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Exterior of the \$130-million overhaul of the 40-year-old academic complex at Kingston's Royal Military College (RMC).

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Each and every day, DCC employees strive to live up to our four corporate values: dedication, collaboration, competence and fairness.

With the announcement of the Federal Infrastructure Investments Program in late 2014, DCC is once again being called on to put those values to work as we help our Client-Partner, the Department of National Defence (DND), deliver a significant spending program of \$452-million over a two-year period.

To meet this challenge, DCC focused in 2015 on ramping up its capacity—to ensure we have the right people in the right place to deliver the program—and collaborating closely with our DND colleagues to get hundreds of projects successfully on the road to completion.

We are also pleased to be supporting the Federal government's humanitarian objectives for bringing in refugees from Syria by helping to prepare accommodations on selected bases and wings.

I am very proud of how all the members of the DCC team have responded. As we move into 2016, we will continue to target efficient and effective service delivery, while ensuring exemplary value to the Crown in all we do.

In the meantime, I wish you, on behalf of everyone at DCC, the best for the holiday season. We look forward to our continued association in the coming year.

James Paul
President and CEO



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DCC's Hazard Awareness and Health and Safety Program won the Silver Award in the public sector category.

"Safety has been ingrained in the DCC culture since day one," says National Health and Safety Coordinator Justin Chubaty. "This award is a tribute to the work of all DCC employees, particularly the 40 health and safety representatives, 9 health and safety coordinators, and the senior management champions." The number of injuries at DCC and the amount of time lost due to injury has decreased in each of the last six years.

DCC renewed its Health and Safety program in March 2015 with a focus on hazard assessment and a risk-based approach to managing the dangers associated with the work DCC employees perform every day. The award nomination was an opportunity to have the program evaluated against others in the public sector.

While being very proud of the national recognition, Chubaty emphasizes that it simply indicates that "we have built a solid program so far." We are always looking at ways to improve and do more to ensure the health and well-being of our employees. Chubaty has already identified some areas for improvement, particularly in the area of ergonomics. "This year, we were the silver winner, but next year we hope to achieve gold!"



Scott McRae, National Operational Health and Safety Coordinator (I) and Justin Chubaty, National Health and Safety Coordinator accept the Silver Award on behalf of DCC at the Canada's Safest Employers award ceremony in Toronto on October 28, 2015.

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"Scheduling has been paramount, and it was really dictated by the academic program," said Dave Long, Coordinator, Construction Services and DCC lead for the Sawyer-Girouard complex renovation, which started in 2010.

With classes expected to continue during upgrades to five modules and the Girouard building on campus, the National Defence and DCC project team, along with design firm J.L. Richards and construction manager EllisDon, had to be proactive to make their work coincide with the facility's ongoing operations.



View of the 5,300-m² 'swing' space that rotated users to accommodate the school year and operational requirements.

To do that, they built a 5,300 square-metre 'swing' space and rotated users of each module through on schedule with their school year, to reduce disruption to classes. "Each year, the swing space is renovated, including infrastructure, equipment and technical, to accommodate the group moving into it," said Megan Rhymer, DCC Coordinator, Construction Services.

It means the project team has been regularly working on three fronts: final touch-ups to last year's work, construction of this year's work and planning for next year's work. Inside the renovated buildings are extensive mechanical, seismic and electrical upgrades. RMC also used the opportunity to make other updates, such as new roofing, flooring, a new greenhouse and observatory.

Adding to the unique structure of the seven-year, \$130-million project is the construction management framework that is used to manage the project. Long says the good relationship created by all stakeholders was critical to their success.

"We've taken the approach that we're going to have challenges and we're going to work as a team to solve them," said Long.

The project is scheduled for completion in summer 2017.

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Retiring VP, Operations leaves on a high, proud note

The spirit of entrepreneurship and culture of accountability that drive Defence Construction Canada are perhaps what Randy McGee will miss the most. After 26 years, Randy is retiring from DCC after many years of delivering on-time, on-target projects.

Whether mentoring up-and-coming employees, overseeing large-scale projects worth millions of dollars, or participating in the growth of DCC, Randy is leaving on a very high note.

"DCC is a high performance, results-driven Crown corporation with an entrepreneurial mentality," says Randy. "DCC's innovative culture and values and ethics profile provide huge value to the taxpayers of Canada."

Yes the company has evolved over its more than 60-year history, integrating infrastructure, lifecycle support and other military requirements into its service lines, but Randy says the core values of the company remain the same.

"Even though technology has changed the way we do business, made our jobs more demanding and required us to be almost instantaneous in our responsiveness, the culture of the organization is the same as the day I started."

"When you work for a company that operates from those core values and ethics, with an established set of fiscal and ethical boundaries, you never have a guilty conscience," says McGee. "Everything you do, you do for the taxpayer with their dollars, so you feel good about that. If you work outside those boundaries, you don't work here anymore. The company is rock solid."

Randy says he's also extremely proud of having mentored employees over the years that have moved up the chain and are now ready to carry the torch for whatever challenges lay in store.



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With the retirement of [Randy McGee](#), **Ross Welsman**, Regional Director, National Capital Region (NCR) has been promoted to the role of Vice-President. Following 15 years in the private sector in the heavy civil contracting and environmental remediation industries, Ross joined DCC as the Area Engineer for the Atlantic Region. He was appointed Regional Director, Atlantic in 2006 and subsequently transferred to Ottawa in July 2011 as the Regional Director, NCR. He holds a Bachelor of Science in Mathematics degree and a Bachelor of Engineering (Civil) degree from Memorial University of Newfoundland, and currently sits on the board of Canadian Construction Innovations.



DCC is also pleased to announce that **Elizabeth Mah** has been promoted to the position of Regional Director, NCR. Liz joined DCC in 1998 following her graduation from University of Manitoba with a Bachelor of Science Civil Engineering degree. After spending five years working at the DCC Edmonton site, she transferred to Esquimalt, B.C. where she took on a number of roles including Assistant Manager, Site Operations and Program Support Team Leader. In 2011, she moved to the NCR where she assumed the role of Regional Operations Manager. She holds a Project Management Professional certificate and has Gold Seal Certification from the Canadian Construction Association.



Dave Burley, National Service Line Leader, Contract Management Services, has been recently appointed to the added role of National Service Line Leader, Real Property Management Services (RPMS). Dave brings a strong background in contract management and technical service delivery, having worked in infrastructure management and consulting for 15 years prior to joining DCC in 2002. This experience, combined with his current role, will further support the effective and efficient delivery of RPMS. Dave holds a Gold Seal Certified designation from the Canadian Construction Association.

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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 2016.



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