

DOING BUSINESS

with Public Works and Government Services Canada

Winter 2008

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As Public Works and Government Services Canada's (PWGSC's) external newsletter, *Doing Business* supports the Department's role as a common service provider by informing colleague departments, Canadians and all other interested parties about interesting and innovative PWGSC services, activities, projects and initiatives. Written, designed and published quarterly by PWGSC's Communications Sector, it is also available on-line at www.pwgsc.gc.ca/db.

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Doing Business welcomes feedback and suggestions for future stories. Please address your comments to: Joe Boulé; Editor, *Doing Business*; Communications Sector, PWGSC; 16A1, Portage III; 11 Laurier Street; Gatineau, QC; K1A 0S5. Fax: 819 956-0573. E-mail questions@pwgsc.gc.ca

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Sold!

Sale-leaseback of seven federal buildings won't affect services

PWGC has finalized the sale-leaseback of seven federal office properties. Following an extensive and competitive process, the properties have been sold to Canadian-owned Larco Investments Ltd. for \$1.41 billion and leased back to the Government of Canada for the next 25 years.

"This transaction was carefully designed to safeguard taxpayers and offer the greatest value to government," said Minister Fortier. "In fact, for the first time ever, the Auditor General of Canada will have access to the building-related financial statements of one of the government's landlords. This ensures a new level of transparency in government leasing."

The office buildings are located in Edmonton, Calgary, Toronto, Ottawa and Montreal. The final sale happened on October 31.

Canadians will continue to have the same level of access to federal programs and services under the new ownership. The government will also continue to occupy the buildings and display the Canadian flag and the right to name the buildings. The leases PWGSC is signing with Larco will ensure the buildings are well-maintained and all federal health and safety, environmental, accessibility and other standards are respected.

Departments will continue to work with their assigned account executive or any other Real Property Branch contacts for issues such as fit-ups and future space requirements. Clients will also continue to call the National Service Call Centre for such things as heating, lighting and plumbing. Restoration, refit and other projects either underway or planned for the buildings will continue as anticipated.

For more information on the sale-leaseback of the buildings, please visit PWGSC's Web site: www.tpsgc-pwgsc.gc.ca/services/initiative-eng.html

DB EXPRESS

Doing Business Express is an e-mail bulletin that keeps you informed about the latest developments, tools and services from PWGSC. If you would like to receive these updates, send your name and e-mail address to questions@pwgsc.gc.ca.

Here are some highlights from recent bulletins:

Our new Web site

We've updated the main sections of the PWGSC Internet site, www.pwgsc.gc.ca. As a result, many of our URLs have changed. If you have links or bookmarks to any of the converted pages on our site, you'll need to update them.

'Green' office furniture saves you money and helps environment

Your department or agency can now save when purchasing office furniture, and help the environment at the same time. PWGSC recently awarded standing offers to three Canadian firms to provide the government with remanufactured office furniture.

With a combined value of \$600,000, the Standing Offers will be in place for two years, and apply to the National Capital Area, Ontario, and Québec. Individual call-ups must not exceed \$25,000 including installation, transportation charges and GST/HST.

For more information, please visit the Green Procurement Web site www.pwgsc.gc.ca/greening/text/proc-e.html

Standing Offers for Events Management save time and money

Departments and agencies can now purchase special events management services, such as planning services, audio/visual equipment rental, translation services, and furniture rental, at a lower cost.

The Standing Offers cover event requirements of less than \$100,000. (Event requirements of more than \$100,000 should be competed through the Government's Electronic Tendering Service – MERX.)

For more information, please contact Robert Pelot at 613 990-6842 or by e-mail at Robert.Pelot@pwgsc.gc.ca

IT Shared Services update – it's all about Service Excellence

Six departments and agencies (including PWGSC itself) are the first to participate in the Information Technology (IT) Shared Services initiative. This will lead to streamlined, more efficient and cost-effective services for the Government of Canada and Canadian taxpayers.

The extensive preparations to move these departments to the Shared Services model are nearly finished and the transition phase is underway.

For more information, visit: publisservice.pwgsc.gc.ca/its/text/index-e.html (This Web site is only accessible to federal government employees.) **DB**



National Defence

The HMCS Ottawa alongside the USS Boxer.

