

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des
soumissions -TPSGC
11 Laurier St. / 11, rue Laurier
Place du Portage, Phase III
Core 0A1 / Noyau 0A1
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

LETTER OF INTEREST
LETTRE D'INTÉRÊT

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution
Data Centre Services/Services des centres de traitement
de données
5C2, Place du Portage, Phase III
11 Laurier Street
Gatineau
Québec
K1A 0S5

Title - Sujet Email Transformation Initiative	
Solicitation No. - N° de l'invitation 2B0KB-123327/A	Date 2012-05-29
Client Reference No. - N° de référence du client 20123327	GETS Ref. No. - N° de réf. de SEAG PW-\$TSS-002-24459
File No. - N° de dossier 002tss.2B0KB-123327	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2012-07-31	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Beaton, Michelle	Buyer Id - Id de l'acheteur 002tss
Telephone No. - N° de téléphone (819) 956-5847 ()	FAX No. - N° de FAX (819) 956-3703
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: SHARED SERVICES CANADA AIRPORT PARKWAY DATA CENTRE 700 MONTREAL RD., BLDG C, 8TH FL. OTTAWA Ontario K1A0P7 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée See Herein	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

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File No. - N° du dossier

002tss2B0KB-123327

Buyer ID - Id de l'acheteur

002tss

CCC No./N° CCC - FMS No/ N° VME

The documents for this Letter of Interest are
attached

Industry Engagement Day Notice for the Email Transformation Initiative

The Government of Canada established Shared Services Canada on August 4, 2011 with the mandate to obtain better value from the management and operation of information technology (IT) infrastructure (i.e. email, data centres and telecommunications) across the Government of Canada. A key element of the Government of Canada IT infrastructure is electronic mail, or email, due to its importance as a communication medium in the Government of Canada. Shared Services Canada provides infrastructure services to 43 Government of Canada departments and agencies, which operate separate and distinct email systems that use different email technologies and are managed by separate support organizations. Consolidation of these email systems will enable Canada to reduce the cost and complexity of the current systems while increasing efficiency.

On June 12, 2012, Canada will host a half-day information session in the National Capital Region to present the current state of the email systems that serve the 43 Government of Canada departments and agencies, and its "Email Transformation Initiative", which is Shared Services Canada's plan for consolidating these email systems. This "Industry Engagement Day" session is open to interested suppliers and associations from the IT industry. All media inquiries related to the Email Transformation Initiative should be directed to the Media Relations Office at (613) 947-6276. The purpose of the session is for Canada to engage industry in a discussion on the scope, procurement strategy and key requirements of the Email Transformation Initiative. Canada will present information on these topics and elicit feedback from industry to help shape the Email Transformation Initiative's strategy going forward. The details herein are intended to help prepare industry for upcoming engagement events regarding the Email Transformation Initiative.

I. BACKGROUND INFORMATION

Shared Services Canada will address Canada's mandate by streamlining and reducing duplication in the government's IT services. The IT infrastructure consists of the underlying IT equipment, software, networks and supporting organizations required to deliver government programs and services. Standardizing and consolidating IT services will reduce costs, improve services, leverage capacity in the public and private sectors through pooled resources and greater buying power, and strengthen the security of Government of Canada data to ensure Canadians are protected.

Shared Services Canada will be responsible for procuring IT services for the 44 departments and agencies listed in Annex A, with a focus on consolidating email systems and platforms, data centres and telecommunication services. Shared Services Canada recently established the "Email Transformation Initiative" to address the work required for the email consolidation portion of its mandate. Email has become one of the government's preferred communications mediums for both internal and external use with Canadian citizens, partners and industry.

National Security Exception: *The procurement related to this initiative is subject to National Security Exception and is, therefore, excluded from all of the obligations of the trade agreements.*

II. CURRENT STATE OF EMAIL PLATFORMS AND SERVICES

The Shared Services Canada departments and agencies operate a combined total of 63 separate and distinct email systems, representing approximately 377,000 users, comprised of diverse software solutions and versions, operating on separate platforms, and managed by separate departmental support organizations. These 63 email systems are comprised of hundreds of email servers of different makes and models located across the country in data centres of varying sizes. Today, the distribution of email platforms among the users consists of approximately 81% Microsoft Exchange, 13% Novell GroupWise and 6% IBM Lotus Notes services. Further, each department/agency negotiates and maintains separate license agreements.

