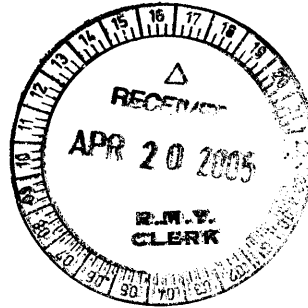


April 18, 2005

Mr. Denis Kelly
Regional Clerk
The Regional Municipality of York
17250 Yonge Street
Newmarket, ON L3Y 6Z1



**REGION OF YORK
CLERK'S OFFICE**

FILE No. -

109

RE: **EVALUATION OF ONEYORK (7.13)**

Dear Mr. Kelly:

This will confirm that at the meeting of Council held on April 12, 2005, Clause 4 of Report No. 12, was approved as follows:

That the report dated April 4, 2005, entitled "Evaluation of OneYork" be received;

"And that Council direct staff to participate on the OneYork Board and Task Force to develop a governance model;

And that the Town contribute financially to OneYork conditional on participation of the other proposed MUSH sector partners;

And that the emphasis of the mandate of OneYork be on a MUSH sector (Municipalities, Universities, School Board and Hospitals) Community Technology Infrastructure;

And that the CAO or his designate be directed to report back on a proposed governance structure;

And that Council receive quarterly updates from the OneYork Board, once implemented;

And that OneYork Project Support Data proposal submitted by Pacomm Consulting Inc. be received;

And that funding be provided from the 2005 ITS Capital Budget Account #49-5350-6764-005 for the OneYork initiative up to \$25,000.

.....2/

And that the minutes of OneYork Meeting, February 25, 2005 be received;

And that the report be circulated to the Region of York and other York Region local municipalities, the three hospital boards, the two school boards, Seneca College, York University, Police Services Board as well as the CIO of the Province of Ontario and the CIO of the Federal Government of Canada;

And that Staff report back to Council, once the data collection and RFI process is completed.”

Yours sincerely,



Sheila Birrell
Town Clerk



REPORT TO General Committee

TO: Mayor and Members of Council

FROM: Andy Taylor, Commissioner Corporate Services
James Allen, Chief Information Officer

PREPARED BY: James Allen, Chief Information Officer

DATE OF MEETING: 2005-Apr-04

SUBJECT: Evaluation of OneYork

RECOMMENDATION:

THAT the report dated April 4, 2005, entitled "Evaluation of OneYork " be received;

AND THAT Council direct staff to participate on the OneYork Board and Task Force to develop a governance model;

AND THAT the Town contribute financially to OneYork conditional on participation of the other proposed MUSH sector partners;

AND THAT the emphasis of the mandate of OneYork be on a MUSH sector (Municipalities, Universities, School Board and Hospitals) Community Technology Infrastructure;

AND THAT the CAO or his designate be directed to report back on a proposed governance structure;

AND THAT Council receive quarterly updates from the OneYork Board, once implemented;

AND THAT OneYork Project Support Data proposal submitted by Pacomm Consulting Inc. be received;

AND THAT funding be provided from the 2005 ITS Capital Budget Account #49-5350-6764-005 for the OneYork initiative up to \$25,000.

AND THAT the minutes of OneYork Meeting, February 25, 2005 be received;

AND THAT the report be circulated to the Region of York and other York Region local municipalities, the three hospital boards, the two school boards, Seneca College, York

University, Police Services Board as well as the CIO of the Province of Ontario and the CIO of the Federal Government of Canada;

AND THAT Staff report back to Council, once the data collection and RFI process is completed.

PURPOSE:

The purpose of this report is to investigate the "OneYork Concept" that was presented to the General Committee on February 14, 2005. This report provides Council with a recommendation on the role of the Town in the start-up activities of OneYork, the steps the Town should take in support of this initiative and the recommended focus for the start-up period.

BACKGROUND:

At its meeting on December 2, 2004, the Region of York e-Government Sub-Committee discussed ways and means of investigating the creation of a dedicated community technology infrastructure, in the Region, for the MUSH sector. The MUSH sector includes municipalities, utilities, school boards and hospitals.

