

Re: *Summit*, November 2003

Just read with great interest your article on smoked fish, fur hats, and Egypt. The muskrat hats you talk about have been around for many, many years. My father-in-law was a Fisheries officer, and was issued muskrat hats while a public employee. Fisheries officers are no longer provided with these hats, and I believe the RCMP is the only remaining group that they are made for in the public service.

When these hats were issued years ago, they were leather and muskrat, and lined with wool. In fact, the owners of the original leather/muskrat hats turn their noses up at the present version! My husband has been on the hunt for the original version for years, and I will be letting him know about Gerber, and perhaps they will do a run of the true original furry headgear that is oh-so-Canadian, eh?

PS. My 6-year old son thinks they are just the coolest, and every chance he gets, he wears his Poppa's hat outside playing street hockey – maybe they could be marketed to the young, cool, skateboarding types! Enjoy your magazine!

Elsie L. Lemke, LGA, CAO, Town of Osoyoos [BC]

Just a quick note to say how much I enjoyed the November issue, more particularly George Brimmells' article, *From the past, for the future*. As one of Michael MacCormac's proud granddaughters it made it even that much more interesting. Cheers!

Josephine Buckland, Statistics Canada, Ottawa

Just finished reading the article, *From the past, for the future*. I found it as interesting and well written as you said it would be when we talked about it at the CPPC Forum in Quebec City. Good job!

*Jacques Laflamme,
Public Works and Government Services Canada, Ottawa*

Re: *Summit*, December 2003

Dear Editor:

I read with interest the article by Mr. Richard Bray about Mr. John Kost of Gartner Research (December 2003). If I understand Mr. Kost's views, he believes that in some cases "a much different kind of due diligence" is more appropriate than "the traditional Request for Proposal." Mr. Kost states that "Let's figure out what the right product is, and then get it." While I agree that, in some cases, this process may allow a public sector entity to better meet its requirements, the CITT would strongly disagree. A few cases will illustrate the CITT's opposing views.

In a Complaint by Cognos [PR-2001-036, February 20, 2002], the federal Department of Justice (DoJ) initiated a pilot project to test a performance measurement system. Based on its research and experience, DoJ issued an RFP for a performance measurement system using the Balanced Scorecard methodology. DoJ was aware of at least 14 vendors that supplied software based on this methodology. Cognos did not. The CITT found that the spec-

ifications were biased because they did not allow for systems other than those based on the Balanced Scorecard methodology. The CITT recommended that the solicitation be cancelled. DoJ was unable to get the software system its due diligence showed best met its needs. The CITT awarded Cognos about \$8,000 in costs.

In the two cases Complaint by Cognos [PR-2002-017, November 29, 2002] and Complaint by InBusiness Systems Inc. [PR-2002-020, November 29, 2002], Correctional Service Canada (CSC) spent about two years determining how best to migrate the functionality in one of its computer systems to a modern platform. CSC's primary concern was in reducing risk during and after the migration. It directed a contract to the only company with software capable of automatic migration of the functionality. Cognos complained to the CITT alleging it could have met CSC's needs with new software; InBusiness complained that it was capable of manual migration of the functionality. Through CSC's due diligence, it had considered and rejected both options. The CITT upheld the complaints finding that the specifications were biased "and had the effect of limiting the options available to bidders by narrowing the range of acceptable solutions." The CITT awarded compensation and costs to Cognos and InBusiness, which will amount to several hundreds of thousands of dollars.

The lesson to be learned is that, according to how the CITT interprets and applies the "procurement rules" contained in the various trade agreements governing federal public sector procurement, a public entity is not allowed to determine what product will best meet its needs "and then get it." Those subject to the trade agreements must always have an eye to the procurement rules, and how the CITT interprets them.

David M. Attwater, Lang Michener, Ottawa

Dear Sir or Madam,

I was sent a copy of the article, [*Winnipeg's fleet business: a special operating agency*], about the City of Winnipeg being the first to adopt life cycle cost management and purchasing procedures. The City of Brandon has been practicing them for 5 years. In fact the City of Winnipeg visited the City of Brandon to discuss what they were doing about 3 years ago. The City of Brandon, under the stewardship of Bob McDonald, Manager of Transportation Services, and Harley Dyck, Fleet Services Supervisor, have made enormous strides into managing their City's equipment requirements as a business while still meeting the moral and social requirements of the City. I suggest you might contact them.

Stan Cork, The Cork Group

Editor's Note: I did call Harley Dyck and he confirmed that Brandon's fleet management uses life-cycle costing, but does not do so under Special Operating Agency status. He went on to describe how Brandon sells (at the 3-5 year point depending on the type of equipment) their well-maintained equipment to smaller rural municipalities at significant savings to the smaller towns. The money from the sale goes back to the equipment reserve for reinvestment in Brandon's fleet.