Halifax Class frigates modernization

Canadian Forces' frigates will have a host of new upgrades by 2017

In a joint initiative between PWGSC and the Department of National Defence, the Canadian Forces' Halifax Class frigates will be retrofitted with new operation rooms, radar suites and various communications, control and warfare systems.

The upgrades are part of a \$3.1 billion modernization project that is set to begin in 2010. PWGSC has been involved since 2005 in the planning, preparation and co-ordination of the procurement process of the contracts involved.

The Department conducted several public meetings with potential bidders to provide information about contract requirements. A fairness observer was also appointed to watch over the hiring process and consult the industrial sector to develop thorough Statements of Interest and Qualifications for each

contract. All information from the consultations was posted on-line, along with frequently asked questions and answers.

"Our policies are developed to ensure all suppliers get an opportunity to bid," said Terry Williston, Director General of PWGSC's Land, Aerospace and Marine Systems and Major Projects Sector.

"All Canadian suppliers, including small and medium-sized enterprises as well as Aboriginal providers, have a chance for government procurement."

Mr. Williston explained that working groups with both government and industry representatives had been conducted over 18 months for both the combat system integration and ship refit portions of the project.

"The aim was not only to solicit industry's input, but also to strengthen the working relations between the project management office and the Canadian marine and defence industries."

Our policies are developed to ensure all suppliers get an opportunity to bid

There are five major contract elements that have been, or will be, awarded to qualified Canadian suppliers and service providers:

- Two Multi-ship Refit Contracts, worth a total of \$760 million, will be awarded in 2008. The ships will be refitted between January 2010 and June 2017.

- Combat Systems Integrator Contract, worth \$1.1 billion. A Request for Proposal will be issued to interested companies in early 2008, and a contract is planned for Fall 2008.
- Command & Control System In-Service Support Contract, worth \$300 million. Planned for Fall 2008.
- Platform System Design Agent Contract, worth \$150 million, awarded to Fleetway, Inc. in October 2006.

The frigates have been in service for the past 16 years and were initially designed for warfare missions in open ocean.

The Halifax Class modernization project will bring enhanced capability to the ships, enabling them to effectively function in a wider range of situations and environments. **DB**

HALIFAX CLASS



OVERVIEW

The first of an eventual twelve Canadian-designed helicopter-carrying frigates. They combine traditional Canadian anti-submarine capabilities with systems to deal with surface and air threats as well. The Halifax class are the work-horses of the Canadian Navy task group concept. Launched 1992 – 1996.

Technical Data:

Type: Guided Missile Patrol Frigate
Displacement: 4,770 tonnes (full)
Length: 134.1 metres
Engines: Twin shaft CODOG: Main: 2 General Electric LM 2500 gas turbines producing 47,500 shaft horsepower; Cruise: 1 Pielstick 20 cylinder diesel producing 8,800 shp.
Speed: 29+ knots



A Naval Combat Information Operator monitors one of HMCS Winnipeg's many sensors in the ship's Operations Room.

PWGS&C Can Help

Is your Department or Agency receiving inquiries...

From small companies

asking how they can do business with the federal government?

The Office of Small and Medium Enterprises assists small companies as they navigate the government procurement system and works to ensure the system treats these businesses fairly.

www.pwgsc.gc.ca/acquisitions/text/sme
1-800 811-1148

About how the government buys goods and services?

Business Access Canada is an on-line portal that has basic information on how government purchasing is done, who the contacts are and how businesses can find opportunities.

www.contractsCanada.gc.ca
1-800 811-1148

About where government contracts are posted?

MERX is an easy and efficient prospecting tool for government tenders allowing businesses to browse and bid on a wide array of contracts.

www.merx.com



Heavy lifting

Canadian Forces welcome new C-17 aircraft



PWGSC

When the Department of National Defence (DND) needed strategic airlift capability, PWGSC supplied the procurement expertise to get the job done.

The Canadian Forces needed timely and reliable access to aircraft that could move large amounts of equipment, supplies and personnel, without relying on its allies or contractors.