The Region of York e-Government Sub-Committee passed the following recommendations that were subsequently adopted by York Regional Council at its meeting on January 20th, 2005.

"The e-Government Sub-Committee recommends as follows:

1. The presentation from Regional Councillor Jim Jones on a MUSH (municipalities, universities, school boards, hospitals) Public Sector Telecommunications Utility "OneYork" be received;
2. The presentation from Lev Gonick, Ph.D., Vice-President for Information Technology Services and CIO, Case Western Reserve University on "One North-East Ohio" be received;
3. A Task Force be formed to make the vision of a 21st Century high-speed broadband network (OneYork) for the MUSH sector a reality.
4. The e-Government Sub-Committee work with other MUSH sector agencies to move this initiative forward.
5. The Region and other MUSH sector agencies explore joint opportunities in applications, hardware, resources and facilities.
6. The Region and other MUSH sector agencies coordinate our individual network activities to avoid long term commitments that keep us from participating in the OneYork high-speed broadband network.
7. The Region and other MUSH sector agencies look at both non-profit, public sector-owned utility and public-private partnership options.
8. The Region and other MUSH sector agencies explore funding and joint opportunities with the provincial and federal levels.
9. The Region and other MUSH sector agencies explore the opportunity of engaging an integration design team based on the One Cleveland/North-East Ohio model.
10. The Region and other MUSH sector agencies explore donation of fiber, equipment and design by potential partners.

11. The Region and other MUSH sector agencies prepare and issue an RFQ for an Integrator who can design, implement and manage the OneYork Vision."

On February 14th, Regional Councillor Jones made a presentation to the General Committee of the Town of Markham on the OneYork Fibre Community Infrastructure and the following resolution was carried:

"Regional Councillor Jim Jones distributed an information package and gave a presentation on an initiative for an ultra high-speed broadband infrastructure of networking services and applications which would improve the way services are provided within the Region of York. He advised that this would be a fibre-based network that would transmit data thousands of times faster than traditional broadband, and improve services throughout participating municipalities, universities, schools and hospitals.

Moved by Deputy Mayor F. Scarpitti
Seconded by Councillor A. Chiu

That staff be authorized to provide an evaluation of the One York Concept, for an ultra high-speed broadband infrastructure of networking services, and report back to the General Committee as soon as possible."

On March 16th, the Region of York e-Government Sub-Committee approved the following recommendations:

1. Regional Council direct staff to participate on the OneYork Board and Task Force.
2. The Region contribute financially to OneYork conditional on participation of the other proposed MUSH sector partners.
3. The emphasis of the mandate of OneYork be on a MUSH sector Community Technology Infrastructure.
4. The CAO or his designate be directed to report back on a proposed governance structure.
5. Regional Council, through the e-Government sub-Committee receive quarterly updates from the OneYork Board, once implemented.
6. The Region offer to reimburse the Town of Markham for the full cost of the data collection project to be undertaken by Pacomm Consulting Inc., to a maximum of \$25,000 plus G.S.T.;
7. The report be circulated to local municipalities, the three hospital boards, the two school boards, Seneca College, York University, Police Services Board as well as the CIO of the Province of Ontario and the CIO of the Federal Government of Canada.

These recommendations will be going to York Regional Council on March 31 for approval.

DISCUSSION:

A OneYork Community Technology Infrastructure has the potential to provide significant benefits to the Town. The Community Technology Infrastructure (CTI) or as it is also commonly referred to as Information Communications Technology (ICT) includes a number of elements that will continue to evolve in support of OneYork's business environment. The elements that currently dominate the infrastructure include servers, storage devices, clients, operating systems,

middleware, connectivity, comprehensive database structure, portals, messaging and collaboration. Joint opportunities to share applications, resources and facilities with other MUSH sector participants are seen as a way to lower the Town's current operating costs in the future. A shared, community technology infrastructure, at affordable rates, positions the Town to rapidly build e-Government services and capabilities that will be of benefit to citizens. In addition, OneYork could be an economic development "spring-board" for the development of new technology, from the MUSH sector, that will attract new investment and new employment to the Town.

