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Now that the Vancouver Olympics and Paralympic Games have passed into the history books, everyone who worked so tirelessly to mount the games are enjoying a well-deserved rest and celebrating their own personal victories.

Two west coast employees of Defence Construction Canada, Rick Gudz and Tony Ambrosio, are certainly feeling a sense of relief that the DCC project in support of DND's Operation Podium went according to plan. So well done, in fact, that many of the almost 4,500 members of the Canadian Forces who deployed to the Vancouver area for Operation Podium were safely and securely housed, fed, laundered, washed, watered and accommodated thanks to temporary accommodations secured through DCC's Contract Services.

Through its original \$30 million contract awarded with PTI Premium Camp Services, DCC was able to erect what were, in essence, five temporary mini-bases in the middle of some of the roughest, most rugged terrain British Columbia has to offer. Three of the sites were actually built on BC Ministry of Transport quarries in the Whistler area, requiring crews to go in and level the very rough surfaces ahead of moving in the hundreds of modular structures that made up the temporary accommodation facilities.

"We pulled it off," says Rick Gudz, DCC Esquimalt Manager, Operations. "I am proud to say that DCC played a significant role in these Olympics and I was really proud to be a part of it."

The approximately 16-month long project was more than challenging at times, working with various federal, provincial, municipal and First Nations stakeholders on such unexpected challenges as forest fires, nesting birds, and poor weather, not to mention ever-changing operational requirements as presented by DND.

"If you walk on to any base this is what they would have had, but this was temporary so we found ourselves in the position of having to shepherd the project along at times – and for that we weren't always very popular. There were so many different players with so many different

priorities," says Rick. "The DCC Op Podium team with Tony as team lead, supported by a



number of temporarily assigned DCC personnel, had to influence stakeholders to meet key dates and make countless decisions.

In the end, DCC along with their DND partners got the job done and both Rick and Tony, who have more than 50 years of DCC experience between them, say the rewards far outweighed the challenges.

"It was during the opening ceremonies that I was quite emotional as I realized that what I had worked on had come to be. For DCC, this was a 'no-fail project' with a personal goal – since the announcement of the games, I knew I wanted to be involved in some way, and through DCC I was given that opportunity," says Tony."

In many ways, Op Podium became a perfect test of DCC's operations. The project demanded that DCC not only deliver a complete solution for the Canadian Forces to support the games' security, but it also drew on extensive staff resources from across the country to tackle this complex project.

The temporary accommodation facilities opened in advance of the games, as planned. Their use continued through to the end of the Paralympic Games.

The removal phase of the temporary accommodation facilities has now begun along with grounds restoration to their original state.

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At 16:53:09 hours local time on January 12, 2010, Haiti was struck by a catastrophic earthquake that measured at 7.3 on the Richter scale. The epicentre of the earthquake was located about 15 kilometres from the centre of Port-au-Prince at a depth of 10 kilometres. Significant aftershocks followed, including at least 12 having magnitudes between 5.0 and 5.9.

Like many Canadians, Uwe Beyer watched in shock as news of the devastation and apocalyptic disaster began to unfold. As a former Army soldier, and now project manager with Defence Construction Canada in Ottawa, Uwe felt a familiar tug that could only mean one thing - the Canadian Forces would soon be called to help. But more importantly for him, would DCC?

"We expected some kind of staff check," says Uwe who is attached to the Directorate of Combat Support Equipment Management within the Assistant Deputy Minister (Materiel) at DND.

"We provided daily and weekly unclassified updates so commanders could get a good feel for what equipment was available and if DCC could provide services to the Canadian Forces. Approximately 80 per cent of the equipment needed by DND for its operations is in Afghanistan, so that doesn't leave a lot left over in national stock, plus we had the Olympics going on through Operation Podium. So our equipment checks were scrutinized very closely to make sure what we did identify was available and serviceable."

Almost immediately, Uwe was asked to support the Department of National Defence through its Director General, Land Equipment Program Management to investigate which equipment could be brought out of storage, airlifted and employed as soon as it hit the ground.

With the clock ticking, and thousands of lives at stake in the first few days after the quake, military and civilian planners, including Uwe, worked around the clock to support the initial airlift of tonnes of equipment and supplies as part of [Operation Hestia](#). "I even heard of people sleeping in their offices," recalls Uwe. It was no easy feat, yet his military background and DCC expertise made him a natural choice to help.



"I know a lot of the players here, I know where to go, who to see, how it works, so my military experience definitely helped a lot.

