



DOING BUSINESS

with Public Works and Government Services Canada

Summer 2005



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Public Works and
Government Services
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Services gouvernementaux
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Canada

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GoC tenant survey results now available

The Government of Canada accommodates over 210,000 public servants in 1,900 locations across the country. A recent national survey of employees revealed an impressive 92 percent satisfaction rate with building services. Not only is this an increase from the previous result, it is also in keeping with the overall satisfaction rate of United States federal government employees.



Thank you to everyone who participated and provided their feedback.

For more information on the 2004/05 National Tenant Satisfaction Survey (NTSS) results, please contact Tracy Liut at tracy.liut@pwgsc.gc.ca or (613) 736-3036. Background information on the NTSS can also be found on Statistics Canada's Web site at <http://www.statcan.ca/Daily/English/050315/d050315e.htm>

Doing Business is the external newsletter of Public Works and Government Services Canada (PWGSC).

This newsletter is also accessible electronically at www.pwgsc.gc.ca/db to keep clients and interested parties informed of all facets of departmental activities.

If you would like to receive a copy of *Doing Business* on a regular basis, fill out the postage-paid response card or make a subscription request via the Internet at www.pwgsc.gc.ca/db/text/subscribe-e.html

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The Way Forward

The Government of Canada is making strong progress on its modernization efforts. Government wide, departments and agencies have positioned themselves to collaboratively generate millions of dollars in savings while demonstrating an ongoing commitment to transparency, accountability and the environment.

Public Works and Government Services Canada (PWGSC) is proud to play an instrumental role in this progress. As a common service provider, our positive actions create a ripple-effect across government. And I'm proud to say that we've already begun to make some waves: early signs of social, economic and environmental benefits for Canadians are surfacing. The \$100 million reduction we made to our expenditures in 2004/05 is just one example.

This issue of *Doing Business* describes many more of our recent successes and future plans. I invite you to read about how we are:

- saving taxpayers over \$1.6 million by purchasing desktop computers in bulk (page 5)
- engaging and collaborating with all government departments and agencies to implement new approaches to property management and purchasing, with the common goal of saving Canadians money (page 10)
- ensuring a cleaner environment by leading the federal community in greening its operations (page 9)
- lending our project management and environmental expertise in cleaning up contaminated sites in Canada's North (page 4)
- reaching out to Parliamentarians to inform them about the many ways PWGSC can serve Canadians in their constituencies (page 14), and
- delivering innovative engineering services that contribute to the safety of Canadians — protecting them from severe weather (page 12), providing state-of-the-art driver training facilities for their federal police force (page 6), and illuminating the way for safe airplane travel (page 8).

These good news stories are proof that our evolving efforts to deliver services smarter, faster, and more cost-efficiently are already paying off. I am confident that as we continue to provide the best government services at the best value for Canadian taxpayers, all of government — and Canadians — will benefit.

Scott Brison
Minister
PWGSC



Cleaning up contaminated sites, north of 60

PWGCSC and the Department of Indian and Northern Affairs Canada (INAC) are partnering with private industry to improve the environment in Canada's North.

The collaboration stems from a \$4 billion Government of Canada (GoC) commitment to clean up contaminated sites countrywide for which it holds full or partial responsibility.

"The GoC is taking concrete action and spending significant money to ensure that these sites are left in a safe condition," says PWGSC's Margaret Kenny, Director General, Office of Greening Government Operations. Most of the contamination originated from mining and military activities that took place in the mid-to-late 20th century.

INAC is the responsible custodian and project lead for stabilizing sites resting north of the 60th parallel — in Nunavut, Yukon Territory and the Northwest Territories — and called upon PWGSC for help.

"We wanted to leverage PWGSC's expertise in delivering large, environmental services," says INAC's Michael Nahir, a Senior Engineering Advisor. Under a five-year services agreement, PWGSC is contributing project management, technical, procurement and environmental services in the implementation of INAC's assessment and remediation projects in the North.

"Our client's main goal is to make the sites stable and safe, and protect the environment for the long term," says Ms. Kenny.

At each site, a project team assesses the nature and scope of contamination and then, working with technical experts, local community leaders and other stakeholders, develops a remediation plan.

"During this process, we support INAC as they consult with all critical stakeholders, such as local residents and First Nations groups," says Ms. Kenny.

After selecting a plan, engineers design the specifications, and procurement specialists tender the construction contracts.