Based on experiences elsewhere, including OneCleveland, it will take time and effort to fully implement the complete OneYork vision. During the implementation stage of OneYork, it is essential to have the MUSH sector partners evolve to a common strategic enterprise architecture, based on open standards, while maintaining their ability to operate their current information technology systems without precluding effective participation in OneYork as it evolves.

It is recommended that the Town participate in the Task Force that is proposed by the Region of York e-Government Sub-Committee. The Town's participation should be both at the Board level, to help form the structure and governance of a OneYork entity as well as providing technical representation to participate in the implementation of a community technology infrastructure and in exploring opportunities to move to shared applications that are of interest to the Town.

The participation of MUSH sector partners in the formation of OneYork is critical to the success of this endeavour. The establishment of the Interim OneYork Board is the first milestone which must be achieved to move on to the next steps. To help crystallize the feasibility and costs of the OneYork initiative, it is recommended that the Town support the issuance of the OneYork RFI for a Business Architect and Systems integrator approved by the OneYork Board once it is officially formed.

The role of the Town is seen as a leader, but not the sole implementer. Staff recommend that Council provide initial funding to OneYork in accordance with a formula that will see the Town's contribution as one of many partners. The Town's financial contribution should be determined following the "Discovery Step" which is to take place over the next 2-3 months. The Discovery Step will entail a data collection including but not limited to existing inventories of voice/data hardware, services, applications, I.T. resources and future requirements. Opportunities to supplement any support from the OneYork partners with participation from the provincial and federal levels should be pursued.

It will be necessary to establish a steering committee with representatives of the MUSH sector partners to recommend a governance structure and a cost allocation methodology.

The emphasis of OneYork should initially be on designing and implementing a community technology infrastructure foundation (a broadband network). This emphasis should include both options of planning, implementation and operation of a MUSH sector community technology infrastructure (ownership option), as well as the option of securing discounted pricing for community technology infrastructure services from existing providers for all MUSH partners

(lease option). Once implemented successfully the Town could collaborate with other OneYork partners on common applications, processing centres of expertise and shared resources.

FINANCIAL CONSIDERATIONS:

Staff recommend that funding be provided from the 2005 ITS Capital Budget Account #49-5350-6764-005 for the OneYork initiative up to \$25,000.

ACCESSIBILITY CONSIDERATIONS:

OneYork has the potential to improve online access to services all of the MUSH sector within York Region. This would have a very positive impact for all citizens in Markham and York Region that require any of these new services that would be moved online. Having all these services centralized from one portal should make it much easier for them to be accessed in a timely manner. There will also be a better opportunity to improve the accessibility features of the OneYork Portal, considering the resources that would be available.

ENGAGE 21ST CONSIDERATION:

None

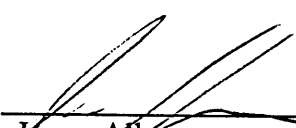
BUSINESS UNITS CONSULTED AND AFFECTED:

Finance

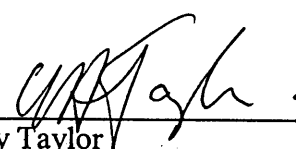
ATTACHMENTS:

Appendix 1 - Minutes of OneYork meeting, February 25, 2005

Appendix 2 - Proposal from Pacomm Consulting Inc.


James Allen

Chief Information Officer


Andy Taylor

Commissioner of Corporate Services

**OneYork Meeting
York Room, Town of Markham
February 25, 2005**

MINUTES

Attendance:

