



# IE Focus

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## Word from the ADM(IE)

I am fully aware that with the arrival of the new year many people within our large team dread the upcoming federal budget. You undoubtedly know that the government has announced that our Department, like all the others, must be part of the deficit reduction effort.

I would like you to know that different scenarios have been reviewed over the past several weeks and submitted to the Department's senior authorities. It goes without saying that I will not have any further details until the budget has been brought down and we know the options chosen by our elected officials to reduce our collective deficit.

One thing, however, should be mentioned: while drafting the different scenarios, minimizing any impact on staff was and remains a priority.

That is why the School of Public Service, in partnership with the Human Resources Council, the Office of the Chief Human Resources Officer, the Treasury Board Secretariat, the Public Service Commission and the Privy Council Office, has compiled guides, presentations, Web site links and learning opportunities associated with the implementation of the Deficit Reduction Action Plan. I invite you all to consult these documents for any information you may require.

A link to this valuable information is available on the ADM(IE) page. It can also be accessed through the following link:

[http://admie.ottawa-hull.mil.ca/CSPS-ESPC\\_e.asp](http://admie.ottawa-hull.mil.ca/CSPS-ESPC_e.asp)

The entire IE Community management team is here to listen to your needs, and hopes to be able to inform you of the most recent developments as soon as they become available.

Sincerely,

Scott Stevenson

- A new family member

- DCC veteran lauds company's culture and expertise

- DCC comes out on top again

- Greetings, welcomed back and farewells

-Submission guidelines

Defence Infrastructure  
and Environment Community



Communauté Infrastructure et  
Environnement de la Défense

## Introducing the IE Learning Portal: A one-stop knowledge and resource hub!

In early December 2011, as part of the IE Training Framework Project, the Defence IE Community Management Office (Def IE C Mgt O) launched the **IE Learning Portal**, accessible from the ADM(IE) Intranet homepage:

[http://admie.ottawa-hull.mil.ca/IE\\_Learning\\_Portal/ie\\_learning\\_portal\\_e.asp](http://admie.ottawa-hull.mil.ca/IE_Learning_Portal/ie_learning_portal_e.asp)



The learning portal is intended to serve as a one-stop-shop knowledge and resource hub for managers/supervisors, civilians/CF members and training coordinators who want to access information on IE-related learning, training and development or make it available to others. This information which was formerly spread across the respective directorates of the ADM(IE) group and other L1 Intranet sites, was brought into a centralized repository with the intention of making it easier to access information and create clear, current communication for the members of the Defence IE Community.

As a member of the Defence IE Community, the growth and development of the site is reliant on you for

your input about upcoming training or learning activities (both online and in the class), resources or tools that you think should be posted. The foundational structure of the site has been built by the Def IE C Mgt O, but it will take the input of the Community to further develop the site's information, tools and strengthen its relevancy and structure.

If you would like to post IE-related learning information for others to view, or you would like to submit your input, please contact Lori Shelton, COS(IE) 2-6, in the Defence IE Community Management Office ([Lori.Shelton@forces.gc.ca](mailto:Lori.Shelton@forces.gc.ca)).

If you are organizing or hosting an upcoming training/learning activity, you can enter the information about your training activity in the Submission form on IE LTD Calendar page and submit it to the same contact. Your activity will then be added to the IE LTD Calendar so that all members of the Defence IE Community can access information about all the upcoming training activities being conducted within the Community ahead of time.

The IE LTD Calendar tool aims at improving the communication and awareness of the training activities the Defence IE Community is conducting, with the overall intent of increasing the availability and attendance to these activities by its targeted audience.

In the future, the tools, policies and resources currently in development that impact or relate to the learning, training and professional development of the Defence IE Community's members will be posted to the IE Learning Portal.

## Capital Assistance Program Contributes to Community

ADM(IE) has recently signed a contribution agreement with the County of Kings, Greenwood, Nova Scotia, to transfer and provide funding for upgrading the infrastructure at CFB Greenwood's Clements Park. Under the Capital Assistance Program (CAP), ADM(IE) is contributing \$4.5M to the County of Kings to upgrade and assume ownership of the water and sanitary systems within Clements Park. This CAP initiative allows 14 Wing to divest itself of surplus infrastructure and potential liability.