Solutions vary depending on the site. For example, at Yellowknife's Giant Mine, toxic arsenic trioxide dust is being safely contained in underground chambers. At Colomac Mine — a former gold mine located northwest of Yellowknife — cyanide- and ammonia-contaminated water is being securely contained and safely treated with phosphorus, which promotes the growth of algae that breaks down the contaminants into non-toxic substances.

In addition to making the environment safer, says Ms. Kenny, "this program is going to create important economic opportunities for communities, like new job and contracting possibilities."

For more information, contact PWGSC's Michael Billowits, Manager, Contaminated Sites at (819) 956-4042 or michael.billowits@pwgsc.gc.ca.

Above: a construction crew digs a cut-off trench at the Colomac Mine, northwest of Yellowknife, to prevent seepage of mine toxins into the adjacent Steves Lake. PWGSC and INAC are working in partnership with the local Tlicho people to remediate the site — a gold mine operated by Royal Oak Mines Inc. from 1989 to 1997.

PWGSC pilot project saves \$1.6 million Consolidated buying streamlines purchasing

As Canada's largest purchasing organization, PWGSC's procurement arm spends nearly \$10 billion annually — supplying Government of Canada (GoC) departments and agencies with the products and services they need to serve Canadians.

PWGSC recently used this purchasing power to save over \$1.6 million during a pilot project to assess the impact of consolidating purchases of one product — desktop computers.

A departmental task force coordinated all aspects of the project, taking requests for desktops from areas throughout the Department. During the three-month pilot, a joint IT and procurement team coordinated the purchase of 2,293 desktops, handling everything from contracting to delivery. The result was a highly cost-efficient and streamlined project that has fueled momentum for more consolidated buying initiatives at PWGSC.

The success of this pilot project has PWGSC setting its sights on expanding the initiative to include laptops, printers and computer software. Over time, the Department will expand the initiative to include 40 of the most commonly purchased categories of goods and services, bringing even greater savings.

"Now instead of each section buying for themselves, we'll operate in a more centralized way to earn the savings associated with buying in bulk," says Jacques Laflamme, Director of PWGSC's Business Management Directorate in Acquisitions Branch. "This helps us to save primarily through economies of scale but also through reduced administrative costs."

The pilot also supported PWGSC's commitment to Aboriginal businesses. The competitive tendering process was part of the Department's commitment to "set aside" a percentage of its annual contracts for bidding by Aboriginal firms only. Consolidated purchasing is also in line with PWGSC's commitment to sustainable development — significantly reducing the related paperwork and resources associated with multiple buying initiatives.

"We've already saved so much and these savings will only continue to grow as we expand to include even more items," says PWGSC's Caroline Bassett, Manager of Computer Hardware Division, Acquisitions Branch.

"We hope to eventually have a system where we can coordinate with our colleagues in other departments and arrange for a government-wide buy to save millions across government," says Ms. Bassett.

Consolidated buying is just one aspect of PWGSC's efforts to deliver products and services smarter, faster and at a reduced cost.

For more information, contact Caroline Bassett at (819) 956-1201 or caroline.bassett@pwgsc.gc.ca.

Computer purchases made by PWGSC on behalf of Government of Canada (GoC) departments and agencies total almost \$200 million each year. Creating a government-wide system of consolidated buying will help to streamline government purchasing and offer large-scale savings.



RCMP driver trainees on the right track

With its two-lane acceleration straight-aways, hills and 43 unique turns, "Track 3" is a one-of-a-kind, premier driving training track — perfectly suited to prepare future RCMP officers for any possible challenge they might encounter on the road.

Located at the RCMP Depot Division in Regina, Saskatchewan — home of the RCMP's national training academy — Track 3 is where future RCMP officers learn advanced driving techniques and practice simulated pursuits as part of their compulsory 65 hours of driver training.

"Seventy percent of an RCMP officer's career is spent in a vehicle — it's our office on wheels," said the RCMP's Sgt. Stéphane Caron. "It's very important that cadets receive the best driver training available." Track 3 has already been navigated by over 800 trainees, and it is expected that over 1000 new recruits will train on it each year.

After meeting with the RCMP to determine its driver training needs, a PWGSC project management team developed the track's design requirements, provided tendering services, as well as planned, coordinated and managed the track's construction.

