

# **DEFENCE CONSTRUCTION CANADA**

## **Annual Public Meeting**

**May 27, 2010**

**Defence Construction Canada Headquarters  
350 Albert Street, Ottawa, Ontario**

## **Summary of Proceedings**

Defence Construction Canada (DCC) held its second annual public meeting on May 27, 2010 in Ottawa pursuant to section 113.1 of the *Financial Administration Act* (FAA).

In accordance with the FAA, this meeting took place within 15 months after the occurrence of the last preceding public meeting and it was held in a manner determined by the Board of Directors. Furthermore, DCC published a notice of the meeting 30 days in advance which notice indicated the location, the date and time of the meeting, as well as the means of participation and how copies of DCC's Annual Report could be obtained.

DCC's annual public meeting was attended by representatives of key industry stakeholder associations whose membership interacts with DCC on a regular basis, including the Association of Canadian Engineering Companies, the Canadian Construction Association, and the Royal Architectural Institute of Canada.

Also in attendance were representatives from the Department of National Defence and the Canadian Forces (DND).

The Chair of DCC's Board of Directors was also present, as were other members of the Board and DCC's President and Chief Executive Officer, to answer questions from the public. Other DCC personnel, including members of the executive management group and various interested staffers, also attended. In total, approximately 17 people participated in this event.

## **INTRODUCTION**

In his address to all attendees, the Chair of DCC's Board of Directors, Robert Presser, firstly welcomed all of the participants and acknowledged the representatives from the three key industry stakeholder associations. Mr. Presser emphasized that this meeting provided a formal opportunity for all parties to offer feedback to DCC on a variety of issues and that a summary of the discussions would be posted on DCC's website.

Secondly, Mr. Presser specifically acknowledged that DCC's employees continually demonstrate their expertise and commitment to serve DCC's client-partner, DND. Further, Mr. Presser stated that DCC's core values are imparted to all employees early in their careers and recognized that with the recent growth in DCC, the majority of current employees have been with the corporation for less than five years. The ability of DCC to manage its growth and to deal with the complexity of the business that it is in, was also outlined by Mr. Presser.

Thirdly, Mr. Presser welcomed DCC's President and CEO, Mr. James Paul, to his first Annual Public Meeting with DCC. Mr. Presser pointed out that Mr. Paul had participated in previous such events in his capacity as Chair of the Board of Directors of another Crown corporation, the Canada Science and Technology Museum Corporation, which role he held until being appointed President and Chief Executive Officer of DCC in September, 2009.

In summation, Mr. Presser articulated the rationale and expectations for the meeting, namely information sharing, and encouraged the entire group to bring forward ideas, suggestions and comments in order to have a frank exchange amongst the event's participants and DCC.

Mr. Presser then invited Mr. Paul to provide an overview of DCC.

### **DCC OVERVIEW**

Mr. Paul welcomed all attendees and specifically thanked the representatives of DCC's Board of Directors for their attendance at this event. He then recognized the representatives from the industry associations and the participants from DCC including the executive management group and other DCC personnel.

In providing an overview of DCC, Mr. Paul referred to a slide presentation which outlined DCC's mandate and history, operating principles, current services and activity levels, and DCC's future outlook.

In particular, Mr. Paul explained DCC's governance and corporate structure, including the reporting requirements under the FAA. Mr. Paul also pointed out the locations of DCC's regional and site offices and noted that at last count, the number of personnel was 853.

Mr. Paul outlined DCC's services, noting that those in attendance were familiar with how DCC operates, and articulated the value added that DCC brings to DND. Photographs were used to illustrate the activities and the projects in which the corporation has participated over the nearly 60 years since it was established as a Crown corporation.

In his presentation, Mr. Paul provided detailed information and highlights about each of DCC's five service lines, specifically, contract services, construction services, environmental services, project and program management services, and real property management services.

The performance measures that DCC used to assess itself were also noted, including the timeliness of construction contracts completion, as were other factors that DCC looks to when assessing performance such as fostering positive client-partner and industry-partner relationships, actively seeking opportunities for collaboration with these partners, and encouraging innovation in procedures or processes or other aspects of DCC's business.

An overview of DCC's financial data was also provided, as well as DCC's operations management practices, which included DCC's matrix management model.

At the end of this overview, Mr. Paul invited all participants to put forward issues and trends for discussion to add to the previously suggested themes that were noted on the day's agenda.

## **DISCUSSION OF THEMES, ISSUES AND TRENDS**

The three broad overarching discussion themes that were offered to the participants to start general discussions were the current economy, the state of the industry, and the Government of Canada. Mr. Presser also opened the floor for the discussion of any other issues or trends of importance or interest to the attendees. The following topics were addressed by the meeting participants.

### **Facilities management:**

One discussion topic was DCC's role in DND facilities management and it was noted that DCC is responsible for managing the contracting for facilities management with the private sector at certain locations to ensure that the professionals that are required for this activity are available and in place where needed.

### **Selection procedures and qualifications-based selection:**

Another topic of discussion was the use of a best practice for the procurement of services in relation to quality based selection. One question was whether the Government of Canada should adopt such a process, given that this methodology is used in the United States and has been approved for use in the Province of Quebec.

It was noted that, as a Crown corporation, DCC may adhere to relevant best industry practices. It was further noted that DCC is always interested in knowing better, more efficient ways to do business and that DCC conducts comparative research as to what practices are best in class and what trends are developing in relevant areas.

### Communications:

DCC's outreach activities and its open communications with industry-partners were acknowledged by participants as being appreciated and that the on-going dialogue is useful. DCC representatives noted their commitment to finding opportunities to continue these activities, regardless of whether the size of the industry business was small or large.

### Health and Safety:

Health and safety was another item that was brought forward and DCC noted that it has worked with DND in the improvement of its security procedures, given that such procedures are often integrated with those of DND where appropriate.

### Countries in Crises:

The Government of Canada's involvement in providing help to countries in crises was also mentioned. It was noted that through Operation HESTIA, DND participated in humanitarian operations conducted in response to the devastating earthquake that hit Port-au-Prince, Haiti, in January, 2010. Operation HESTIA was part of a Government of Canada effort that also involved Foreign Affairs and International Trade Canada and the Canadian International Development Agency.

It was also noted that DCC supported DND in Operation HESTIA in that DCC had worked to procure and ensure the delivery of a large quantity of construction materials which were used by military personnel who had been deployed to Haiti for Operation HESTIA to build at least 1000 temporary shelters for Haitians displaced from their homes. Specifically, DCC's military operations support and contract services staff in Ottawa, the Quebec Regional Office in Montreal, and DCC's Valcartier site office worked closely with DND staff in these three cities to ensure that mission-essential delivery was met in record time.

## **CONCLUSION**

In closing, Mr. Paul thanked the association members, DCC's Board of Directors, and DCC personnel for attending and participating in this meeting.