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To reflect our collaborative and common-interest approach to supporting our Client-Partners, ...

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DCC Coordinator, Construction Services Kirk Ventress (left) with Sandra Heidel, DCC Health and Safety Coordinator in front of the new modular homes at CFB Petawawa. Each house was prebuilt in a factory and arrived in four modules. Once in place, the roofing, walls, electrical and plumbing were installed.

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To reflect our collaborative and common-interest approach to supporting our Client-Partners, we added "Collaboration" to our long-standing corporate values—now Dedication, Collaboration, Competence and Fairness.

I had the opportunity to visit many DCC sites in 2013, where I was able to meet with staff and see our revised [mission, vision and values](#) in action—in construction and environmental projects, large and small, and in the strong relationships we have built with our Client-Partners.

I would like to thank our Client-Partners for their ongoing trust in DCC's services and our people. I also extend our appreciation to the many industry contractors who help us meet our goals and for their contributions to the defence of Canada.

On behalf of DCC, I wish you all the best in 2014, and look forward to another year of collaboration and success.

James Paul
President and CEO



James Paul, DCC's President and Chief Executive Officer

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Built in the late 1950s under a bilateral agreement between the Canadian and U.S. governments, the DEW Line was a system of radar sites set up across the Canadian Arctic to detect incoming Soviet bombers and provide early warning of any possible sea-and-land invasion. After almost 40 years of continual operation, the DEW Line system was closed down between 1989 and 1993 and replaced by the North Warning System. The latter consists of 15 long-range radar and 39 short-range radar sites in both Canada and Alaska. Since the Department of National Defence (DND) no longer required use of the sites the attention focused on cleaning them up.

With a mission to inspect, clean up and monitor 21 of the sites, DND retained DCC and its integrated project management, contract management, contracting and environmental services to implement the DEW Line Clean-Up (DLCU) project. Each site was put through an assessment and site investigation to identify and quantify contaminants (from items such as metal, paint, fuel, batteries and electrical equipment), landfill condition and debris. Sites were also investigated from an engineering and archaeological perspective and a site-specific clean-up plan was designed that incorporated geological conditions such as permafrost, terrain and hydrology.

DCC has managed the project in a partnered approach with DND, industry and multiple stakeholders to see it through to completion continuing with five years of post-construction monitoring.



Photo showing the non-hazardous waste landfill at FOX-4.

"After 10 years working on this project it's kind of like being the parent of a child who's come to maturity and it's time to let them go," says DCC's Program Manager for the clean-up,

Steve Poaps.

Poaps and his team integrated DCC's multiple service lines to implement the project and contract out the work, including demolition of facilities, collection of site debris, removal of hazardous material, excavation of contaminated soil, landfarm development operation and closure, site grading, and development of northern disposal facilities. The process included consulting with northern residents to collect traditional knowledge and hear their concerns and suggestions. Contracts incorporated minimum Inuit employment requirements of between 65 and 80 percent.

Dave Eagles, a retired Canadian Army engineer managing the project as a civilian for the department for the past seven years, worked closely with DCC to help maximize "value for money" and "best use of taxpayer dollars." He is satisfied, and then some, that the project will come in on time and on target.

"The Canadian government recognized there were some environmental problems and decided to fix them, fund the project properly and require that the clean-up be done exactly as they said or better. And we have done that."



Photo showing the landfarm (treating soil contaminated with hydrocarbon (fuel)) at Cape Dyer.

Now that the clean-up of the DEW Line is all but complete, DLCU will continue to monitor the sites over the next five years to ensure continued compliance and success. After 2019, the plan is for DND and DCC to continue working together on the long-term monitoring phase of the project.

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"DND expressed a need to bring in some new housing units at a fairly quick pace due to the needs of the base," recalls Blasko. "Our job was to look at what solutions were readily available in the market, and how to satisfy the need while providing best value for the Crown."

After researching the options with the support of DCC's CFB Gagetown site staff, such as whether to go with custom, pre-fabricated or modular construction, Blasko and his team concluded that, because of its high availability in the Atlantic region, modular construction was a viable solution and the procurement of the required housing was put into action.

The project was so successful that following further analysis and planning, CFHA decided to test the modular approach for other housing needs across the country. Through the formation of the Canadian Forces Housing Agency Modular Housing Project Team, CFHA and DCC were able to procure 64 new homes at Canadian Forces Base Petawawa; it has also been a catalyst for implementing other modular housing pilot projects with the potential to provide an affordable option for new housing construction at Canadian Armed Forces bases across Canada.



