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DCC's 2015 National Awards and the executive team.

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DCC's 2015 National Awards and the executive team. Front row: Michael Palmer, Jean-François Simard, Erin Rice, Amanda Soutar, Rose Zhou, Mélinda Nycholat (VP Procurement), Jim Payne. Back row: David Martin, Randy McGee (VP Operations), Peter Burgess, James Paul (DCC President and CEO), Robert Presser (Chair of the Board), Nick Sanders, Darrell Stewart, Spencer Wilson, Angelo Ottoni (VP Corporate Services), Dan Benjamin (VP Operations).

The following are the 2015 National Award recipients:

- David Martin, Regional Service Line Leader, Real Property Management Services, National Capital Region (NCR), was honoured with the **Service Development Award** for his technical knowledge and the high-quality services he provides on complex contracts for the Communications Security Establishment.
- The **Innovation Award** was presented to the NCR Prioritization Assessment Tool team (Nick Sanders, Mike Palmer, Amanda Soutar and Rose Zhou) to recognize their work developing a tool for prioritizing contaminated sites for clean-up.
- Spencer Wilson, Coordinator, Environmental Services, DCC Petawawa, received the **Robert Graham Memorial Award** for his role in developing safe practices, now used across the country, for clearing Unexploded Explosive Ordnance (UXO).
- Erin Rice, Technical Specialist, Project Management, DCC Esquimalt, was honoured

with the **Customer Satisfaction—Individual Award** for improving internal processes and enhancing service delivery to the Department of National Defence.

- The **Customer Satisfaction—Team Award** was presented to the CFB Halifax Contract Services team (Jim Payne and Veronica Mendoza) for exceeding expectations when putting a snow removal and ice control contract in place for the base in a very short time.
- Jean-François Simard, Coordinator, Construction Services, DCC St-Jean, received the **President's Award** in recognition of his professionalism, wealth of knowledge, ability to resolve complex issues and outstanding contribution to the delivery of construction projects over the course of his career.

James Paul also presented two **President's Certificates of Recognition**: to the Water Treatment Plant team at DCC Wainwright (Peter Burgess, Doug Barr, Christian Brazeau, Troy LaHaye, Mary-Lou MacMillan, Heather Tesselaar, Riche Williams and Yvonne Zimmer-Loeffler); and to Darrell Stewart, Team Leader, Construction Services at DCC Gagetown.

Finally, the awards ceremony was the occasion to present the **Friends of DCC Award**. This year's recipient was Dominique Francoeur, Chief Executive Officer of the Canadian Forces Housing Agency, who was recognized for her strong and collaborative relationship with DCC over many years.

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In the spring of 2014, DCC received an exciting project request from DND—the rapid demolition of the St. Hubert M4 hangar; a 4,000-m² wooden Warren truss structure built in 1942 that was in danger of collapse.

Given the urgent timeframe, the standard prescriptive specification approach, which involves numerous steps, was not realistic. DCC therefore proposed to use the innovative performance specification approach to carry out the project. The advantage of a performance specification is that it states the intended results, giving the contractor relative freedom in choosing the means and methods for performing the work. The inherent project delivery risks are higher than with a conventional approach, however.



DCC staff from the Montreal Garrison proposed an innovative approach to the demolition of Hangar M4 at St-Hubert, Quebec. On the demolition site are (l to r) Eric Chamberland, Guy Lepage, Vincent Bousquet, Marcel Archambault and Mario Larouche.

“It is a different approach that allows for the work to be started quickly. Using a performance specification, we can describe the problem, our intention, and give the maximum amount of information without instructing the contractor how to go about the work. The industry knows which method is best. We are willing to rely on their expertise to get the job done right,” pointed out DCC Team Leader Guy Lepage, who coordinated the project with the help of Site Manager Vincent Bousquet. Marcel Archambault and Éric Chamberland also made significant contributions.