"One of the contractors we hired to complete the project — who has over 40 years experience constructing roads — said it was the hardest job he'd ever done," said PWGSC Project Manager Allan Currie. "Track 3 has every situation one could possibly encounter on a road, but it's very rare that all these situations would be so close together," said Mr. Currie of the 3-kilometre track. Tight curves posed the biggest challenges for the contractor.

In spite of construction challenges, tight time constraints due to strict training schedules, and unseasonably rainy weather, the project was successfully completed on time and on budget. "I credit great communication and an excellent working relationship among all parties involved," said Mr. Currie.

"I am proud that PWGSC has assisted in building the new track," said PWGSC's Kim Junek, Client Service Director of Saskatchewan. "It's a testament to the extremely successful working relationship between PWGSC and the RCMP."

In addition to helping the RCMP accommodate the influx of new cadets, Track 3 is a welcome enhancement to the driver training program that includes classroom study, defensive driving practice in downtown Regina, and driving practice on Track 1 (a serpentine track) and Track 2 (a large patch of pavement). Track 3 is the ideal venue for cadets to practice lane changes, curve negotiation and steering techniques.

"Track 3 represents the evolution of our driving program at the RCMP," explained Sgt. Caron. "It more closely represents a typical roadway than the other tracks, and enables cadets to practice vehicle management in a controlled environment. There's no other track like it in Canada."

For more information about PWGSC's role in building Track 3, contact Allan Currie at (306) 780-8658 or allan.currie@pwgsc.gc.ca.

The RCMP Depot Division in Regina, Saskatchewan, is home to the national training academy that has been transforming cadets into constables for over 120 years. Lasting approximately 26 weeks, the intensive academic and physical training program educates cadets in the basics of law, problem solving in community policing, managing evidence and crime scenes, and avoiding and managing incidents. Often learning through lifelike scenarios and role plays, cadets also acquire work-related driving and firearms skills, and become versed in ceremonial procedures and military tactics. Upon graduation, they are prepared to begin work as regular member constables.



Designed to simulate all possible road situations an officer could encounter on duty, Track 3 is a welcome addition to the RCMP's driver training program.



Engineering Excellence:

Creative solutions take flight



For PWGSC professionals, the sky is the limit when it comes to finding creative solutions to complex problems.

The Greater Toronto Airport Authority knows this firsthand. Two years ago, when the longtime client needed to create better visibility for pilots between a major terminal and runways at Toronto's Pearson International Airport, they approached PWGSC for help.

When considering how to best install the required inset lighting into the pavement, PWGSC Electrical Engineer Ty Huynh, P. Eng., immediately dismissed the most obvious solution as too time consuming and expensive.

"Digging up concrete is the traditional method, and was recently used at a major U.S. airport to install similar lighting," said Mr. Huynh, "But in this case, that approach was too costly, and would have required shutting down the taxiways and the paved area surrounding the terminal while the concrete cured."

Mr. Huynh looked for a novel, inexpensive approach to installing the lights that would not disrupt airport traffic.

After examining a number of solutions, he chose the most innovative: boring pathways underneath the concrete slabs and inserting electrical conduits and cables through to feed the light fixtures installed on the surface. The benefits to this method — called "trenchless" or "directional boring" — are lower costs, limited surface disruption and shorter work completion times.

Drilling about 1.5 metres below the surface, the project team navigated tight curves and avoided underground utilities such as gas lines and



PWGSC's use of a directional boring machine to install lighting onto airport pavement was an innovative way to save time and money.

drainage pipes as they bore cable pathways up to 500 metres long. While work closed airplane traffic in the surrounding area by day, the team minimized the disruption by clearing the sites and covering holes with industrial-strength steel plates so it could be reopened for night and evening service.

In total, Mr. Huynh and his team successfully installed 259 inset lights around Toronto's Pearson International Airport Terminal Three last year.

Because Mr. Huynh's innovative approach had never been taken before in North America, he was recognized with an "Air Carrier Award" by the Illuminating Engineering Society of North America.

This summer, Mr. Huynh and his team will begin another phase of the upgrade — installing 132 additional lights on the paved area surrounding Terminal Two.

For more information about this project, contact Ty Huynh at (416) 512-5758 or ty.huynh@pwgsc.gc.ca.



"Green" centre of expertise opens its doors

Government-wide resource ready to serve

Government of Canada (GoC) departments and agencies have placed environmental responsibility among their highest priorities. Now there's a dedicated resource to help them meet that commitment: PWGSC's new Office of Greening Government Operations (OGGO).