PWGSC worked with DND to purchase four airplanes that fill the bill. The first was delivered in August and the second touched down at its new home at CFB Trenton in October. The remaining two will be delivered by Spring 2008.

The competitive process was managed in an open and fair manner to ensure best value for taxpayers' money. PWGSC followed a competitive process to determine all the products and suppliers that existed in the marketplace, relative to the needs of the Canadian Forces.

The Department awarded the contract to the Boeing Company for the acquisition of four Strategic Airlift C-17 Globemaster III aircraft. The project also includes a separate agreement with

the U.S. Air Force for the provision of engines, other equipment and in-service support for an initial five-year period.

The Boeing plant is located in Long Beach, California, where 15 of the aircraft can be built each year. Typically, it takes 24-36 months between an initial order for a C-17 and when it is delivered. Canada was able to get its first C-17 (officially designated as the CC-177 in Canada) in less than seven months.

To do this, PWGSC and DND negotiated with the U.S. Air Force to get C-17s that were originally slated to be delivered to the U.S. military.

"Many pieces had to come together in order to ensure the delivery of the first C-17 in a short timeframe," said Marie-Hélène Roberge, Manager, Airlift Capability Project. PWGSC worked closely with DND, Boeing and the U.S. Air Force to put the necessary contracts in place and steer the projects through the approval processes to ensure the aircraft was delivered quickly.

The C-17 is a four-engine military transport plane that is more than 53 metres in length and has a wingspan of almost 52 metres.

The Procurement Process:

Knowing clients' needs

An interdepartmental committee that includes PWGSC analyzes and validates a client department's requirements.

Knowing the market and policy

The committee determines what the market has to offer and which trade agreements and policies must be recognized.

Getting the best value

Determining how the Government will get best value for money spent (eg. either through a competitive or sole-source contract), based on the specifications and circumstances.

Making a recommendation

The committee develops a recommendation, and forwards it to Cabinet for approval, if necessary.

Getting approval

Once Cabinet has reviewed it and approved the recommendation, it then goes to Treasury Board for approval of the project and associated expenditures.

Carrying out the project

PWGSC implements the approved procurement strategy.



» The aircraft can transport oversized combat equipment anywhere in the world — including to troops in Afghanistan. The C-17 has the ability to take-off and land on unpaved, short runways and can airdrop personnel and/or equipment, providing the flexibility needed by the military. The new planes can carry six-times the amount of cargo of the Canadian Forces' long-time work-horse — the Hercules CC-130 transport. At cruising speed, it can travel at over 900 kilometres per hour.

“The inside of the plane is a huge cavern,” says Alain Bédard, Acting Director of the Airlift Capability Project for PWGSC.



PWGSC

Canada's CC-177 Globemaster III.

“Two coach buses could easily fit inside.”

Its giant fuselage is four metres high and can hold up to 76,657 kg of cargo, including vehicles and 192 passengers.

The first C-17 has already been put to use. When Hurricane Dean struck Jamaica earlier this year, the C-17 delivered 30 metric tonnes of emergency relief supplies. The cargo included tarps, Jerri cans and buckets. Generators, water purification equipment, and medical and food supplies are other examples of cargo these aircraft can deliver to Canadians, or to those around the world in emergency situations. The Canadian Forces Disaster Assistance Response Team will use the aircraft to deploy troops and equipment faster to alleviate suffering in those parts of the world afflicted by crisis due to natural disasters.

The aircraft will also be used for rapid strategic delivery of troops and cargo. **DB**

New measures to enhance fairness

Procurement Ombudsman and Code of Conduct announced

The Government of Canada's first Procurement Ombudsman was appointed in September. PWGSC Minister Michael M Fortier and Treasury Board President Vic Toews announced that Shahid Minto would assume the role of Procurement Ombudsman Designate.

Mr. Minto is a chartered accountant with a Master's degree in Political Science and a Law degree. He has 30 years experience in the public service and has held various executive level positions.

In his new role as Procurement Ombudsman, Mr. Minto will submit an annual report to the Minister of PWGSC. His duties will include:

- Reviewing government-wide procurement practices and making recommendations for improvement;
- Managing complaints from potential suppliers and the Canadian public regarding contract administration; and

- Establishing resolution processes for contract disputes.