Hangar M4 during the demolition phase. Originally built in 1942, the 3,937-m² wooden hangar was in risk of collapse. DCC collaborated with DND to ensure a cost effective and efficient method of contracting that would meet the project's specifications.

For DCC, the idea came from lessons learned during a contaminant clean-up project inside an industrial building, a project that had been launched using the prescriptive specification approach. As the work was being carried out, the contractor continued to ask questions on the plans, specifications and work method described in the specification. DCC realized the importance, in some cases, of leaving the work approach to the contractor as they are the experts in their field.

DND demonstrated its trust in the DCC team by opting to use the performance specification approach to carry out the St. Hubert M4 Hangar project, despite the inherent risks.

The work was completed within the specified timeframe. What's more, the contractor carried out the demolition project under budget and without any claims. The performance specification approach is a bold, successful approach that will be shared by other DCC sites across Canada. This innovation is an example of DCC's dedication to offering value-added services to DND.

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In a country as large and geographically diverse as Canada, it makes sense that organizations such as DND and DCC are leveraging technology to streamline processes and save money.

For example, DCC recently produced a video about the [DND-Royal Canadian Navy \(RCN\) A and B Jetty Recapitalization project](#), which will replace the existing 70-plus-year-old jetties located at the RCN's Dockyard Esquimalt on the southern tip of Vancouver Island. To enable operations at sea, RCN ships need the necessary physical infrastructure at the dockyard.

The A/B Jetty Recapitalization project will [include](#):

- Decommissioning, demolition and disposal of existing A and B jetties, equipment, cranes, buildings and utility services;
- Dredging of the seabed and blasting of bedrock within the jetty footprint to achieve sufficient water depth for ship operations;
- Remediation of contaminated sediments through dredging and disposal;
- Construction of retaining walls, piles, beams and service access tunnels;
- Construction of the jetty decking and the placement of utility and service lines in the below-deck tunnels;
- Grading and paving of expanded jetty-apron space to improve access to berthed ships; and
- Construction of electrical sub-station, ancillary buildings and two rail mounted cranes.

While two engineering firms have been hired to design the new A and B Jetty facilities, the contractors and sub-contractors who are interested in bidding the future construction work will need a Designated Organization Screening and Government of Canada Reliability security clearance, which can take months to secure.

To assist potential bidders in understanding the scope and scale of this massive project, as well as its important security requirements, Rick Gudz, DCC Site Manager and his team at CFB Esquimalt, recommended that a project video for bidders would help them see and learn about the project now, without necessarily having to physically visit the site early in the bidding process.



Aerial view of CFB Esquimalt, Canada's Pacific Coast naval base and home port to Maritime Forces Pacific and Joint Task Force Pacific Headquarters. The new A and B Jetty Recapitalization project will ensure the Canadian Armed Forces remain a first-class, modern military.

"We're talking about a large number of potential bidders and dozens of people," says Gudz. "To get that many people on the jetties in a busy, operational dockyard without security clearances would be impossible." Secondly, getting the word out to industry early so that they can get sufficient advance notice of the work, and initiate their security clearances is critical.

Clive Orford, A/B Jetty Project Director for DND's Real Property Project Development directorate says the innovative video is a critical first step in the lead-up to tendering the construction contracts, adding that "hopefully it [the video] will lead to a very competitive process with the best possible contractors bidding for the work, which will ultimately result in the new jetty facilities being very operationally beneficial to the Canadian Armed Forces."

The video will be posted on the [MERX website](#) as part of the Advance Procurement Notice process for contractors.

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Defence Construction Canada and the Department of National Defence teamed up on a Modified Design Build for the new Junior Ranks facility at CFB Halifax.

Similar to a design-build process where a contractor provides both the design and build components in response to a requirement, the 'modified' component in this case relates to both DND's and DCC's involvement in the process, from input during the first phase of the contract (design), negotiation of the value of the second phase of the contract (build), to construction

management of that second build phase of the contract. The modified design-build concept seamlessly handles all steps at once, saving time and money.