The OGGO consolidates PWGSC's existing environmental expertise and better positions the Department to provide government-wide leadership. The Office also solidifies PWGSC's role as a key player in the GoC's sustainable development agenda.

The Department will work closely with other GoC departments like Natural Resources Canada and Treasury Board Secretariat to ensure a whole-of-government perspective as it sets government-wide priorities and management structures.

PWGSC's role in the federal community focuses on providing leadership on issues such as green procurement and environmentally-friendly property management, but also branches out into many other areas like remediation of contaminated sites, risk management, recycling and waste management.

"The Office will bring together people with skills in policy, engineering,

contracting and other areas to see the operations of government through a green lens," says PWGSC Minister Scott Brison.

With key goals like reducing greenhouse gas emissions, encouraging the use of technologies with little environmental impact, and investing in renewable and efficient energy generation, the OGGO will help protect and preserve the environment for future generations of Canadians.

At the same time, it will also work to ensure a balance between sustainable development goals and achieving the best value for Canadians' hard-earned tax dollars. "Good environmental policy can also be good economic policy," said Minister Brison, who recently leased a hybrid car.

"Greening operations throughout the Government of Canada will not just help our environment, it will also provide dividends for taxpayers."

If you would like advice or guidance with your department's sustainable development goals, contact Margaret Kenny, Director General, OGGO, at (819) 956-1613 or margaret.kenny@pwgsc.gc.ca.



Collaboration: the key to serving Canadians

All Government of Canada (GoC) departments and agencies are getting onboard to fulfill a commitment made to Canadians in Budget 2005: to deliver services smarter, faster and at a reduced cost. To get the job done, PWGSC has been widely engaging and consulting with government departments large and small.

As the common service provider for the GoC, PWGSC explored fundamental changes to the way it delivers vital government services and found potential increased efficiencies in three key areas: procurement, property management and information technology. Immediately after savings targets were formally announced in Budget 2005, PWGSC held individual consultations with departments that account for the bulk of government spending to discuss how these changes would impact them. The Department's Service Integration Branch — known to many as "the face of PWGSC" — quickly took the lead.

"We held 93 meetings within the first three months after the Budget announcement, and savings are already being realized," says John Turner of PWGSC's Service Integration Branch.

"To clearly communicate with departments, we held open forums, one-on-one consultations and in-depth department-specific analyses," explains Mr. Turner. Organizations as varied as the Bank of Canada, the Canadian Nuclear Safety Commission and Telefilm Canada learned how PWGSC's savings initiatives will affect them in the short- and long-term. Representatives from about 100 federal departments, agencies, boards and councils received in-depth explanations of how savings targets were determined, and how PWGSC can help them realize these targets.

Most savings will be phased in over the next five years — with savings targets starting small and gradually increasing.

Face-to-face consultation is the cornerstone of PWGSC's commitment to fully engage its colleague departments in meeting real property and procurement savings targets. It held over 93 interdepartmental consultations shortly after the targets were announced in Budget 2005.



Open, continuous communication among departments is critical to achieving taxpayer savings government-wide. Here, John Shearer, ADM of PWGSC's Service Integration Branch, fields a question from a departmental representative.

But some impacts, like changes to the ways departments can buy goods, were immediately felt. For example, as of April 1, 2005, all departments are required to use pre-negotiated standing offers for 10 high use commodities. PWGSC currently has standing offers in place for more than 95 percent of commonly procured goods and services.

An informative Web site, a CD-ROM and a national call centre in Toronto also keep colleague departments in the information loop.

"This is about forging long-term partnerships to better manage spending government wide," says Mr. Turner. "We can only do it by working closely together."

"Close collaboration between departments, central agencies and PWGSC is the key to maximizing the GoC's spending power and locating even more efficiencies."

*I. David Marshall
Deputy Minister, PWGSC*

For more information about what PWGSC's Service Integration Branch can do for your organization, call (866) 664-6609. Government employees may visit <http://publiservice.pwgsc.gc.ca/info/> for online information.

Improving services and maximizing savings

As PWGSC increases efficiencies in the following three main areas, all of government — and ultimately Canadians — will benefit:

Buying smarter

The government will save 2.5 billion over five years by maximizing its purchasing power and consolidating what it buys, while reducing the time it takes to purchase by half.

Exploring savings in real estate

PWGSC aims to save \$925 million over five years by managing government properties more effectively and improving the application of standards for office space.