The Code is an important measure in fostering a stronger relationship between the government and the private sector

“Mr. Minto's work will enhance procurement practices across government by ensuring the highest standards of ethical conduct are followed. This will increase Canadians' confidence in the accountability and transparency of federal procurement activities,” said Minister Fortier.

Mr. Minto's independent work will complement the mandates of other forums reviewing federal procurement, such as the Auditor General and the Canadian International Trade Tribunal.

His position was created as part of the *Federal Accountability Act*, in which the Government of Canada committed to help strengthen accountability and increase transparency and oversight in government operations.

The appointment of the Procurement Ombudsman came in tandem with the release of a Code of Conduct for Procurement. Developed in consultation with government procurement officers, suppliers and members of the general public, it outlines the key responsibilities and obligations of public servants and vendors. It will also ensure public servants and suppliers work from the same standards and commitments to government procurement.

“The Code is an important measure in fostering a stronger relationship between the government and the private sector,” said Minister Fortier. **DB**

For more information about the Code of Conduct for Procurement, visit: www.pwgsc.gc.ca/acquisitions/text/cndt-cndct/tm-toc-e.html

The Procurement Ombudsman of Canada can be reached at 819 956-7862.

Promoting your government services



The touring Canada Pavilion provides Canadians with information about government programs and services.

Database lets departments and agencies plan ahead for exhibitions

There's strength in numbers. That's the idea behind the Exhibit Plans Database, where Government of Canada (GC) departments and agencies can collectively plan exhibits at various events across Canada.

The database, which is co-ordinated by PWGSC through the Government of Canada Exhibitions Program, is based on the idea that a group of exhibitors under a common banner attracts more attention and makes a bigger impression.

The on-line database currently lists over 3,200 events and trade shows where departments and agencies can register to display their services and promote their programs.

Exhibits not only provide Canadians with information on government

programs and services, they also allow for face-to-face interaction between public servants and the public.

The database lets users search for events by industry, location or date. It also allows users to add events to the inventory and see which departments have registered at which events.

In addition, the database allows government institutions to save time and money, maximizing the effectiveness of their displays.

"Expo.gc.ca serves several purposes for GC exhibitors," says Denise Collins, Acting Director of the Government of Canada Exhibitions Program.

"It's a great planning tool for all of us. However, the centralized database depends largely on input from all participating departments and agencies

in GC events in order to maintain its accuracy and relevance."

After browsing through the list of events, users can register their institutions for the events they are interested in, even if the plans are tentative.

Each event has its own registration deadline and program organizers say popular events fill-up fast. Depending on the size of the venue, between three and 12 GC departments can display at a single event.

Finding out in advance which institutions are planning to participate allows PWGSC to make necessary arrangements to share space and equipment in a cost-efficient manner.

"When we know exactly who wants to exhibit and what equipment is needed, it is easier for us to take care of logistics and make the best use of exhibit components. We can then alleviate some of the cost and the time associated with planning to exhibit individually," says Susie Roussel, Acting Program Manager.

The Exhibitions Program co-ordinates interdepartmental participation in exhibitions throughout the country. This supports a policy requirement that federal institutions must provide information on their exhibition plans, co-locate at events, adopt a coherent presence and promote common themes and messages of the federal government to Canadians.

A complete review of the database is currently underway to give it a new, user-friendly look. The new version, expected to be ready by the end of Winter 2008, will generate customized reports in several formats such as Excel and PDF. Departments and agencies will also be able to better manage information about their own exhibits, including the number of staff, floor space and equipment needed. **DB**

For more information about the Canada Exhibitions Program and its database, visit: www.expo.gc.ca or write to exhibitions.expositions@pwgsc.gc.ca

New technology allows closed captioning in French

Parliamentary proceedings now have real-time closed captioning in both official languages

Canadians who are deaf or hearing impaired are now able to tune in to Question Period for live closed captioning in French.

The House of Commons – with the help of stenotypists and Quebec Sign Language interpreters – has been offering live English closed captioning of Question Period through the Cable Public Affairs Channel (CPAC) since 1991. But a shortage of French-language stenotypists meant that another solution was needed so that the same level of services in French could be delivered.