The project will see construction of a new LEED Silver 21,060 m² accommodations, dining and messing facility.

Dean MacMullin, DCC Coordinator, Construction Services at CFB Halifax, says the new 12-storey, 300-room accommodations building is a much-needed addition to the base.

"Students have been staying in buildings that are approximately 60 years old," says MacMullin. "It will be terrific for these non-commissioned members who are here in Halifax on training to also be able to live and dine in the same building, under the same roof."

To date, two contractors have been awarded the \$64.8-million contract to build the new housing and training facility including environmental, geotechnical and engineering design services.

According to a news release from DND, "the buildings will provide the infrastructure necessary to meet the current and emerging training requirements for the Canadian Armed Forces in an efficient and consistent environment."

MacMullin agrees, saying the new facilities will not only house and feed members in a functional, operationally-focused and attractive new environment, they will also help members focus on the training they receive.

"This is a well-designed facility for members of the CAF, giving them everything they need operationally and in terms of their quality of life, all under one roof. It's going to be nice when it's finished." The new facility is scheduled to open in spring 2016.



Rendering of the new Junior Ranks facility at CFB Halifax.

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With the victory, they were the first DCC team to win the Atlantic tournament. In fact, it was only in 2010 that DCC first took to the ice with its own Atlantic Region squad. Prior to that, a number of DCCers had played on DND teams.

In the 2015 outing, DCC finished the opening round undefeated, with a roster of players from Gagetown, Halifax and Greenwood, along with retirees and other invited guests. In the final against the Canadian Forces School of Military Engineering, the two well-matched teams fought to a 2–2 tie at the end of three periods. Jeremy Shaw, Coordinator, Construction Services, Halifax, scored the two DCC goals in regulation. With 43 seconds remaining in overtime, Team Captain Craig Mercer, Site Manager, Gagetown, assisted by Neil Larder, Coordinator, Construction Services, Greenwood, scored on a rush to clinch the win.

Mercer says that, as great as it was to come out on top, the real importance of the tournament is that it builds real camaraderie among colleagues from the across the region. “We work in a collaborative way. Playing together binds those ties a little bit tighter,” he explains. The few days together also help cement connections between DCC and DND, he notes.

DCC’s outstanding goalie, Dennis MacPherson, Coordinator, Mechanical, Gagetown was named the tournament’s most valuable player. Dennis was 6–0 for the week, with one shutout, and was also the oldest player in the event.

The Beaver Cup began at CFB Borden in the 1970s as a way to bolster esprit de corps among the Canadian Military Engineers branch. A Quebec Beaver Cup soon followed. There are also Beaver Cup tournaments on the West Coast, in the Prairies and in the Ottawa area.

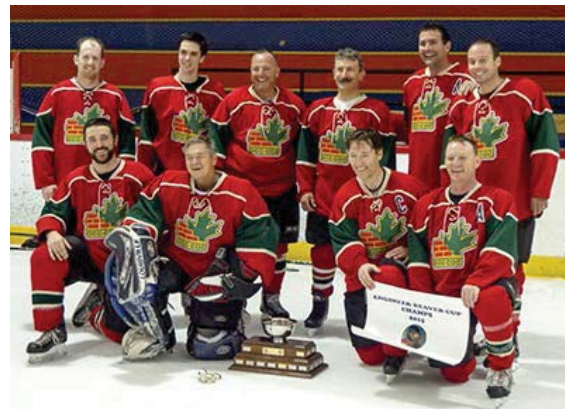


Photo: (back row) Matt Smith, Dan MacLeod, Parker Lambert, Bill Deveau, Dean MacMullin and Jeremy Shaw; and (front row) Rob Stinson, Dennis MacPherson, Craig Mercer and Neil Larder. Absent: Mike MacIsaac and Doug Polak. The trophy now has pride of place at the DCC Gagetown office for the year, while the banner has taken up permanent residence at DCC Greenwood.

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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 2015.



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