson, Coordinator, Construction Services. "Anytime I had a special requirement—such as reviewing shop drawings or dealing with electrical requirements—we worked together on it."

The quick turnaround also meant that daily communication among all parties was crucial so that quick decisions could be taken to keep the \$418,000 project moving. In addition, DND representatives were on site every day and could be counted on to help out whenever problems arose, Jackson says.

The project highlighted the need for DCC to maintain a strong network of suppliers who are willing to go the extra mile and have access to a wide range of services to meet project requirements. In this instance, the contractor who supplied the new fence (since repairing it proved to be too expensive and time consuming) also became the general contractor.

Not only did this contractor work day and night to deliver and install new fence panels, it also arranged, through sub-trades, for new concrete slabs for the artillery pieces and the project's large electrical component. At one point, the general contractor even sent someone to New Brunswick to take pictures of and measure an anti-aircraft gun no one had seen, but would be part of the display, and then arranged to have it trucked to Halifax.

The completed display now features the artillery pieces in chronological order, each on its

own concrete pad. Some, such as a 14.5-tonne, 23 centimetre Armstrong gun that was one of four unearthed during a heritage restoration project at the [Halifax Armoury](#) in 2011, rest on special stands. A plaque identifies each piece, with a spotlight mounted on the plaque stand to illuminate it at night. The park's new 600-m perimeter fence is topped by a maple leaf design unique to Canadian Armed Forces/DND properties. DND is very pleased with the finished product, Jackson says, and wrote to DCC and the contractor to thank them for their work.

"It really was a team effort," Jackson recalls. "Right from the pre-commencement meeting with all of the key players, everyone wanted to finish on time and on budget. That meeting set the tone for the whole project."

Defence Construction Canada's Client Service Newsletter



Construction de Défense Canada
Defence Construction Canada

Canada

Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

DCC *at* WORK

Learn more about current DCC projects and events

AUGUST 2013 / VOLUME 12, ISSUE 3

Familiar and new faces around the DCC board table

The Chair of DCC's board of directors, Robert Presser, and Director Shirley McClellan were reappointed in June 2013. At the same time, DCC welcomed John Boyd as a director.

In [making the announcement](#), former Minister of Public Works and Government Services Rona Ambrose said, "I am confident that this Crown corporation will benefit greatly from the experience, attributes, knowledge and skills of these highly competent individuals."

Mr. Presser and Ms. McClellan have both been [members of the board since 2008](#).

Mr. Presser has a background in the project management of mechanical, electrical and electronic engineering contracts, while Ms. McClellan was a member of the Alberta Legislature for 20 years.

Mr. Boyd, who was recently appointed Canadian Co-Chair of the new Infrastructure Working Group at the Russia–Canada Intergovernmental Economic Commission, provides training and consulting advice in the management of engineering consultancies and teaches a graduate-level engineering course at the University of Toronto. He has had a 35-year career in the consulting engineering business and has also worked extensively on sustainable engineering with the International Federation for Consulting Engineers. Mr. Boyd holds a PhD in engineering from the Imperial College in London, England.

DCC looks forward to working with its Board of Directors in the coming year.



Robert Presser



Shirley McClellan



John Boyd

Defence Construction Canada's Client Service Newsletter



Construction de Défense Canada
Defence Construction Canada



Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)

[Newsletters 2013](#) > [DCC At Work - August 2013](#)



[Printer Friendly](#)

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

Subscribe

Click to have [your name added to our mailing list](#) to receive news updates about DCC.



Construction de Défense Canada
Defence Construction Canada

Canada

Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)

[Newsletters 2013](#) > [DCC At Work - August 2013](#)



[Printer Friendly](#)

In this issue

Collaboration is a cornerstone of DCC's mission, vision and values

Cleaning up Esquimalt Harbour: Combining strengths to make it happen

DCC lays the ground work for future munitions clearance at CFB Shilo

Team effort helps preserve a piece of Canadian military history

Familiar and new faces around the DCC board table

[Subscribe](#)

[About DCC at Work](#)

About DCC at Work

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 October 2013.



Construction de Défense Canada
Defence Construction Canada

Canada

Last Modified: 1-30-2015

[Important Notices and Disclaimers](#)