More new housing arrived at DCC Comox in October 2013, with the delivery of eight modular units. The approximately 150-m² duplexes were assembled on site, with the units having been assembled in a factory-controlled environment to the standards set out by the CFHA and Canadian Forces Fire. The \$500,000 project is part of ongoing work to renew the housing stock at the base.

CFHA concluded that modular construction drastically reduces the overall project costs and as a result delivers better value for money, while providing new, safe and affordable housing for CAF members and their families.

"The requirement for modular housing has really ramped up," says Blasko, who is now the Regional Service Line Leader for Contract Services and Construction Services in the National Capital Region. "After realizing how well the project went in Gagetown and another one in Trenton, CFHA began testing the capability of the market across Canada to respond to the

need in other locations, and we were at the forefront in assisting them with that.”

Blasko says modular construction marks a paradigm shift in the way the housing needs of Canadian military personnel are being satisfied, now that the model has been proven to be a reliable, sustainable, cost-effective way to go in locations where industry has responded with interest.

“What we’re seeing now is that the inventory of traditional wartime housing that the Canadian Armed Forces has been occupying for decades is gradually being updated by the addition of cost-effective, modular homes constructed to present day codes and standards. From the CAF perspective, it allows military members to rent houses that they’re more apt to see in the local market, and in some cases, give them homes that are built especially for family members with special needs as well.”

“It’s a huge step forward and certainly one that provides taxpayers with value for money. This collaborative effort between DND, CFHA and DCC is working extremely well.”

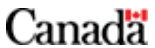
Recently, the Canadian Forces Housing Agency Modular Housing Project Team won an innovation award from the Assistant Deputy Minister for Infrastructure and Environment, an achievement that Blasko feels a sense of pride in having contributed to.

CFHA is responsible for the maintenance and allocation of approximately 12,500 homes at 30 locations across the country.

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The judges praised the Management Discussion and Analysis for its discussion of “known trends, events, demands, and uncertainties that could affect DCC’s reported financial information and would be indicative of future performance.” They also praised how well the Annual Report and Corporate Plan lined up. Finally, the judges noted that “by showcasing projects past and present ... the report provides readers with a good understanding of the organization, its history, market and industry.”

In accepting the award, Mr. Paul noted DCC’s efforts to adapt to the changing business climate in government and industry. “Canadian citizens, like all corporate shareholders, demand transparency and efficiency. It’s this greater accountability that drives DCC to deliver the best possible value for money for all Canadians.”

“We are particularly thrilled to have won the Award of Excellence again this year. This recognition continues to acknowledge our efforts as a value-driven organization.”

CPA Canada is the national organization representing the Chartered Professional Accountant (CPA) profession in Canada. It has been honouring the best in corporate reports for more than 60 years, as part of a broad program to [enhance the quality](#) of financial reporting in Canada.

DCC’s [Corporate Plans](#) and [Annual Reports](#) are available on its website.



James Paul, President and CEO, and Stephanie Ryan, Corporate Manager, Communications, accepted the award at a ceremony in Toronto on December 4, 2013.

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The many DCCWCC activities held at our sites supported the campaign while encouraging fun, teambuilding and visible support to our local communities. Returning activities included the very popular and successful "The Neil Oldman Experience" in Petawawa where our very own Arthur Humble, Team Leader, Contract Services, played stage hypnotist Neil Oldman; and the now-traditional Bagotville CF-18 pulling contest organized by the base, in which DCC teams participated.

In addition to these, we have seen again a wide range of social, sport and fundraising activities, before and during the campaign, such as pumpkin carving contests, used book sales, silent auctions, swear jars, car washes, pot luck lunches and an international cuisine lunch. In Wainwright the Candygram allowed employees to pay to have candies deliver to deserving co-workers, and in Suffield employees donated to write their name on a star on the wall in the "Be a Star, Buy a Star" campaign.

We witnessed again this year a high level of dedication and generosity towards the DCCWCC. Our employees are engaged at the national level, as much as in their communities. That's part of what we strive for with the DCCWCC—balance of national and local elements; participation in DCC and DND fundraising activities; and time for fun and business—all in support of a great cause.

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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 February 2014.



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