



HARD TO BELIEVE another year is just about done; 2010 just flew by it seems. In this final issue for 2010 we are pleased to provide you with summaries of the winner and finalists' submissions for *Summit's* Leadership in Green Procurement Award, which was presented in October

at the Canadian Public Procurement Forum. These summaries will show you how public sector organizations such as the Toronto Transit Commission, the City of Vancouver and the Government of Ontario are expressing their commitment to green procurement through policy and practice changes that make them leaders in this effort. I know that they are more than willing to share their experiences with you... that is, in fact, part of the award criteria... but mostly, these organizations know that sharing experience is a leadership quality.

Procurement continues in the news with the fall release of the Auditor General's review. Happily the AG reported that the Economic Action Plan stimulus program appears to function well, and that is a credit to procurement staff everywhere. The report is available at www.oag-bvg.gc.ca. As the report on the recent Canadian Public Procurement Forum shows, the role of procurement professionals in the success or failure and public perception of procurements is key. Opportunities for sharing information, research and experience between levels of the public sector need to be expanded in order to help each level be more efficient and informed. Continually reinventing the wheel in policy, research and process is time consuming and expensive, and does not help with public perceptions of government spending.

This issue of *Summit* offers information on performance-based acquisition as a tool that, when used appropriately, can improve procurement outcomes and organizational transformation... ugh, you say, not again! ... which can help reactive organizations become more proactive and efficient.

Our columnist, Larry Berglund, cautions you regarding choosing 'best practices' as the standard you follow. He demonstrates that the security you may feel by following these blindly and without the consideration of the changes that may be necessary may lead to disaster. Procurement professionals have a need, even a duty, as what some might call "custodians or stewards of the public purse" to look at leading practices. In the eyes of the public and government, money needs to be well spent.

Enjoy.

Anne



8 Performance-based acquisition

This is not a new idea or process. This article, however, describes the reasons for considering this type of process – the pros and cons – and when it might be the best choice for your organization.
by Kevin McGuinness

11 Organizational transformation: what is it, why do it and how?



The move from a reactive organization to a proactive organization can be challenging. Discover why you should consider making the change.
by Ron Higgins

18 The Canadian Public Procurement Council Annual Forum Report



Held in Ottawa in early October, the Forum featured speakers such as Minister Stockwell Day, author and professor Gilles Paquet and facilitator Dan George, all of whom spoke on the theme of ethics and leadership. The many sessions covered procurement issues and examples such as the challenges of supply in a war zone and VANOC's program for sustainable procurement.
by Anne Phillips

OPINIONS

6 SUSTAINABLE PROCUREMENT



Leaders or lemmings?

It is the author's opinion that best practices can provide a sense of false comfort and he offers recent examples where relying on best practices has led organizations astray. Rather he suggests that you look at leading practices as the way to the future.
by Larry Berglund

14 SPECIAL FEATURE

Leadership in Green Procurement
Summaries of winner and finalists' submissions for the Leadership in Green Procurement award competition
by Summit staff



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- ▶ New IP DVRs and cameras implemented by York Region District School Board
- ▶ City of Vancouver, Cisco and Pulse Energy partner to manage energy consumption
- ▶ Electric vehicles seen as fleet component of the future