

On time, on budget: the Ottawa airport expansion



IN A CITY WHERE five of eight large construction programs finish late and over budget, the expansion of the Ottawa Macdonald-Cartier International Airport (OMCIA) stumped the industry.

It finished six months early, for as much as 10 percent under original cost estimates, and some are looking up OMCIA Authority CEO Paul Benoit's sleeve to see how he did it. The reasons are far simpler than one would expect.

There were no financial bonuses or penalties geared to deadlines and budgets. But there were definitely carrots and sticks, and one has to look at the project managers to understand how efficiency, due diligence and motivation can percolate throughout a \$310-million project that used over two million man-hours.

Authority executives knew their management team had to be nimble, inventive and dedicated. "Without management's superb ability to attract big-fish contractors and get everyone to contribute like it was their own project, the expansion would never have had this result," says Robert Fisher, the Authority's Manager of Procurement and Contracting. "The team we selected was extraordinarily efficient."

Overall project management was awarded to MRM – a joint venture between Ottawa's J.L. Richards & Associates and Thornhill's Marshall Macklin Monaghan. Architecture and engineering duties were contracted to YOW Consultants – a partnership between Ottawa's Brisbin Brock Benyon and Vancouver's Architectura Planning Architecture Interiors.

One of the keys to efficiency during two-and-a-half years of construction was sequential tendering, where sub-contracted pack-

ages were started before all technical specifications were in. With 500 sub-contractors involved, this saved thousands of hours. "But it only works if management is able to understand which changes are absolutely necessary and how to respond quickly to needs and questions," Fisher adds.

Another contributor was construction "partners" like PCL Construction (terminal), Dufferin Construction (apron, de-icing facilities) and EllisDon Design Build (parking structure), which carried enough industry weight to get the materials they needed, when they needed them.

Even Paul Benoit put his imprint on financial performance, by bartering interior art and video hardware - with First Air and Panasonic – for free advertising. And it didn't hurt that the 2001/2002 winter was mild at a pivotal time for in-ground installation.

Yet these were all logistical elements. Managers keep coming back to motivation and teamwork as the reasons behind OMCIA's early-and-under result.

When Stephen Rocque landed with MRM four months after construction started, he was the latest in a line of five program managers, the nexus of daily organization. "The Authority was very specific about what it wanted, and for how much. It centred around time accountability. I hate being late," he says, explaining why his watch is set 10 minutes ahead of real time.

"I don't know what went on before, but when I got there, IT (information technology) systems were about a year behind, a real red warning sign," he says. "It had to be accelerated, and the only way to do that successfully was to enable everyone involved. People had to be honest with themselves and each other, not playing the blame game. As hokey as it sounds, the Authority did a good job encouraging this type of communications."

Sometimes all it took to get someone's extra effort was a thank you, their name on a commemorative plaque, some public recognition. "I believe people want to be part of a successful team. It is very simplistic, but it works," Rocque adds.

Yet carrots rarely work without sticks. There were firings. Those who couldn't deliver or who wouldn't fit into management's mindset were let go. Those who stayed were well compensated, because quality does have a cost. Yet many willingly pulled unpaid overtime to make sure things stayed on track. For Fisher it was middle-of-the-night, baggage-system tests.

"Our methodology and planning were extremely well thought-out. We didn't go for the cheapest price, and that allowed us to tell (contractors) 'Do what you know best. It's what we expect,'" Fisher says. "But it also meant that when something was due on Friday, it got done by Friday. It was a point of honour, right up to our CEO."

The OMCIA Authority is not publicly funded (although it is publicly guaranteed). Self-reliance is the new state of affairs for Canadian airports, and most are now saddled with, or facing, expensive infrastructure improvements. Cost overruns are likely to be Authority killers.

No magic wand produced the results at Ottawa's airport. Others would be well-advised to understand that Authority's process. *MM*

–Mike Levin



Photos courtesy: James A. Morrison, C.D.

www.ottawa-airport.ca. Ottawa's new and roomy international airport offers efficient service to passengers and staff alike.

A little Visa card history

IN THE LATE 1950S, a Bank of America executive, Joseph P. Williams, created the BankAmericard, the first card to combine the attributes of other national credit cards and bank cards of the time. The new card was not limited to a local area and allowed users to pay only part of the balance outstanding on the cards in exchange for interest being added – creating an instant loan for customers. If the balance was paid in full each month no charges were added. Sound familiar? It should. In the late '70s the card became known as Visa. Joseph Williams died November 8, 2003. ♪

Space Agency collaboration helps business

IN OCTOBER 2003 the Canadian Space Agency (CSA) and the European Space Agency (ESA) signed an arrangement that ensured an active role for Canadian business in the development and validation phase (running from 2003 to 2006) of the Galileo Program – a European satellite navigation and positioning system.

The CSA contribution of \$11 million to this phase of Galileo allows Canadian companies to respond to requests for proposals for the program – and they did. In early December 2003 the CSA awarded contracts worth \$65 million to Canadian firms for space-related research and development – everything from satellite equipment to space robotics to technologies relating to Earth observation, communications and space exploration.

Galileo, the first satellite positioning and navigation system intended specifically for civilian purposes, is a joint initiative of the European Commission and ESA. It is expected to be fully operational in 2008. More information can be found at www.space.gc.ca. ♪

CISTI protects IP online

IN EARLY DECEMBER 2003, the Canada Institute for Scientific and Technical Information (CISTI) launched Secure Desktop Delivery (SDD), which allows CISTI to deliver, over the Internet, copyright-cleared documents to its customers. CISTI worked closely with publishers and libraries to develop a method of online delivery of documents that protected the intellectual property rights of the publishers. CISTI must charge copyright fees, which are set by the rights-holders, for all documents sent by SDD.