Taking full advantage of information technology systems

IT experts are working to better manage IT infrastructure across government, increase the sharing of common IT services, and make government more accessible for Canadians and businesses by adding more services on-line.

Severe weather on Canada's radar

In Fall 2004, Canada's new, world-class Doppler weather radar detection system was completed, giving Canadians the timeliest weather warnings possible.

PWGSC was proud to play an instrumental role in this seven-year, \$34.9 million initiative designed to save lives, prevent injuries and protect property from severe weather.

The countrywide project involved building 11 new Doppler radars and upgrading 19 older weather radars to Doppler — sometimes shifting their locations for maximum coverage of both rural and urban areas.



The construction of this Doppler radar on Mt. Sicker, B.C. means Canadians in Victoria and its environs benefit from longer warning times when severe weather is headed their way.

"Ultimately, this project is about improving the safety of Canadians," said PWGSC Project Manager Fred Miller, who was in charge of contributing PWGSC's real property, engineering and service procurement expertise to the project from start to finish.

Environment Canada approached PWGSC with a list of ideal locations for radar sites — selected based on probability of severe weather and population density in the surrounding areas.

"It was up to us to negotiate and acquire the best land at the best price, design the foundations for the tower and buildings, tender the contracts for construction, and manage the project overall," said Mr. Miller.

Working with Environment Canada, the small team developed each site during the summer months, often building the Doppler radar tower foundations a year before the tower could be added. "On average, we built about five a year," said Mr. Miller.

The result of their work? Ninety-eight percent of Canada's population is now covered by a comprehensive network of 31 Doppler radars that provide better forecasts and give individuals and emergency organizations more time to respond to severe weather conditions.

"The lead time for warnings has now doubled," said Steve Lapczak, former Director of Environment Canada's National Radar Project. "For example, if a tornado headed your way in the past, you would have had 20 minutes warning. Now, with Doppler radar you'll get 40 minutes."

That extra warning time can mean the difference between life and death, and safety and protection. According to Environment Canada, bad weather causes an average 220 fatal car accidents, and more than 11,500 severe injuries each year.

For more information, please contact PWGSC's Fred Miller, Real Estate Advisor, Real Property Branch, at (780) 458-6034 or fred.miller@pwgsc.gc.ca.

How Doppler weather radar works

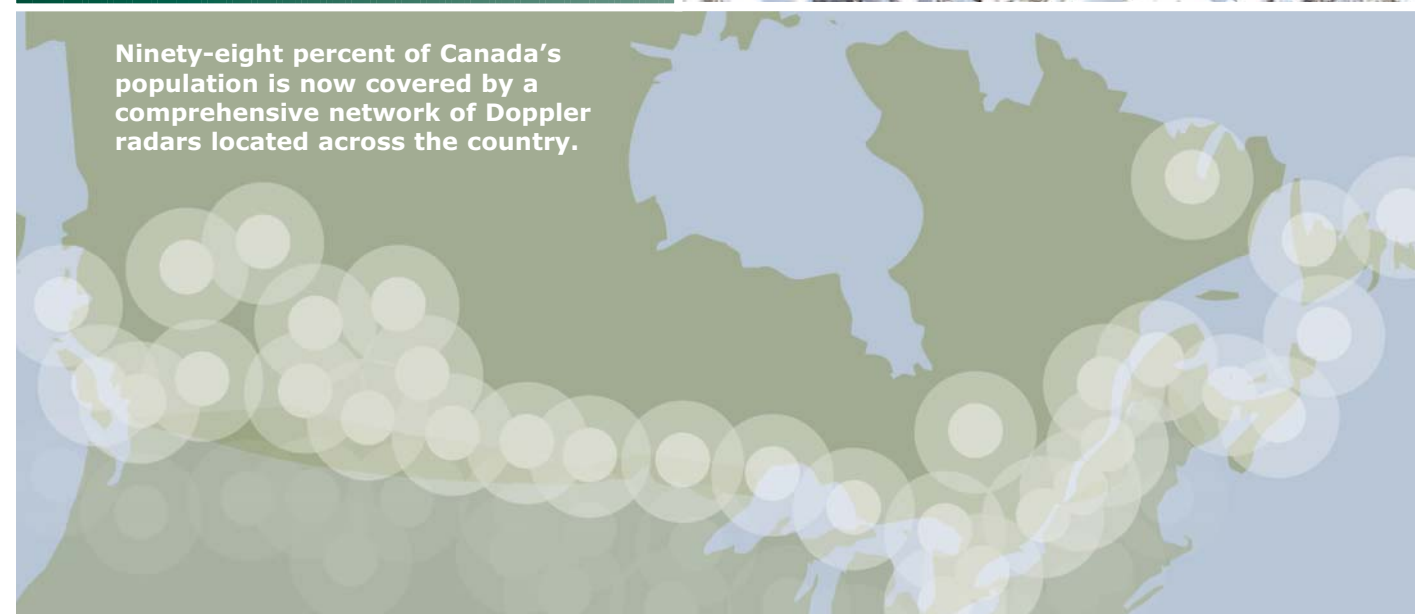
Doppler weather radar technology allows forecasters to see 'inside' approaching storms, enabling them to analyze potential threats to life or property, and then issue public warnings accordingly.