Canada's email services currently provide email functionalities, such as email delivery, calendaring, personal contacts, instant messaging, email directory services and support for departmental business applications.

III. BUSINESS OBJECTIVES OF THE EMAIL TRANSFORMATION INITIATIVE

The Email Transformation Initiative business objectives are to:

Reduce IT Complexity and Overall Cost by Eliminating Duplication and Streamlining Email Operations

- Establish a consolidated and standardized email service. The service would include, but is not limited to, email delivery (up to Secret, but not Top Secret), calendaring, personal contacts, instant messaging, email directories, support for email in mobile devices , email archiving, standard interfaces for existing email-dependent applications and user support;
- Offer scalability, whereby the email platform and services can be leveraged by the rest of the Government of Canada on a cost recovery basis ;
- Streamline and reduce the IT infrastructure and operations costs for delivery of email services; and
- Reduce administrative overhead costs.

Deliver a Consistent Service

- Establish email interoperability (i.e. a single email standard) across departments and agencies;
- Implement a new email system that is simple, effective and useful for communications with citizens and businesses;
- Utilize a single standard email naming convention for the Shared Services Canada departments and agencies, e.g. jane.doe@canada.gc.ca;

- Improve interoperability of email and calendar functions among departments and agencies;
- Increase self-service capabilities to allow users of the new email solution to better manage their mailboxes, retrieve archived emails, etc.; and
- Standardize service levels to ensure a consistent delivery and availability of email services to all Shared Services Canada departments and agencies.

Address Email Security

- Implement standard email security measures and controls across the departments and agencies in order to ensure that they all have a robust protection against email threats; and
- Improve the security of email services so that programs and services can continue to be delivered securely and reliably to Canadians.

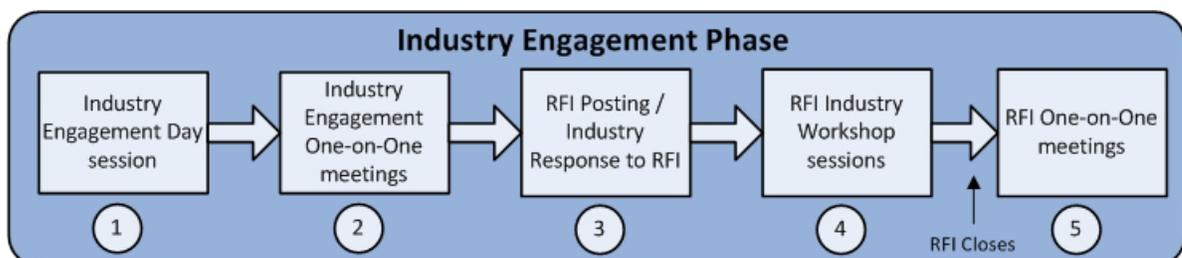
Cost Effective Transition with Minimal Business Impacts

- Deliver Training and Data Migration solutions which will reduce transition cost, complexity and risk to Canada; and
- Provide application integration tools, interfaces and guidance that will minimize the effort and risk to Departments and Agencies to integrate their applications with the new email solution.

The Email Transformation Initiative (ETI) will consolidate and modernize Shared Services Canada (SSC) mandated email services to reduce costs, increase security, and enhance program delivery to Canadian citizens and businesses. Shared Services Canada will offer the new service to rest of Government of Canada on a cost-recovery basis.

IV. INDUSTRY ENGAGEMENT PHASE

The “Industry Engagement Phase” is the first phase of the Email Transformation Initiative’s procurement process, and it has 5 milestone events:



1. Industry Engagement Day Session: This will be the first face-to-face engagement with industry for the Email Transformation Initiative, and its purpose is for Canada to:
 - Present the scope of the Email Transformation Initiative, which includes:
 - Shared Services Canada’s mandate; and

-
- The email transformation plan and service delivery options.
 - Explain the proposed “Collaborative Procurement Solutions” approach
 - Address the Cyber Security Supply Chain Threat
 - Elicit feedback from industry, which includes:
 - Assessing the level of interest among companies and industry associations in providing a solution for the new consolidated email platform and service;
 - Determining the general capacity of companies to meet key requirements; and
 - Identifying any concerns with, or ideas for, the scope, requirements and procurement approach of the Email Transformation Initiative.