According to the website (http://cisti-icist.nrc-cnrc.gc.ca/cisti_e.shtml), the new Web-based system “prevents redistribution, copying and storage of documents through the use of a customized Acrobat Reader plug-in that enables the customer to view and print their documents once using a simple Web interface.”

Negotiated agreements with major scientific, technical and medical (STM) publishers, such as Elsevier, Taylor and Francis and IEEE, are key to the success of the SDD program. The agreements allow more than half of CISTI's collection to be supplied online using SDD – the remainder of the collection can be delivered by alternate means.

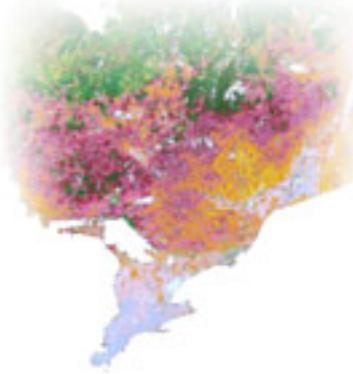
Users of CISTI must have an account and password to login. Once the SDD plug-in has been downloaded, users may retrieve the documents they requested (either singly or in a batch) and print them. They may only view and print each document one-time. More info can be obtained by emailing info.cisti@nrc-cnrc.gc.ca. ♪



Ontario towns get help to develop procurement bylaws

UNDER REQUIREMENTS IN the Ontario *Municipal Act, 2001*, Ontario municipalities must adopt policies relating to procurement – and it must be done before January 1, 2005 and be in the form of a bylaw. To help municipalities prepare, the provincial Ministry of Municipal Affairs and Housing – with the assistance of a working group and outside reviewers – developed *A Guide to Developing Procurement Bylaws*, available at www.mah.gov.on.ca.

The guide reviews the requirements for the policies and makes suggestions about who might be responsible to develop the policies. It outlines a staged process to follow in developing the policies that encompasses: a review of current practices, establishing goals for the procurement processes, doing a risk assessment, writing the policies and the processes to follow, establishing performance measures and evaluation. The guide also offers information on various procurement processes and when and where it is appropriate to use them. Because procurement can be quite complex – involving knowledge of contract law, trade agreements, financial information, market knowledge and negotiation and management skills – the guide also encourages officials to seek training in procurement and provides a list of sources. ♪



Association and university team to deliver online purchasing training

THE PURCHASING MANAGEMENT Association of Canada (PMAC) has teamed with Alberta-based Athabasca University's Centre for Innovative Management to deliver PMAC's four fundamental "Principles" courses online.

Where it used to take an average of two to three years to complete the Certificate in Purchasing, beginning in March 2004, the flexibility of the online program will allow students the opportunity to finish within one year. Eventually PMAC intends to expand its online offerings to include all the courses pertaining to its Certified Professional Purchaser (CPP) designation, with the exception of a mandatory in-residence Advanced Purchasing Management Course that runs over six days.

PMAC (www.pmac.ca) sponsors the Leenders Purchasing Management Association of Canada Chair at the University of Western Ontario; co-publishes the Ivey Purchasing Managers Index, and is founder of the Canadian Purchasing Research Foundation. The Centre for Innovative Management at Athabasca University (www.mba.athabascau.ca) is home to Canada's largest Executive MBA program, offered to Canadians and students from 23 countries worldwide. The centre also delivers the first fully interactive online EMBA program in the world. ♪

UK nursing homes benefit from purchasing consortium

RECENTLY-FORMED Spectrum Care, is a first of its kind purchasing initiative for nursing homes in the United Kingdom. By consolidating the purchasing power of the over 130 nursing homes currently in its network, Spectrum has been able to reach preferred purchasing agreements with a wide range of suppliers for many kinds of goods and services – to the benefit of consortium members as well as the vendors. In December 2003, Spectrum chose True Health, Inc. (www.westmeria.com) as one of its preferred suppliers. Members of the Spectrum consortium will be able to purchase the company's products (in three specific product areas) at discounted rates and on preferred payment terms, and the company gains efficiencies resulting in improved margins and sales channels. The company will also participate in a joint marketing initiative with Spectrum. ♪

From landfill to roadbed

GINA GALLANT WANTS to change how the world paves its roads. As a 13-year-old in 2000, she set out to get disposable plastic out of landfills and into asphalt pavement. Within a year, the Prince George youngster was earning praise, and awards, from the scientific community.

Following the theory that old detergent and milk containers are made from the same stuff as the oil-based polymers in asphalt binders, Gallant used her part-time job at Husky Oil's asphalt division to mix three-percent disposable plastic, six-percent asphalt and 91-percent aggregate to create "PolyAggre-Road." She then convinced Prince George's mayor to let her test the paviouring product on a city street.

The results amazed professionals. Tests revealed the pavement was more flexible than regular asphalt and just as durable. The potential of each year keeping millions of plastic containers out of Canadian landfills made the discovery all the sweeter. ♪

– Mike Levin

Nominations Please

5th Annual Award of Recognition for Excellence in Service as a Materiel Manager

The award, sponsored by *Summit* magazine and the Materiel Management Institute, recognizes an individual's significant and ongoing dedication to a project team or organization. Candidates are materiel managers and contracting staff at all levels of government and public institutions across Canada.

Tell everyone about the unsung hero in your department.

The winner will be announced at the Materiel Management National Workshop in May 2004 and profiled in *Summit* magazine.

For information and nomination forms contact:
 McEvoy Galbreath, Publisher, *Summit* Magazine
 Tel: (613) 688-0763 or (800) 575-1146 • Fax: (613) 688-0767
 Email: mcegalbreath@summitconnects.com