In 2005, the House of Commons and PWGSC's Translation Bureau jointly evaluated and tested new technologies to deal with the shortage.

To provide the new French-language closed captioning service, a voice-recognition system developed by the Centre de recherche informatique de Montréal was selected.

Because of the wide variation of voices in the House of Commons and the live nature of the programming, a closed caption editor called a shadow speaker repeats what MPs or interpreters have said. A software converts the shadow speaker's speech phonetically into real-time transcriptions.

Viewers are able to read on their television screens what an MP has said within seconds.

Members of a focus group who evaluated the new technology said that it opens the doors of Parliament to all deaf, hard of hearing and hearing impaired Canadians and recognizes their equal status as citizens.

With this new service, the House of Commons becomes the first institution in Canada to have parliamentary proceedings live in both official languages simultaneously and is among the world's first legislatures to use a state-of-the-art voice recognition technology to perform remote live closed captioning of its proceedings. **DB**

Did you know?

There are approximately three million Canadians who are either deaf or have some form of hearing impairment or loss.



Client En GO



Dr. Ivan P. Fellegi discussing best practices in purchasing

As part of PWGSC's efforts to help the Government of Canada improve its procurement practices, the Department's Client Engagement Team works with other departments and agencies to examine how they currently purchase goods and services, identify strengths and opportunities, and share best practices.

The ultimate goal, according to Desmond Gray, Acting Director of the Acquisition Account Executive Directorate, is to "ensure that purchasing across the government is co-ordinated, integrated and strategic."

One of the first departments that PWGSC approached was Statistics Canada. While the agency already had excellent purchasing practices in place, PWGSC analyzed current spending to find further improvements.

Statistics Canada has been one of the leading government organizations in terms of obtaining savings by centralizing and co-ordinating bulk buying within the department. "Better training, planning and a centralized compulsory service have enabled us to buy in bulk, which has resulted in savings," according to Dr. Ivan P. Fellegi, Canada's Chief Statistician and head of Statistics Canada.

Buying in bulk has been a huge advantage for Statistics Canada in getting excellent prices. But it all starts by including procurement in its core business plans.

gagement: sharing best practices across vernment



at Statistics Canada.

PWGSC

“It’s implicated in our planning process. It’s not something that happens periodically where the procurement goes out and items are bought. It’s arrived at from the business plan. We have a very integrated planning process out of which we derive all our plans: operational, financial, staffing and development and procurement. That’s how we operate.”

That translates to big savings. Statistics Canada has purchased its desktop computers at a significantly low price. They have achieved this with volume while negotiating a scheduled replacement or upgrade plan with the supplier.

“It’s the volume that enables us,” says Dr. Fellegi. “Suppliers don’t know in advance if a department is going to buy five computers or one from a standing offer – when we put a call up, it’s for hundreds.”

According to Mr. Gray, this kind of shrewd purchasing illustrates the savings potential of bulk buying. “There are tremendous opportunities to bundle purchases across government. The hundreds of computers that Statistics Canada purchase could become part of a broader government purchase of thousands, and when you increase the scale, you decrease the cost.”

Another example is Statistics Canada’s practice of purchasing software. The agency has standardized the software available on all employee desktops. And when buying software, even a relatively small order, the order must go through the department’s central procurement group.

According to Dr. Fellegi, the savings go beyond the cost of the software. “The most important savings are not necessarily from the purchase price – it’s the fact that everyone is using the same software. It makes it easy when people move around the organization, you aren’t just suddenly thrown into a different software environment.”

There are also residual benefits that are harder to track, but do ultimately save time and money: support and licensing costs go down; frequency of calls to the help desk diminish; and interoperability of data and file sharing among colleagues mean productivity continues uninterrupted.

Without question, Statistics Canada is a strong supporter of the principles behind PWGSC’s procurement reform. But so much of what Dr. Fellegi describes goes beyond best practices in procurement and touches on philosophies to running an efficient organization. The word “culture” comes up frequently.

“We’re not used to working in individual silos. I can’t think of anything that we do that is run or planned that way. We’re used to having functional centres that provide service and expertise to divisions that are in charge of projects. We’re used to getting good expert advice in those areas.”