Each Doppler radar dish is housed in a large sphere that rotates atop a 15- to 28-metre-high tower. The radars detect high-impact weather up to 250 kilometres away by sending out microwave pulses into the atmosphere and analyzing the 'echoes' that are returned when the beams hit precipitation such as rain, snow or hail. The returned information includes intensity, location and motion of precipitation.

Radar analysis software monitors the radar data and notifies forecasters when it detects patterns that could lead to dangerous weather. Based on this information, forecasters then decide what action to take.



Ninety-eight percent of Canada's population is now covered by a comprehensive network of Doppler radars located across the country.





Reaching Canadians through their MPs

In addition to reaching out across the country through the Canada Site, 1 800 O-Canada and Service Canada centres, PWGSC reaches Canadians through the most traditional channel: their locally-elected Members of Parliament (MPs).

“For many Canadians, the first step for getting government information is their MP,” explains PWGSC’s Serge Labine, a Senior Communications Advisor responsible for the department’s Outreach Program. “They’re one of the primary ways to get in touch with Canadians.”

Mr. Labine ensures that MPs and their staff know about PWGSC’s many programs and services so they can transfer that knowledge to their constituents. “My goal is to provide them with tools that they can use to speak about, promote or explain PWGSC services to Canadians.”

In Fall 2004, he launched an interactive “In touch with Parliamentarians” Web site dedicated specifically to MPs, featuring up-to-date fact sheets, major PWGSC achievements, and links to hundreds of PWGSC services, programs and publications. Face-to-face interaction also fills the information gap.

At around the same time of the Web site’s launch, Mr. Labine began dispatching PWGSC experts to Parliament Hill to meet with MPs and their staff through the Library of Parliament’s “Seminar Series on the Hill Program” — a forum for public servants to brief Parliamentarians on important programs and services. With audiences ranging from 50 to 200 Senators, MPs, and constituent staff, Mr. Labine sees the Seminar Series as an excellent opportunity to inform MPs about the many ways PWGSC serves their constituents.

PWGSC first participated in the Program during a three-day session centred around the theme “Solving Constituents’ Problems.” The presentation — “How to Do Business with the Federal Government” — focused on how Canadians can

access contracting opportunities with the federal government.

The most recent presentation focused on Government On-line (GoL). PWGSC’s Christine Desloges, Director General, Government On-line Initiative, provided an overview and introduced co-presenters she had invited from Industry Canada, International Trade, and Social Development Canada. Presenters demonstrated how practical GoL applications can serve individual Canadians, Canadian businesses and the country’s international interests.

The Library of Parliament’s Seminar Coordinator Gary Levy says he gets positive audience feedback for the seminars about 99 percent of the time. “There is an important value in face-to-face learning,” says Mr. Levy, who also strongly advocates increased communication between public servants and Parliamentarians.

Mr. Levy was so impressed with the GoL presentation that he plans to use it in the first-ever countrywide Webcast version of the Seminar Series to reach staff in regional constituency offices. The increased exposure will greatly help with outreach, says Mr. Labine.

“The objective is to reach as many Canadians as possible and let them know about what we’re doing, our services and the value they get for their money.”

Interested in learning more about PWGSC’s Outreach Program or the next Seminar Series taking place on Parliament Hill? PWGSC’s Serge Labine welcomes your questions at (819) 956-2307 or serge.labine@pwgsc.gc.ca.

Above, PWGSC uses the Library of Parliament’s “Seminar Series on the Hill Program” to brief Parliamentarians on programs and services that benefit Canadians in their constituencies.