John Livey, CAO, Markham (Chair)
Jim Jones, Regional Councillor, Markham
Frank Scarpitti, Regional Councillor, Markham
John Rogers, CAO, East Gwillimbury
Andy Taylor, Commissioner of Corporate Services, Markham
Sandra Cartwright, Commissioner of Finance, Region of York
Doug Luker Commissioner of Corporate Services, Richmond Hill
Rob Prentice, Director of Corporate Services, Newmarket
Marc Pourvahidi, Director of Finance/Deputy Treasurer, Whitchurch-Stouffville
Lucille King, Corporate Services Director, East Gwillimbury
Terry Verity, CIO, Seneca College
Bill Joyce CIO, Richmond Hill
John Sabo, Associate Director Corporate Services and Treasurer, YCDSB
Earl Burns, Senior Manager of IT, YCDSB
Nancy Macken, VP, Southlake Regional Health Centre
Diane Salois-Shallow, Chief Information Officer, York Central Hospital
James Allen, CIO, Markham
Milan Bolkovic, Executive VP and COO, Powerstream

1. Governance

The group discussed governance options for OneYork including how it should be structured. There was discussion on the following items:

- Variable classes of members, including founders (equity) and purchasers of service.
- Different tiers of membership depending on the financial resources of the members
- Initial investment required by all organizations
- Founding members having an equal voice on the Board
- Ensuring equitable services throughout the Region (leaving no community behind)
- Forming a Steering Committee that could eventually morph into the Board
- Membership on the Steering Committee
- Political involvement in this process

2. Steps required to move forward

- There was consensus that all wanted to be part of this initiative, but there was concern on the scope and how to get there. The discussion then focused on what steps should be taken to move forward with this initiative.
- There was agreement that a Steering Committee should be formed and that each member of this Committee must contribute money or services-in-kind to undertake a discovery phase of data collection.
- Research should take place to see if there are any grants or other sources of funding that could be used for this initiative.

3. Facilitator

The group agreed that a facilitator should be engaged to assist the group through this discovery phase required to assess the feasibility and determine the scope of OneYork. This facilitator will ensure that the objectives of the group are well defined and the group remains focused on those objectives. The key objectives for this facilitator will be to compile an inventory of items such as:

- current costs spent on telecommunication
- dark fibre owned by public utilities in the Region
- all facilities that will need to be connected, including location (GIS map)
- all current and future connectivity needs
- software used by all potential members
- all data being maintained, including GIS
- hardware, including servers, PBX, etc
- projects current and future, including short description
- all IT positions, including titles and job descriptions

**ONE YORK
PROJECT SUPPORT DATA**

Town of Markham

Submitted by: Pacomm Consulting Inc.
March 14, 2005

ONE YORK – PROJECT SUPPORT DATA

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ONE YORK – PROJECT SUPPORT DATA

1. Our Understanding of the Objectives

The One York not-for-profit corporation (to be formed) intends to issue a RFI for an Enterprise Business Architecture and System Integrator Partner. At this point, the Town of Markham is acting as the municipal “anchor” while the One York organization is being formed. One York per The Town of Markham (Client) is seeking a proposal from Pacomm Consulting Inc. (Consultant) to aggregate data on the current ICT (information and communications technology) infrastructure and expenditures incurred by the potential members of One York.

The vision of One York has been captured in the current draft of the RFI. This vision describes the state that One York intends to achieve over time. The current draft does not have data on the existing ICT and the objective of the consulting project is to gather the relevant data and provide it in a form suitable for the RFI, to assist bidders to better understand how to position their responses to the RFI.

There are two categories of data that are required. One is inventory data on the current infrastructure. The second is data on the current “spend” by the potential One York members and constraints on this spend; e.g., term contracts. In addition to providing information to the bidders, this data will also serve as input to support the One York project such as a business case for One York or its components.

The Client has requested Pacomm Consulting Inc. to provide a proposal for the collection, collation, analysis and summarization of infrastructure and cost-related data from a number of organizations that are specified below. This Statement of Work constitutes the Proposal.

2. Background

The data to be collected will have two distinct, yet related interest groups – the bidders of the One York RFI and the One York organization itself (in the early stage The Town of Markham). Bidders will want to understand what is in place and to be replaced. One York will want to understand both what is in place (inventory) and what is the current “spend” by the potential One York members. With access to this data, One York can assess expected reductions in the spend under different solution assumptions; e.g., an estimate of net savings with a ICT infrastructure as compared to the current arrangements with carriers and other vendors.