From ensuring that employees receive ample training opportunities through assignments in a number of different branches so there are no “one-trick-ponies,” to challenging upper management to free-up resources and reinvest them into new ideas, the culture of Statistics Canada earns the envy of counterparts around the world.

“We constantly try to do things better. We probe regularly and assess,” explains Dr. Fellegi. “It doesn’t happen by itself. We have to trigger it and keep coming back to it and ask ‘are there any other opportunities where we can improve?’”

Statistics Canada continues to be a strong partner in sharing ideas to achieve savings. As PWGSC’s Client Engagement Team works with more departments and agencies, it can share the experiences and best practices from organizations like Statistics Canada to help improve procurement across government.

For his part, Dr. Fellegi offers a final bit of advice. “There are a whole series of things that need to fall into place. An organization has to plan its procurement based on its business plan. There should be a culture so people understand and collaborate towards the objective of saving. There should be a centralized, highly professional procurement group which is the only place where procurement occurs.” **DB**

Logistics in action

PWGSC's event-planning expertise at the 2007 North American Leaders' Summit

Last summer, Canada was host to North America's leaders and their delegations at a two-day summit in Montebello, Quebec.

Before Prime Minister Stephen Harper, U.S. President George W. Bush and Mexican President Felipe Calderón arrived to discuss international issues, PWGSC worked behind-the-scenes to help make the locale as accommodating as possible.

The Department used its event management know-how to plan and organize all the logistics, from negotiating a contract with the Château Montebello to constructing a security wall around the site. PWGSC's Events and Conferences Management group specialize in the management of major conferences and events in Canada.

"We have a unique expertise in the field," says Lucie Lanctôt, Senior Director, Operational Support Services. "Our people bring the knowledge, experience and know-how – working with all our partners – so that these events run smoothly."

PWGSC's Quebec regional office negotiated a contract with Château Montebello to lease the hotel and 3.7 km of surrounding buildings and space. Summit leaders and their delegates occupied all 221 rooms in the hotel, several of which were converted into offices for the delegations. The Château's curling club was even made into a centre for the media and temporary health clinics were established on-site.

One of the biggest tasks for the PWGSC planning team was upgrading Montebello's telecommunications network.

"When we first visited the Château site, they didn't have a single telephone or Internet line to give us," explains Jacques Joly, PWGSC's

Our people bring the knowledge, experience and know-how – working with all our partners – so that these events run smoothly

project leader for the summit.

"Montebello's telecommunications network was completely full."

Working with Bell Canada, PWGSC's Quebec Regional Office created a highly secure telecommunications system at the site. Bell Canada installed temporary communications stations that held 400 telephone and Internet lines and 1,200 cellular phone lines.

"What Bell was able to do with our teams amounts to a miracle," says Mr. Joly. "Given the security constraints and last-minute requests, some connections and Internet access points were installed just 48 hours before the event. And everything worked perfectly."

To ensure that the site could deliver sufficient power to the two-day event, PWGSC engineers installed five large

generators as backup power supplies.

"Our expertise in telecommunications and in electrical engineering was put to good use at this summit," says Mr. Joly. "What was delivered worked flawlessly and all visiting delegations were able to go about their business uninterrupted."

Word of PWGSC's delivery of services at the summit even reached the Prime Minister.

"When I met Prime Minister Harper, I mentioned to him that without the dedication and hard work of the PWGSC team, this summit would not have been possible," says John Klassen, Executive Director of the Summit Management Office with Foreign Affairs and International Trade Canada.

To accommodate summit activities, PWGSC's Acquisitions branch rented an assortment of furniture, including drapery, red carpets, and dining tables. To further reduce costs, they re-used furniture already owned by the government.

The entire planning process involved environmentally friendly practices. For example, organizers were asked to keep document printing to a minimum and vegetable-based inks were used in printers. Bio-degradable water bottles and pens were handed out. Any residual harm done to the environment from transporting summit leaders and their delegates to Montebello is also being assessed. **DB**

For more information about event and conference management, contact Lucie Lanctôt at 819 775-4040.

Did you know?

As a result of planning major conferences and events in Canada, PWGSC has developed a unique expertise in this field. The Department provides event management support not only to its federal partners, but also to governments around the world.