*The CAP program helps to fund Capital Projects related to the divestiture of municipal type infrastructure associated with CF bases & wings in cooperation with provinces, territories and municipalities. In addition, CAP provides a mechanism for DND to reduce its inventory of non-core infrastructure and divest itself of liability and ongoing operating and maintenance costs, while continuing its collaboration with the communities linked to its bases and wings.*

Clements Park, built in the 50s & 60s, was one of 14 Wing's PMQ communities comprised of housing, parks and two DND schools. At the time of construction, the municipality did not provide utility infrastructure. Therefore, the base provided these services to Clements Park. In 2006, CFB Greenwood declared these PMQs surplus, the PMQs were subsequently demolished and the two schools were transferred to the province.

As part of the Canadian Force's collaborative arrangements with local communities, CFB Greenwood has continued to provide potable water and maintained the sanitary sewers to Clements Park, primarily to the transferred schools. A contribution agreement was negotiated to provide funding so that the County could take over ownership and responsibility for providing these services. The CAP Team also negotiated the transfer of the infrastructure and associated land to the County. The negotiation of a contribution agreement ensures that the infrastructure is upgraded to municipal and provincial standards and for the County to assume the liability for the continued operation and maintenance of the infrastructure.

With this financial contribution, DND continues to contribute to the Community through the collaborative development of an upgraded water and sanitary system in Clements Park, transfers its responsibility to the municipality and helps to increase the autonomy of the County of Kings, allowing it to provide the safe and improved services needed by its citizens.

## Diane Feinberg's true passion

Mention the word 'alpaca' to Diane Feinberg, Financial Services Officer with the Director Infrastructure & Environment Comptrollership team, and her eyes instantly light up.

The co-owner of *Alpaca Unlimited* remembers autumn 2004 as if it were yesterday, when she first laid eyes on Annabelle, a 17-lb alpaca barely 2 hours old. It was love at first sight, and the beginning of a wonderful adventure, now seven years in. Today, the livestock farm and store located in Gatineau (QC) attracts thousands of visitors.

There are now 39 animals in her "family" of alpacas, ranging in age from three months to seven years.

"They're our babies. Alpacas are very gentle animals that can live up to 20-25 years and do not require any special care. They are extremely calm; they only murmur," says Ms. Feinberg.

Many people do not know that alpaca fibre can be made into many items, such as socks, scarves, hats, mittens and sweaters. A note to those who are sensitive to the cold: alpaca fibre is 60% warmer than wool, in addition to being hypoallergenic, light and not prickly against the skin. The skin of the animal is also used to make stuffed animals and cushions.



"Alpaca meat has not really caught on with people here; however, it is a typical dish in South America. I was given some once, but it will probably come as no surprise to learn that it is still in my freezer. There's no way that I'd eat it," she states categorically.

The farm also has two llamas. Don't believe the urban legend that these animals sometimes spit when approached. "That is just not true. That only happens in Tintin stories!" says the native of South Africa. "But one thing is for sure, these two llamas are better than guard dogs. Woe to the predator or human who dares do something to my alpacas. Llamas are very protective animals and can be merciless."

What is striking on visiting the farm, located approximately 25 km from downtown Ottawa, is the freedom these animals have. They can come and go as they please; there is no door. "Given their thick fleece, it is not uncommon to see them outside having fun even when the thermometer is hovering around -25°C. Alpacas adapt to our climate very well."

Ms. Feinberg also takes part in competitions from time to time. One interesting fact is that an animal that will parade before the judges is never brushed; quite the contrary. Judges are more interested in the movement of the wool than in anything else. "Knowing that, now try to imagine what it would take to keep the animal clean and dry; it drives you crazy sometimes," says the smiling breeder.

But when May comes around, competition or not, they all go for shearing. Friends of the two owners come to lend a hand, and in one day each animal will have shed 5 to 10 lbs of wool, or the equivalent of approximately two big garbage bags stuffed full. "I hire an animal shearing specialist for that; I don't have the dexterity required to do a good job. So, don't ask me if I knit the socks and hats sold in the store. I look after raising the animals, and nothing else," she concludes with humour and conviction.

To find out more about her passion visit [www.alpagailimité.ca](http://www.alpagailimité.ca).

## ABORIGINAL ISSUES UPDATE

### Aboriginal Issues Working Group making lasting impressions

To meet our collective goal of fostering positive relationships with Aboriginal peoples in Canada and honouring the Crown's legal obligations, an Aboriginal Issues Working Group was established more than two years ago.

Held under the authority of the Assistant Deputy Minister Infrastructure and Environment, the ADM responsible for providing functional direction and guidance to the Department of National Defence (DND) and the Canadian Forces (CF) on Aboriginal Issues – except for HR Recruitment (CMP) and the Procurement Strategy for Aboriginal Business (ADM(MAT)) – the Aboriginal Issues Working Group is chaired by Dominique Lemieux, DIEIM.