The data can be stratified into:

- connectivity services (e.g., T1s, DSL, frame relay, etc.),
- telecom services (e.g., Internet access, Centrex, maintenance contracts, etc.),
- IT infrastructure (e.g., routers, switches, servers, SANs, desk tops, network management systems, etc.),
- IT services (e.g., help desk, integrator, support contracts)
- Applications – in-house and remote
- Staffing and support costs

Within these categories there is the inventory layer and the costs (part of the spend) to consider.

3. Scope and Methodology

The scope of the work covered by this Statement of Work is described by the following tasks:

a) Develop the Data Collection Plan

A data collection plan designed to collect the appropriate inventory and cost data to be able to respond to the following questions will be developed:

- What is in place now – the inventory?
- What is current spend against this inventory?
- What are the commitments against this spend (e.g., contracts)
- What is the identified short term and longer term need for increased capacity/capabilities (functionality)?
- What portion can be replaced via various solution options (e.g., an ICT infrastructure, or consolidation of servers and applications)?
- What portion will remain in place?
- What are the One York support requirements?

This data collection plan will form the basis for the design of data collection templates, the design of a master data Excel spreadsheet and the methodology of collecting the data.

b) Prepare Data Collection Templates

Data collection templates will be used as the principal vehicle for collecting the target data. They will be designed with the objective of ensuring to the degree practicable that the data provided is consistent amongst the sources. Another objective is to be able to have the data collection templates self-administered where appropriate; i.e., to have the organizations complete the templates themselves with little guidance from the Consultant.

Different organizations will require different data collection templates. School boards, hospitals and universities will need in-person interviews with interview templates.

Data collection templates will be designed such that data can be transferred to a master data Excel spreadsheet.

Note that for initial budget reasons for this Statement of Work, the work is being prioritized to focus attention on obtaining data on the infrastructure, primarily the connectivity and telecom services.

c) Data Collection

Data will be collected via both a self-administered and an interview process. The list of organizations to be approached to provide data is as follows:

Table 1. Category of Potential One York Organizations

Self-Administered	Interviews
• York Region	• Markham Stouffville Hospital
• Town of Markham	• Southlake Hospital
• Town of Newmarket	• York Central Hospital
• Town of Aurora	• York Region Police
• Town of East Gwillimbury	• Seneca College
• Town of Richmond Hill	• York University
• Township of King	• Central Dispatch York Region Fire
• Town of Whitchurch-Stouffville	• York Public District School Board
• Town of Georgina	• York Catholic District School Board
• City of Vaughan	• York Region Transit
*includes Library Boards and Fire Departments	

Agreement will be reached with the Client on the specific organizations to be included.

Self-Administered Data Collection

A common data collection template will be used to collect the target data from the organizations in this category. We will prepare instructions for completing the templates and look to One York to send the requests to these organizations to complete the forms and to monitor the collection of the completed forms. We will be available to answer questions regarding the templates. We will collate the results.

We propose to "trial" the data collection template with one organization (selected by One York) to assess its completeness and effectiveness in obtaining the targeted data. Based on the findings of this trial the template will be amended as appropriate prior to forwarding it to the remaining organizations in this category.

Interviews

We expect that the ICT situation is quite different amongst the organizations in this category. This will require a more specific method to collect reliable data relevant to a future One York operation. In-person and perhaps telephone interviews will be used as the vehicle to collect the target information. We will prepare interview templates to structure the interviews. We expect that meetings with several people in these organizations will be required. We will look to One York to obtain commitment from senior management in these organizations to cooperate in the data collection. We will then schedule the interviews/meetings with the objective of one meeting with each of the organizations with email/fax follow-up as necessary to collect data.

The meetings will provide a good opportunity to further sell the One York vision. We will prepare a PowerPoint presentation with input from One York with the objective to educate the organizations on One York and to sell the value proposition for them to participate and to provide data at this discovery stage.

d) Data Collation and Summaries

Data that is collected will be collated into Excel spreadsheets in a manner that will enable spreadsheet analysis of the data. We expect that there will be data common to most of the organizations and data somewhat unique to certain of the operations. An objective for this task is to organize the data such that data deemed appropriate to include in the RFI/RFP can easily be copied into appendices of the RFI/RFP documents. The Excel spreadsheets will constitute the "inventory".