Presentations made by Canada, the list of attendees and general responses to questions will be published on the MERX web site (www.MERX.com - the electronic tendering service used by Canada) after the Industry Engagement Day session.

2. Industry Engagement One-on-One Meetings: Suppliers and industry associations will have the opportunity to participate in 45-minute one-on-one meetings with Government of Canada representatives following Industry Engagement Day. These meetings are intended for email solution providers or manufacturers to provide additional feedback on the procurement process, scope and requirements presented on Industry Engagement Day. There will be no fixed agenda; however, Canada would like to discuss:
 - Feedback on the scope, requirements, procurement process and service delivery options; and
 - Best practices and/or case studies that the supplier/association wishes to bring to the meeting regarding the transformation of email infrastructures.
3. RFI Posting and Responses from Industry to the RFI: The Email Transformation Initiative Request for Information (RFI) will be posted on MERX after the Industry Engagement One-on-One meetings have concluded. The RFI is an avenue whereby industry can submit written feedback and responses until the RFI closing date. This will provide another opportunity for suppliers/associations that were unable to participate in the previous events of the Industry Engagement Phase, to submit written vendor feedback on best practices, requirements and challenges.
4. RFI Industry Workshop Sessions: Canada will host two full-day sessions, one in Toronto and another in Montreal, to enhance the quality of the RFI responses, by providing more information on the project scope and requirements, as well as the current state and technical challenges of Shared Services Canada’s email systems. A panel of several Government of Canada representatives will present information and answer questions from industry. These sessions are open to all companies and industry associations, but will be more technically detailed in nature than the Industry Engagement Day session. Logistics regarding the RFI Industry Workshop sessions will be provided when the RFI is posted.

5. **RFI One-on-One Meetings:** Canada may, at its discretion, contact any respondents to follow up with additional questions or for clarification of any aspect of an RFI response. Based on the level of detail in the responses, Canada may request a follow-up meeting with certain respondents.

Canada intends to leverage the feedback from the Industry Engagement Phase to determine an email transformation strategy and solidify the procurement approach. Moving forward, Canada will require vendors to hold a security clearance level of secret or higher to proceed with subsequent phases of the procurement.

The following are the anticipated dates for the five milestone events of the Industry Engagement Phase of the initiative:

<u>Milestone Event</u>	<u>Date</u>
Industry Engagement Day Session	June 12, 2012
Industry Engagement One-on-One Meetings	June 13, 2012 – June 15, 2012
RFI Posting	June 22, 2012*
RFI Industry Workshop Sessions	July 4, 2012* and July 5, 2012*
RFI Close	July 18, 2012*
RFI One-on-One Meetings	July 27, 2012* – July 31, 2012*

* - These are proposed dates, and are subject to change.

V. **REGISTRATION FOR INDUSTRY ENGAGEMENT DAY AND ONE-ON-ONE MEETINGS**

Canada invites potential bidders that are interested in the Email Transformation Initiative and any resulting procurement, including any industry associations representing a market segment affected by this initiative, to the Industry Engagement Day session and Industry Engagement One-on-One meetings.

Industry Engagement Day

Interested participants must register their representatives by completing the “Industry Engagement Day Registration Form” in Annex B and sending an email to ConsultationSPC.SSCConsultation@tpsgc-pwgsc.gc.ca no later than **4:00 p.m. EDT on June 8, 2012.**

Due to space considerations for the Industry Engagement Day presentation room (address provided below), each participant may only register up to 2 representatives from its

company/association. Participants must identify themselves by their legal corporate name, corporate address and email address, and area of expertise, and provide the name(s) of their representative(s) attending. By providing the above information, each respective party acknowledges and consents to the release of this information to the public which may include any resulting recordings such as, but not limited to, video-conferencing. Canada will be facilitating video-conference connections for Industry Engagement Day at the locations identified in Annex E. There will be no teleconference connections provided for Industry Engagement Day. Industry representatives unable to participate on location may wish to register to attend via video-conference. Please indicate on the registration form whether your representative(s) will attend the Industry Engagement Day session on location or at one of the video-conference locations in Annex E. If sending two representatives, they can attend at different locations. More details are provided in the registration form in Annex B. **Representatives will need to bring identification that includes a picture of themselves (i.e. photo ID, such as a driver's license), when they arrive for sign-in at the Industry Engagement Day presentation room or at one of the video-conference locations.**

Logistic Information

Industry Engagement Day

Date: June 12, 2012

Time: 12:15 p.m. EDT for industry sign-in

1:30 p.m. EDT for start of session

Presentation Room Location: Outaouais Room, Conference Centre, Place du Portage - Phase IV, Level 0, 140 Promenade du Portage, Gatineau, Québec

Security: Presentations will be unclassified.