This Working Group has been a resounding success with respect to collaborative efforts as DND/CF daily activities regularly impact on, and require communication with, Aboriginal communities from coast to coast to coast. These interactions occur through many different activities, whether related to environmental impact assessments, real property disposal, or military training.

ADM(IE) holds the lead on many of these issues and can offer guidance on others. The Aboriginal Issues Working Group provides an opportunity to meet twice a month with colleagues to discuss your projects, programs, and goals, while collaborating to foster a positive relationship with Aboriginal communities across Canada.

Regular members of the Aboriginal Issues Working Group include representatives from ADM(MAT), CLS, CAS, CMS, Canada COM and DND/CF CF LA. If you would like to join the Aboriginal Issues Working Group please contact our team at [Aboriginal-Autochtones@forces.gc.ca](mailto:Aboriginal-Autochtones@forces.gc.ca).

# CFS St. John's gets modern multi-million-dollar facility

By Lisa Fattori  
Photos Courtesy of Bird Construction Company

The Department of National Defence (DND) is consolidating operations at CFS St. John's in Pleasantville. The multi-phase project includes the demolition of derelict buildings, extensive site preparation and the construction of a new, modern facility complete with a 24,322-square-metre main building and an 825-square-metre Military Family resource Centre. Demolition work commenced in October 2010, and completion of the phase-one main building is scheduled for December 2013.



"The project takes every unit in CFS St. John's and amalgamates them into one building," says Fred Hart, manager, Construction program, Defence Construction Canada (DCC). "Each unit has different requirements, so the particular needs of individual departments were build in to the design of the facility."

The \$120-million consolidation project is the largest contract ever awarded by DCC for a single building. The station's previous 16 buildings, originally constructed 60 years ago, were spread out over 25.5 hectares of land and had outgrown their usefulness. The new facility occupies less than a third of those lands – 6.7 hectares – but still provides ample space for the operations of the station's 225 regular Canadian Forces, 57 civilian employees and 485 reservists.



The new CFS St. John's facility is a four-storey building that will house offices and training facility, medical and dental departments, a gymnasium and health and fitness centre, a mess hall, a multi-purpose room a vehicle and maintenance area, and a storage facility. The building is being constructed to LEED® (Leadership in Energy and Environmental Design) Silver standards and has several green features, including a high-efficiency boiler system, an elaborate control system for heating and ventilation, storm water retention,

LEED® credits for using existing site material for backfill, and for the sorting and recycling of construction waste.

Prior to demolition of the existing buildings, a temporary swing space had to be prepared for station staff. Two buildings, one in Mount Pearl and one in Paradise, were renovated to accommodate staff, until the new facility is turned over in December 2013. This initial phase cost \$3 million, and took two and a half months to complete before staff move in last October.

Demolition of the site's 16 buildings followed, with mass excavation underway by November 2010. Due to delays in site preparation, however, construction of the building did not commence until May 2011.



"We had a big challenge with unknown sub-soil condition," says Roger Rowsell, project director for Bird construction Company. "There were few records indicating what might be there and we found underground storage tanks and pipelines. The contaminated soils were removed and replaced with imported materials. Also, the site is adjacent to Quidi Vidi Lake, so during excavation, we had to contain any run-off from getting into the lake."

The new building is constructed of structural concrete and structural steel, with pre-cast concrete walls and a structural steel roof. In addition to offering better fire protection and sound-proofing, the concrete will better handle parts of the building that have significant loads, such as the vehicle maintenance department. From start to finish, the concrete work will take 12 months and will use approximately 17,800 cubic metres of concrete.

"To meet the LEED® requirements, the concrete has to contain 20 per cent fly ash," says Brad Sheppard, project manager and estimator for allied Constructors Inc. "Everything has to have low VOCs (volatile organic compound), including all form release agents."

Although construction was delayed due to contaminated soils, the DND's CFS St. John's project is now on track. By mid-May, 25 per cent of the building's footings were complete and no one is expecting any more surprises or challenges in moving forward.

"We were supposed to start construction last fall, but it took time to remove contaminated soils, which also slowed demolition work," Sheppard says. "The real challenge, though, will be finding the skilled labour when work ramps up. At the peak of just the concrete work, we'll need 36 to 40 employees. The project is pretty straight-forward, but the labour supply continues to be a challenge for us."

Previously published in the 2012 "NLCA Construction Journal", official annual publication of the Newfoundland & Labrador Construction Association as produced by DEL Communications Inc. Copyright 2011. Reprinted with permission.