4. Deliverables

The deliverables for this project will comprise:

- a. Data collection template(s)
- b. Instructions for completing the data collection templates (self-administered)
- c. PowerPoint presentation for meetings with the "Interviews" organizations
- d. Summary of interviews
- e. Completed Excel spreadsheet(s) with collated and summarized data (as well as the base data.)
- f. Brief summary report identifying shortfalls in the collected data and suggested next steps.
- g. Counsel to One York on any matter related to the collection of ICT data relevant to the One York project.

5. Associates

The Consultant will use the services of associates, in particular Robert Hollands, on this assignment. Associates will work under the direction of the Consultant as a sub-contractor to the Consultant. Robert Pachal will provide the services for the Client.

6. Support Provided By One York

One York agrees to provide access by the Consultant to reports, information and data that is available on topics that are directly related to the subjects of this study. The Client will obtain commitment from the organizations identified in this Statement of Work to cooperate with One York through its Consultant to meet with the Consultant and to provide the data being sought. The Consultants are prepared to sign non-disclosure agreements should this be a requirement of One York collectively or individually by its members. In particular, One York agrees to:

- a) Confirm the list of organizations to be included in the Statement of Work,
- b) Coordinate the administration of collecting data from the "Self-Administered" organizations (See Table 1.)
- c) Obtain agreement and commitment from the "Interview" organizations to meet with and provide the requested data to the Consultant (See Table 1)
- d) Provide input and approval of the PowerPoint presentation for "Interview" organizations
- e) Intervene in non-cooperation situations

7. Work Schedule

We are prepared to begin work on this project upon approval of this statement of work and confirmation of approval of the project initiation payment (See below.). The estimated schedule for completion is approximately five work weeks. This schedule assumes that the organizations listed in Table 1, as confirmed, will provide quality completed data collection templates within two weeks of the request, there are no undue delays on the part of One York in sending out the requests to the organizations and forwarding quality completed templates to the Consultant, One York obtains commitment from the "Interviews" category of organizations within one week and that these organizations agree to a meeting within 7-10 days of the request and provide quality data within one week of the meeting. It is noted that the schedule could be affected by the March break and the Easter holiday period.

8. Schedule of Fees

The price to conduct this Statement of Work is quoted on a project time and expense fee basis with a budget estimate of \$25,000 for consulting fees, not including GST. This budget estimate will not be exceeded without written approval by One York.

Expenses incurred in carrying out this project, including travel, will be billed at direct cost. Expenses are expected to be limited to use of personal automobiles invoiced at \$.36 per kilometer.

The Consultant will submit an invoice upon approval of this Statement of Work in the amount \$10,000. This project initiation fee will be credited against the work performed and is included in the budget estimate of \$25,000. A final invoice will be submitted at the conclusion of the

project. Payment is due within two weeks of receipt of invoices. GST will apply to fees for services.

This budget estimate is conditional upon the organizations in the "Interviews" category providing quality data (complete and accurate) following the interview meetings. There is no provision for follow-up work in the event of sub-standard quality data in the stated fee. Follow-up work will be subject to additional billing that will be agreed with the Client in advance.

9. Limitation of Liability

Any and all liability or claim for damage, for cost of defense, or for any expenses whatsoever, to be levied against the Consultant or its associates with regard to errors or omissions or professional negligence, or any other reason will be limited to the amount of the fees paid by the Client for the consulting services provided pursuant to this Proposal.

10. Changes

No amendment of this Proposal shall be deemed valid unless approved by both the Consultant and the Client in writing. Amendments are subject to a change in the schedule and price if determined by the Consultant to be outside the scope, deliverables, or term of the project as defined at the time of acceptance of the Proposal.

11. Acceptance



R.C. Pachal
President
Pacomm Consulting Inc.
(the "Consultant")

March 14, 2005

Date

The Town of Markham
(the "Client")

Date

Regional Municipality of York

Date