Among the vital, lifesaving equipment Uwe helped to identify and verify for quick transport to Haiti were:

- [Reverse Osmosis Water Purification Units](#) used to create fresh drinking water in Haiti;
- Medical Waste Incinerators;
- Fire Safety and [Fire Fighting Equipment](#);
- Soft-Walled Shelters;
- Power Generation and Distribution Systems;
- Environmental Control Units (to support the Health Services personnel);
- Mobile Expandable Container Configuration Ablution - a deployable, expandable container where soldiers can wash, shower and cleanse themselves.
- Fuel Storage and Distribution Systems.

Altogether, the Canadian Forces deployed more than 2,000 military personnel to Haiti in the days and weeks following the quake. In essence, planners such as Uwe had to identify the necessary equipment for commanders to create a sort of "pop up" military base in theatre that could house, feed, care for and sustain Canadian Forces personnel involved in the rescue, recovery and restoration efforts for an unknown amount of time.

It was a mammoth effort that eventually paid off.

"The work we do here at DCC is really great because it provides equipment to our soldiers so they can fight and do their jobs and I feel good about that."

Op Hestia is winding down with the Canadian Forces Joint Task Force Haiti having returned to Canada. Some elements of the CF are still in Haiti. For up to date information on the CF in Haiti, [click here](#).

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The Security Guy – a new era at DCC

Although Mario Emond hung up his handcuffs in 1996 after years as a military police officer, he never surrendered his passion for law enforcement. He worked as a corporate security manager for a private sector financial institution which managed government benefit plans. Security was of the utmost importance in that environment and lucky for the company, Mario was able to put his investigative skills, threat analysis acumen and physical security expertise to very good use.



Now, with almost 25 years of security experience under his belt, Mario has come to work for Defence Construction Canada as its new Corporate Security Coordinator in Ottawa.

"Everywhere I go they call me 'The Security Guy'", says Mario. "I teach and preach security and find solutions to resolve issues before they arise, which of course are best identified before they become an issue. I guess you could say I am a problem solver."

DCC hired Mario to develop a more comprehensive security program after a 2007 audit by the Office of the Auditor General suggested improvements in the management of industrial security practices between DCC and the Department of National Defence. Although DND and DCC had worked closely on many projects involving sensitive information, they needed to establish a common, integrated process.

"One of my goals was to ensure we properly safeguarded this information when contracting and conducting contract management processes," says Mario. "It's fine to say we deal with DND but there are threats and there is information of a sensitive nature and we needed to learn how to properly handle it. Really, it's a culture change from people doing security on their own, thinking they're doing it right, to following a series of established guidelines and rules."

Mario says although DCC had a series of "very well-established security policies and attempted to keep up with current Government of Canada security policy changes" there were opportunities for improvement.

Since the introduction of the new DCC Security Policy in 2008, DCC has worked diligently to

implement a series of short-term and long-term initiatives to demonstrate its commitment to strengthening its security, both in contracting and corporate activities. These initiatives included everything from conducting initial security audits to training employees and appointing unit security officers.

"There is a lot I can continue to improve here," says Mario. "This is about instilling a sense of responsibility in every DCC employee that security is something we all need to engage in. By promoting a culture aimed at protecting sensitive information and assets entrusted to us by DND, we are ensuring that we properly safeguard them for DND," says Mario.

Sharing and creating security awareness is a challenge in this day and age, as everyone is busy doing the best job they can. Mario says security is an "aside" for a lot of people and he says his job is to ensure DCC employees follow security protocols and processes without it unduly burdening them, otherwise, he says, it will not work.

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Re-alignment promises streamlined client service

The re-alignment of DCC's National Operations Group to the National Capital Region ushered in much more than just the change of a couple of letters in an acronym.

The switch, which became official on April 1, 2010, brought with it a new service line model that integrates all the services DCC offers in the Ottawa area into four business units, each serving a select group of DND organizations.

"It is a much more streamlined way for us to offer our services," says Samantha Roeske, Manager, Business Operations, for the new region. Clients work with a single business unit manager, who is the conduit to all the required services, rather than having to seek assistance from a number of groups. This is how DCC is organized in all our other regions across the country.

In addition to providing seamless service to DND, this new way of doing business provides better value from existing resources, and does not result in extra overhead costs, says Roeske.

Quality assurance of transactions and the peer review of documents, for example, is being emphasized in the new region. "We have always done this," says Roeske, "but we'll be doing it more consistently now, as part of our technical authority role."

The launch of the National Capital Region coincides with DCC and DGME getting set to open a new joint project management office in Ottawa this summer. In fact, this move was one of the crucial drivers for the re-alignment. DCC has been working to tailor its practices and services to best meet DND needs in this context, and to develop joint performance indicators. This re-alignment simply expands that approach across the region.

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

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