



**STAFF REPORT
ACTION REQUIRED
with Confidential Attachment**

City of Toronto E-mail System Strategy

Date:	October 31, 2012
To:	Government Management Committee
From:	Acting Chief Information Officer
Wards:	All
Reason for Confidential Information:	This report involves the security of property belonging to the City or one of its agencies, boards, and commissions. Information contained in the report will be subject to future procurements and related negotiations, and in order to preserve the economic interests of the City the report should be kept confidential until such time as all such procurements and related negotiations have been concluded.
Reference Number:	P:\2012\Internal Services\I&T\gm12005i&t (AFS # 16528)

SUMMARY

The purpose of this report is to seek Council approval to proceed with the City of Toronto E-mail System Strategy that is presented in the Confidential Attachment 1. The strategy describes a plan that entails future procurements, with the economic interests of the City protected by keeping this information confidential until such time as the procurements and related negotiations are concluded.

RECOMMENDATIONS

The Acting Chief Information Officer recommends that:

1. City Council adopt the confidential instructions to staff (confidential recommendations) in Attachment 1.
2. City Council authorize the public release of the confidential information and recommendations in Attachment 1 and Attachment 2 at the time of the successful

conclusion of the competitive procurement processes and related negotiations outlined in the report.

Financial Impact

Funding is included in the Information & Technology Division's Recommended 2013-2017 Capital Budget for the implementation of the City of Toronto E-mail System Strategy described in Attachment 1. Financial information pertaining to this item is considered confidential pending the successful conclusion of the competitive procurement process.

The Acting Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its meeting of February 6 and 7, 2012 Council adopted motions directing the Chief Information Officer to establish a City project team working with a consultant to lead the E-Mail system strategy review, and to concentrate on an analysis of alternatives to the current system.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.GM10.14>

ISSUE BACKGROUND

The City has been using Novell GroupWise as the City-wide E-mail messaging system since 1998 after an RFP was initiated to consolidate various E-mail systems in use at the time of amalgamation.

Staff in the I&T Division periodically initiate reviews of systems and products that have been in use in the City for a long time, to ensure that the technology deployed continues to serve the needs of the City in terms of overall value, including cost-effectiveness, business functionality, reliability, performance and any risk associated with the sustainment of the City's technology platform based on vendor support. A review specific to the Novell GroupWise system was planned and budgeted for 2012.

COMMENTS

Deloitte Selected as Consultant to Assist the City's E-mail Strategy Review

The City issued RFP Number 9144-11-7301, seeking an independent consultant (i.e. not associated with any manufacturer or solution provider) with relevant technical expertise in completing such work for large organizations, to assist in the development of the go-

forward E-mail strategy. Deloitte was the successful proponent and a contract was executed in May, 2012 to begin the engagement.

Scope and Approach to the E-mail Strategy Review

A project steering committee and working team was established to oversee and assist the consultant in the strategy review. Throughout the engagement, extensive consultation with City stakeholders was undertaken, both to gather requirements and to seek feedback on conclusions and recommendations. Over 30 divisions participated, notably including City Clerk's Office (who facilitated the engagement of offices of Members of Council and the Accountability Officers), City Manager's Office, Internal Audit, Legal Services, Purchasing and Materials Management, Human Resources, Toronto Public Health, Strategic Communications, Economic Development & Culture, Treasurer's Office, Finance and many others. The large ABC's (Toronto Police Service, Toronto Transit Commission and Toronto Public Library) were also contacted as well as other Canadian municipalities to determine their current situation and plans.

Deloitte's assignment was segmented into 5 Phases, as follows:

- Phase 1 – Current State Assessment of the City's E-mail infrastructure and services. This included reviewing the current installation, functions, business needs, sustainment effectiveness, capacity, vendor support, risks and limitations of the City's messaging technology. Considerable emphasis was given to the City's information management as well as legal and regulatory environment.
- Phase 2 – Future State Requirements. This phase included compilation of key requirements for a future E-mail system based on: functionality, reliability and performance, integration with industry leading technology products, information management and records management, legislative, legal (e.g. eDiscovery), regulatory, security and privacy. Specific requirements for separation of Elected Officials and Accountability Officers E-mail records were included, as were specific requirements to consider the opportunity for shared services with City agencies.
- Phase 3 – Options Analysis. This phase included study of the feasibility of potential E-mail product and delivery options for the City. The evaluation considered the ability to meet technical and functional requirements noted above, total cost of ownership, and critical risks.
- Phase 4 – Completion of a final report that documented all findings, conclusions and recommendations that will be the basis of the E-mail strategy for the City and a roadmap/ plan for implementation.
- Phase 5 – RFP Preparation Assistance. At the discretion of the City and subject to Council approval of the recommended solution, the contract has a provision that allows City staff to engage Deloitte for a final phase to assist with the preparation of RFP documents for the E-mail strategy implementation.

E-Mail System Deployment Options Analysis

Deloitte considered various deployment options, such as continuing to manage the E-mail application and associated technology infrastructure in the City Data Centre, or outsourcing, based on “cloud computing” or other models. The recommended option and evaluation criteria used to reach this recommendation are presented in Attachment 1.

E-mail Vendor Product Analysis

Deloitte conducted a comprehensive market scan of the E-mail system vendors to establish a short-list based on market share, relevant client base, capability of the solution, costs, risks and other factors. The recommended approach to system selection, including evaluation criteria used to reach this recommendation are presented in Attachment 1.

Implementation Roadmap

The various steps involved in proceeding with the implementation of the City of Toronto E-mail strategy and plan are outlined in Attachment 1.

Conclusion

The recommended strategy presented in Attachment 1 will provide the City with a long term strategic software system that will meet the needs of the City, and its major ABC’s. Information about the specific elements of the strategy has been kept confidential at this time to protect the economic interests of the City.

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SIGNATURE

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ATTACHMENTS

Confidential Attachment 1: City of Toronto E-mail Strategy

Confidential Attachment 2: Deloitte’s City of Toronto E-mail Study Executive Summary