There are no security barriers (a security pass is **not** required) to enter the room. However, security escorts will be required for those participating via a video-conference location.

Point of Contact:

Michelle Beaton

Public Works and Government Services Canada

Information Technology Shared Services Procurement Directorate

E-Mail: ConsultationSPC.SCCConsultation@tpsgc-pwgsc.gc.ca

Government Officials

Any public servants wishing to attend the Industry Engagement Day session must register by completing the "Industry Engagement Day Registration Form for Public Servants" in Annex C and sending an email to ConsultationSPC.SSCConsultation@tpsgc-pwgsc.gc.ca no later than 4:00 p.m. EDT on June 8, 2012. Priority will be given to industry registrations and, subject to any remaining space/capacity availability, public servants that register will be confirmed once all registrations have been finalized.

One-on-One Meetings

Suppliers/associations interested in participating in the Industry Engagement One-on-One meetings must register their representatives by completing the "Industry Engagement One-on-One Meeting Registration Form" in Annex D and sending an email to ConsultationSPC.SSCConsultation@tpsgc-pwgsc.gc.ca no later than **4:00 p.m. EDT on June 8, 2012**. Applicants should be aware that Canada will publish on MERX, the list of suppliers and associations that participated in these one-on-one meetings. Applicants are requested to indicate the general purpose/objective of their meeting request on this registration form. **Only registrations from participants that had a representative attend the Industry Engagement Day session will be accepted.**

All one-on-one meetings will be held in the National Capital Region. In response to time commitment concerns specified by suppliers/associations in their registration, and depending on the number of requests, Canada will make an effort to schedule one-on-one meetings for participants traveling from outside of the National Capital Region as soon as possible after the Industry Engagement Day session, i.e. on June 13, 2012. Locations and times for one-on-one meetings will be provided to the respective participants as part of Canada's confirmation of the date and time for each of the one-on-one meetings.

Additional Registration Details

Updates to Registrations

Changes to registration requests can be made by sending a request to ConsultationSPC.SSCConsultation@tpsgc-pwgsc.gc.ca by no later than 12:00 p.m. EDT on June 11, 2012. This includes substitutions of pre-registered representative(s) with other person(s), and changes to the location from which representative(s) will be attending. In order to be permitted entrance into the Presentation Room or video-conference rooms associated with the Industry Engagement Day session, representatives need to be registered with Canada, following the registration process described above.

Registration Confirmation

Public Works and Government Services Canada will confirm registration or any changes to registration requests, via email acknowledgement, to each registrant no later than 9:00 a.m. EDT on June 11, 2012.

Industry Engagement Expenses

Attendees are responsible for their own transportation, accommodation, meals and parking. Canada will not reimburse any attendee for expenses incurred in attending, participating and/or responding to any part of these industry engagement activities.

Industry Engagement Day and RFI Industry Workshop Participation

Participation is not mandatory. Failure to attend these sessions/meetings will not preclude participants from participating in the next procurement phase.

VI. AGENDA FOR INDUSTRY ENGAGEMENT DAY

The doors for the presentation room in the National Capital Region will open 1 hour and 15 minutes prior to the first presentation, in order to provide sufficient time for representatives to sign in. The doors for the video-conference locations will open 45 minutes prior to the first presentation, as indicated in Annex E.

Time (EDT)	Presenter	Description
12:15 – 1:30	Doors open/Sign-in	
1:30 – 1:45	President (Shared Services Canada)	<ul style="list-style-type: none"> Welcome Executive Introductions
1:45 – 2:00	Assistant Deputy Minister of the Acquisitions Branch (Public Works and Government Services Canada)	<ul style="list-style-type: none"> Procurement Opening Remarks
2:00 – 3:00	Senior Assistant Deputy Minister of Transformation, Service Strategy and Design (Shared Services Canada) Director General of the Email Transformation Initiative (Shared Services Canada)	<ul style="list-style-type: none"> Shared Services Canada Overview Initiative Description and Objectives Current State Scope Solution Options being Considered
3:00 – 3:15	Break	
3:15 – 3:30	Communications Security Establishment Canada	<ul style="list-style-type: none"> Supply Threats to the Government of Canada
3:30 – 3:45	Acquisitions Branch (Public Works and Government Services Canada)	<ul style="list-style-type: none"> The Collaborative Procurement Solutions Approach The Industry Engagement Phase
3:45 – 4:45	Questions and Answers	
4:45 –	Recap / Closing Remarks	

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5:00	
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Note: The material being presented on Industry Engagement Day is subject to change from the time of the posting of this notice.

