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Transplanted eelgrass shoots in the west site at low tide.  
A. MacInnis, Cooper Beauschesne and Associates

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Subsequent to launching its [Procurement Code of Conduct](#) (PCC) for industry in December 2012, DCC has implemented an enhanced integrity verification process to check on the business conduct of winning bidders.

"Under the initial PCC, we wrote into all our procurement documents that we could terminate a contract with a company if we found out that it or its officers have been convicted of fraud or other related offences," says Mélinna Nycholat, DCC's Vice-President, Operations—Procurement. But DCC wanted to find out about these convictions before contract award, rather than learning about them after the fact, so that contract awards would not be made to convicted bidders.

"Having launched the PCC, we weren't comfortable not knowing for sure whether we were dealing with firms who had been convicted of these offences," Nycholat says. "In order to enhance the integrity of the procurement process, we wanted to do more."

DCC approached Public Works and Government Services Canada (PWGSC), which had already begun building a database to track the exact information DCC needed. DCC signed a memorandum of understanding with PWGSC, which now runs the names through the database on behalf of DCC on a fee-for-service basis before contract award.

As of the end of September 2013, integrity verifications had been done for all 1,140 contracts DCC has awarded since December 2012. If a conviction is uncovered, DCC will not award the contract to the firm in question. The firm will also be removed from DCC's list of approved suppliers. When the verifications reveal other causes for concern, but no convictions, DCC will continue to do business with the company but put increased oversight measures in place. For example, payments over a certain amount would be subject to more intense scrutiny than otherwise, Nycholat explains.

The verifications are part of a larger group of policies and training DCC has implemented recently, including the Business Code of Conduct for Employees, Procurement Code of Conduct, training on ethics in procurement, and employee sessions with the Competition Bureau on how to detect the warning signs of fraud.

"Overall, these measures provide assurance to our Client-Partners, industry and the public that DCC procurement operates to the highest standards of ethical conduct, Nycholat says.

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Crabs, sand shrimp, and various fish species and invertebrates are happily colonizing new eelgrass habitat in the waters off Comox, British Columbia. The new eelgrass beds ensure there is adequate habitat in the area following dredging of DND's Goose Spit Marina in January 2013.

DCC coordinated the planting of 3,400 m<sup>2</sup> of eelgrass shoots—more than twice the amount dislodged—in the nearby Trent River Estuary, away from the dredging site. Eelgrass beds act as valuable nurseries for young fish and invertebrates.

The two-to-one remediation was a requirement of the Fisheries and Oceans Canada (DFO) permit to dredge the harbour, explains Susan Low, Coordinator, Environmental Services, at DCC Comox, since created habitat is less complex than naturally occurring ecosystems. Low brought considerable experience with the permitting process to the project, playing a support role for DND as it worked to meet the very detailed application requirements.

DCC also helped DND develop a mitigation and compensation plan for the project, Low says. Mitigation efforts included limiting the damage during dredging, monitoring the sediment being removed, and even extended to digging up, moving and reburying elsewhere the residents of a 75-m<sup>2</sup> clam bed, prior to the dredging.

To create the new eelgrass beds, divers first harvested 34,000 shoots from established beds, Low explains. A shore crew then prepared the shoots for replanting, including adding an iron washer and bundling the plants in groups of 10. The washers not only hold the bundles in place while the grass grows roots, but also provide iron to the sediment as they rust away.

The project benefited from the partnership between Project Watershed, a local non-profit organization whose main activity is eelgrass restoration, and Cooper Beauchesne and Associates, an established environmental consulting firm from DCC's biological source list. DND's initiation of this unique association helped keep costs on the project down, and the organization's expertise and local knowledge reassured DFO that the restoration work would be done correctly, Low notes.

A month or so after the June 2013 planting, Low and a couple of her DCC colleagues waded out to the site to ensure everything was establishing soundly. This will be followed by yearly monitoring and reporting to

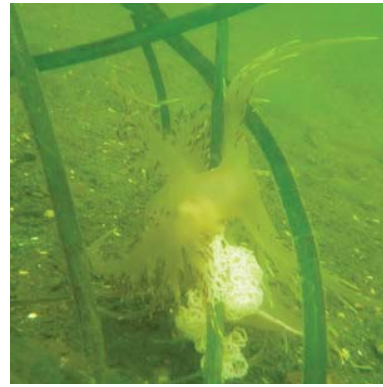


Low tide exposed some purple and pink starfish which are happily colonizing new eelgrass habitat in the waters off Comox, British Columbia.

DFO for four more years to ensure that the site remains healthy.

The need for ongoing monitoring brought a level of complexity and uncertainty to the project, Low says, since it was impossible to predict how many shoots might be required to be replaced after the first planting, or even whether any would be required at all. In light of this, DCC put a comprehensive procurement plan in place, under the leadership of Bernie Arthurs, Coordinator, Contract Services, in order to ensure that it covered all the contingencies.

In the end, Low says, the project accomplished its goal of “no net harm” to the inhabitants of the local waters and a clear channel in the marina to ensure easy navigation for the next few years.



Giant nudibranch (*Dendronotus iris*) laying eggs on transplanted eelgrass shoots  
G. MacDonald, Project Watershed

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Bindon, who in his DCC day job is Site Manager, Major Programs, National Capital Region, took on this new position on October 27, 2013. The [change of command ceremony](#) was held at the Cartier Square Drill Hall in Ottawa and presided over by Brigadier-General Omer Lavoie, Commander of 4th Canadian Division. DCC's President and CEO James Paul and other executives attended the event to show their support for Shawn.

"I am excited to take command of such a dynamic brigade," Bindon said. "The commitment of the brigade's leadership and soldiers has contributed to its success."



Shawn Bindon, Commander of 33 Brigade Group

Bindon, who hails from Western Canada, joined the Canadian Army in 1988 as a military engineer, and has served in the Republic of Georgia and Kabul, Afghanistan. Among other positions, he was Commanding Officer of the 3rd Field Engineer Squadron and Assistant Chief of Staff at 33 Canadian Brigade Group Headquarters in Ottawa. He also commanded the brigade's battle school.

33 Canadian Brigade Group comprises 15 Army Reserve units located throughout Eastern Ontario. Bindon takes over from Colonel Howard Coombs, who is moving on to become Assistant Chief of Staff (Operations) at 4th Canadian Division Headquarters in Toronto.

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Lori O'Neill

Ms. O'Neill is a chartered accountant who retired from Deloitte after 24 years in a variety of roles. With a keen interest in corporate governance, she is co-chair of the Executive Committee of the Ottawa Chapter of the Institute of Corporate Directors, and is a member of various boards, including those of the University of Ottawa Heart Institute and the Sprott School of Business at Carleton University.

Ms. O'Neill assumes the role of Audit Committee Chair previously filled by Kris Matthews, who has retired from DCC's board. We thank her for her dedicated service to DCC since 2007.



Marc Ouellet

Mr. Ouellet retired from the Royal Canadian Air Force as a Colonel after a 32-year career, during which he held several command appointments. He is an aerospace and security consultant. Mr. Ouellet has been a member of the DCC board since 2009 and serves on both the Audit and Governance and HR Committees.

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

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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](#).

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