## LCol Martin Gros-Jean demonstrates his firefighting skills

As the new Commander of the Engineering Service of 5 Area Support Group (5 ASS), LCol Gros-Jean decided to get involved in all the services under his command, including firefighting.



LCol Gros-Jean receives instruction on the use of the respirator.

After donning the firefighter's gear, including the respirator, LCol Gros-Jean was ready to put out a fire in the training tower. It goes without saying that his stress level increased as the moment that he would put his training into practice drew near.

The 911 centre received a call reporting that a fire had broken out in the training tower of the fire station. The firefighting team on duty, accompanied by LCol Gros-Jean, proceeded to the location where smoke was billowing out of the building's windows. The team deployed the required equipment to fight the fire inside the tower.

LCol Gros-Jean stated that once he entered the building, he became a little bit nervous when he approached the room on fire. The steam generated by the water jet aimed at the fire did not help...His confidence shaken, our "firefighting apprentice" broke into a cold sweat when he had to rescue a dummy located on the third floor. To complete the exercise, LCol Gros-Jean operated the mechanical saw to simulate an opening in the roof to vent the smoke out of the tower.



Our "apprentice firefighter" fights the fire raging in the training tower of the Firefighting Service of Garrison Valcartier (QC).

LCol Gros-Jean enjoyed his firefighting experience and indicated having gained an appreciation for the work that firefighters do, particularly when Mr. Denis Côté, Inside Operations Chief, transmitted him orders while overseeing the safety of the personnel.



The platoon on duty that day with LCol Gros-Jean and the training tower in the background.



## Construction of the Medium Heavy Lift Helicopter (MHLH) hangar at CFB Petawawa

**Aim:** To construct a Helicopter Hangar which will include 1st & 2nd line maintenance bays; training schools; command suite; logistic and back shop. Total floor area is approximately 50,000m<sup>2</sup>.

**Total costs:** \$160M



**Executive Summary:** Building foundation completed in July 2011. Steel framing started late July and currently about 20% of bldg structure has been completed. The facility is being built near a former impact area which is being cleaned of UXO. To date: Munitions Debris recovered – 124,480 kg; Non Munitions Debris recovered – 1571 kg; UXO destroyed to date – 829. The contract completion date is scheduled for 28 Jun 2013.

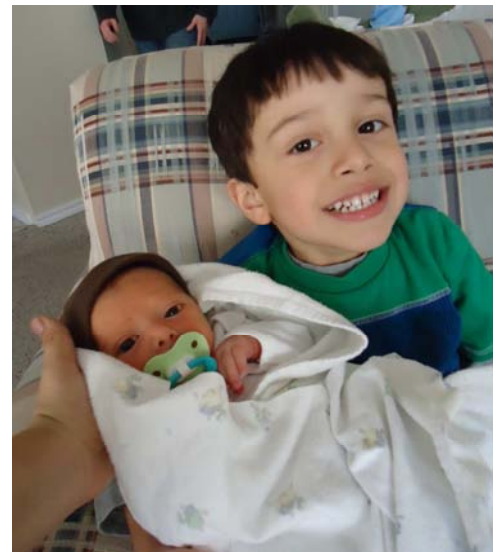
**Contract Award Value:** \$134,821,500.00

**Projected Final Value:** \$135,827,729.88

## A new member in the extended family of the ADM(IE)

Last November 29, Mrs. Marcela Shea, from the HR section of the COS(IE), gave birth to Miles James Shea. The baby and the mother are doing great. On the photo, the newborn baby is in the arms of his older brother Luke.

Congratulations to the happy family.



## DCC veteran lauds company's culture and expertise

A chance meeting on a boat ramp in Cold Lake, Alberta, brought the 27-year-old Ron de Vries to Defence Construction Canada (DCC) in 1983. Ian Martin, a DCC manager and fellow sailor, asked de Vries, who at that time was working in private industry, whether he'd like to join the team helping DND build facilities for the Canadian Forces' then new fleet of CF-18s.

At the end of this month, and nearly 28 years later, de Vries retires as DCC's Senior Vice-President, Operations.

Even in those early days, de Vries says he knew that DCC was a special place to work. "From the outset, there was a very high degree of accountability," he says. "They gave me the freedom to progress and do what I wanted to do."



The Association of Consulting Engineering Companies of Canada (ACEC) surprised retiring Senior Vice-President, Operations, Ron de Vries with a special award at its annual awards ceremony on November 1, 2011. The award recognized Ron's many efforts over the years to establish and maintain an open relationship with the consulting engineering industry. This special recognition puts Ron's contributions on the same impressive plane as the only other recipient of such an award from the ACEC: the province of Quebec, which was honoured for introducing important standards to the industry. Ron is shown here with ACEC Chairman Herb Kuehne (right).