ANNEX A: List of Shared Services Canada Departments and Agencies

Aboriginal Affairs and Northern Development Canada
Agriculture and Agri-Food Canada
Atlantic Canada Opportunities Agency
Canada Border Services Agency
Canada Economic Development for Quebec Regions
Canada Revenue Agency
Canada School of Public Service
Canadian Food Inspection Agency
Canadian Heritage
Canadian International Development Agency
Canadian Northern Economic Development Agency
Canadian Nuclear Safety Commission
Canadian Space Agency
Citizenship and Immigration Canada
Correctional Service of Canada
Department of Finance
Department of Justice
Environment Canada
Federal Economic Development Agency for Southern Ontario
Financial Transactions and Reports Analysis Centre of Canada
Fisheries and Oceans Canada
Foreign Affairs and International Trade Canada
Health Canada
Human Resources and Skills Development Canada
Immigration and Refugee Board of Canada
Industry Canada
Infrastructure Canada
Library and Archives Canada
National Defence and the Canadian Forces
National Research Council Canada
Natural Resources Canada
Parks Canada
Privy Council Office
Public Health Agency of Canada
Public Safety Canada
Public Service Commission of Canada
Public Works and Government Services Canada

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Royal Canadian Mounted Police
Shared Services Canada
Statistics Canada
Transport Canada
Treasury Board of Canada Secretariat
Veterans Affairs Canada
Western Economic Diversification Canada

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ANNEX B: Industry Engagement Day Registration Form

SECTION A: CORPORATE INFORMATION

NAME OF FIRM/ASSOCIATION

(Please include legal corporate name, corporate address, as well as a general telephone number and email address for any future correspondence required)

Name: _____

No./Street: _____

City: _____ Province: _____

Telephone Number: _____

Email Address: _____

BRIEF DESCRIPTION OF FIRM/ASSOCIATION

(Please include primary business line, area of expertise, relation to email services and size of your firm)

What is your primary business line?

() Product vendor Solution provider Industry association Other _____

What type of service and/or research does your firm/association specialize in?

In a sentence or two, how is your firm/association related to the provision of email services?

What size would you estimate your firm/association to be? () Small Medium Large

Suggestions are:

Small – fewer than 100 employees; Medium – between 100 and 500 employees; Large – more than 500 employees

SECTION B: INDUSTRY ENGAGEMENT DAY SESSION ATTENDANCE

Representatives from your firm/association can attend the Industry Engagement Day session in person in the National Capital Region, or via a video-conference connection from one of the Canadian city locations listed in Annex E. As a maximum of 2 representatives from your firm/association can attend Industry Engagement Day, that means that a maximum of:

- Two representatives can attend in person (in the National Capital Region), but none can attend via a video-conference location; or

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- Two representatives can attend via video-conference (either at the same or different video-conference location(s)), but none can attend in person; or
- One representative can attend in person and another at a video-conference location.

You can specify the location for each representative, as you fill out the information in the section below. Note that all video-conference locations will be connected simultaneously for the session, and therefore different session start times will apply for those video-conference locations not in the Eastern Daylight Time Zone. Start times are provided in Annex E.

REPRESENTATIVES

(Please include the name(s) of the representative(s) attending, along with their respective title, office address, telephone number(s), office e-mail address, and preferred location for attending the session)

Representative #1

Representative's First and Last Name and Title of Position Name: _____ Title: _____	Email Address _____
Office Address No./Street: _____ City: _____ Province: _____	Phone Number(s) Work: _____ Cell: _____ (optional)

Attending in person at the Presentation Room in the National Capital Region?

(√) Yes No

If No, then at which video-conference city location (from the list in Annex E)?

Representative #2

Representative's First and Last Name and Title of Position Name: _____ Title: _____	Email Address _____
Office Address No./Street: _____ City: _____ Province: _____	Phone Number(s) Work: _____ Cell: _____ (optional)

Attending in person at the Presentation Room in the National Capital Region?

(√) Yes No

If No, then at which video-conference city location (from the list in Annex E)?

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ANNEX C: Industry Engagement Day Registration Form for Public Servants

GOVERNMENT EMPLOYEE INFORMATION

(Please include the name of your department, as well as your name, office address, telephone number and email address)

Department Name: _____

Name: _____

No./Street: _____

City: _____ Province: _____

Telephone Number: _____

Email Address: _____

ANNEX D: Industry Engagement One-on-One Meeting Registration Form

SECTION A: INDUSTRY ENGAGEMENT ONE-ON-ONE MEETING ATTENDANCE

Note: These meetings will take place between June 13 and June 15 (inclusive) in the National Capital Region. Representatives will be able to attend via video-conference or teleconference (more details to follow after Canada receives the one-on-one meeting requests).

What is the name of your firm/association?

Name: _____

The purpose/objective for this meeting is to:

How many representatives from your firm/association do you estimate will be attending the one-on-one meeting?

Number: _____

How many representatives from your firm/association do you estimate will be attending the one-on-one meeting in person in the National Capital Region? (if only attending via video-conference, please write "0")

Number: _____

If any of the representatives from your firm/association would like to attend the one-on-one meeting via a video-conference connection, please indicate the location(s) (from Annex E) where the representative(s) will be attending from and the name(s) of the representative(s) at each location:

Note: The video-conference locations specified in Annex E are used for the purposes of the Industry Engagement Day session. Companies/associations wanting to participate in one-on-one meetings by video-conference should note that Canada reserves the right to change the locations as noted in Annex E for the purposes of conducting one-on-one meetings from an alternate video-conference within the same city location. In such circumstances, Canada will notify these participants as to the details of the new video-conference location.

Location (city): _____ Name: _____

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Please indicate your six preferred sessions in order of preference, whereby inserting a '1' in the table below indicates your preferred timeslot, a '2' indicates your second most preferred timeslot, etc.
 Note: The one-on-one meetings, to be held in the National Capital Region, will begin on Wednesday, June 13 at 9:00 a.m. EDT, and conclude on Friday, June 15 at 5:00 p.m. EDT.

Session	Timeslot (EDT)	June 13	June 14	June 15
Session 1	8AM to 9AM			
Session 2	9AM to 10AM			
Session 3	10AM to 11AM			
Session 4	11AM to 12PM			
Session 5	1PM to 2PM			
Session 6	2PM to 3PM			
Session 7	3PM to 4PM			
Session 8	4PM to 5PM			

SECTION B: PRESENTATION LOGISTICS

If bringing a laptop or portable storage device to the meeting, will you require a Government of Canada-provided projector for the meeting room and/or a connection at a video-conference location for displaying presentation material?	(<input checked="" type="checkbox"/>) Yes <input type="checkbox"/> No <input type="checkbox"/>
Will you require direct Internet access (i.e. a room with non-firewalled access to the Internet)? Examples would be accessing a video on YouTube.com, or downloading an application or remote connection software, to demonstrate a product.	(<input checked="" type="checkbox"/>) Yes <input type="checkbox"/> No <input type="checkbox"/>

ANNEX E: Locations and Industry Engagement Day Start Times for Rooms with Video-conference Systems

City	Address*	Time Room Opens (for signing in)	Start Time for 1st Presentation
Vancouver	Oracle Room 555 West Hastings (Harbour Centre), Vancouver, BC	9:45 a.m. PDT	10:30 a.m. PDT
Calgary	2nd Floor Boardroom 1816 Crowchild Trail Calgary, AB	10:45 a.m. MDT	11:30 a.m. MDT
Edmonton	Room 1, 5th Floor 10405 Jasper Avenue (Standard Life Building) Edmonton, AB	10:45 a.m. MDT	11:30 a.m. MDT
Winnipeg	Room 500A 280 Broadway Winnipeg, MB	11:45 a.m. CDT	12:30 p.m. CDT
Ottawa	Management Centre, Phase 4 140 Promenade du Portage Gatineau, QC	12:45 p.m. EDT	1:30 p.m. EDT
Halifax	Room 208 7001 Mumford Road Halifax, NS	1:45 p.m. ADT	2:30 p.m. ADT

* These addresses are subject to change, based on the number of requests for video-conferencing for each location and any unforeseen room availability issues.