De Vries' CV shows the fruits of that freedom, as he rose from his first position as project engineer to become a construction manager on the North American Air Defence Modernization project in 1991 and then the first director of the newly created Environmental Services group at Head Office in 1996. He was appointed to his current position in September 2009.

During his time at DCC, he helped implement a considerable expansion of the services DCC offers to its Client-Partner. In the early 1990s, he says, the company took a look at what it needed to do to grow. At that time, DCC primarily offered construction and contract services. "We set a target that 5% of our business would be from non-traditional sources." Now, the split is about 50-50, between traditional services and new offerings, such as project and program management, real property services and environmental services.

De Vries recalls embarking in 2003 on the "little gem" that became the service line matrix concept around which DCC organizes its services today. The service line model came about as a response to the challenge of integrating the non-traditional services into regular business and ensuring the organization could offer a consistent level of service to its client across the country.

What has remained constant over the years of change, he says, has been the dedication of DCC staff to the Client-Partner, and their care for the work they do.

"Everyone does things as if they owned the company, and they care about other individuals' successes," de Vries remarks with obvious pleasure and agreement. "It's the ultimate in effective service delivery: everyone's watching out for everyone else."

As he rides off into the sunset on one of the horses that will help him fill his days after he leaves DCC, de Vries also sees a very positive road ahead for DCC. "There will always be areas where we can be supportive" to the Client-Partner, he says. And by optimizing service delivery, enhancing collaboration and continuing to innovate, he is certain that DCC will be able to meet DND's needs for years to come.

## DCC comes out on top again

For the second year in a row, Defence Construction Canada has been recognized for the quality of its corporate financial reporting by the Canadian Institute of Chartered Accountants (CICA). DCC won the 2011 Award of Excellence in the category for small federal Crown Corporations for its 2009–2010 Corporate Plan and Annual Report.

James Paul, DCC President and CEO, and Stephanie Ryan, Manager, Communications, attended the awards ceremony in Toronto on November 29, 2011. Mr. Paul accepted the award from Stephen McIntyre, CA, Ernst and Young (shown in photo). As summarized in the event program, DCC was presented with this award as “the report goes beyond simple GAAP statements and includes succinct discussions on the objectives and performance of the organization as detailed in the MD&A.”



James Paul, DCC President and CEO, (left) accepts the CICA reporting award for small federal crown corporations during the awards ceremony in Toronto on November 29, 2011. The award was presented by Stephen McIntyre, CA, Ernst and Young.

“We were thrilled to receive this recognition last year from the CICA and equally excited to win again this year,” said Paul, when accepting the award. “This affirms the strength and value of our organization and the economy and efficiency that is required of government Crowns. DCC has been extremely successful at building a service delivery model that can deliver the required infrastructure projects for the Department of National Defence and the Canadian Forces, during a period of fiscal restraint.”

The CICA, a national industry association, has been handing out its corporate reporting awards for 60 years, as part of a broader program to enhance the quality of financial reporting in the country.

To view the Annual Report, visit the [DCC website](#). For more comments from the judges, [click here](#).

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## Greetings, welcomed back and farewells

**Between December 1, 2011 and December 31, 2011 ADM(IE) greeted or welcomed back the following employees to the organization:**

Lucie Rameau

Maria Booth

Jeremy Mansfield

**During that same period, ADM(IE) bid farewell to the following individuals:**

Lindsay Janota  
Kristy Fleet

Lilian Hibbert  
Michael Matas

Justin Wan

Shawn Lessard

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## Submission Guidelines

### **Do you have a story to tell?**

**... an announcement to make, a special event to broadcast, a news item you'd like to share?**

Everyone within the IE Community is encouraged to write pertinent stories to be shared across the organization.

The follow guidelines will help authors to craft articles that are interesting and valuable to all newsletter readers:

#### **Articles:**

May be submitted in English or French

Should include the author's full name and rank (if applicable)

Should answer who/what/when/where/why/how questions

Should provide enough background information to be easily comprehensible

Must include acronyms with their full equivalents

Should include attention-grabbing quotes and pictures!

#### **Photos:**

Accompanying submissions are welcome

Should feature FACES and ACTION

Must give credit; provide the first and last name of the photographer and/or the source

Please send your submissions to [jean.morissette@forces.gc.ca](mailto:jean.morissette@forces.gc.ca)