

November 25th, 2022

Township of MacDonald, Meredith and Aberdeen
208 Church Street
Echo Bay, ON
P0S 1C0

As you are aware, the Province is moving toward a 'digital by default' standard for municipal data and, like many other rural municipalities, MacDonald, Meredith and Aberdeen needs an action plan to consider transition. Implementing a digital record system will improve staff efficiency, bring consistency to processes, increase security and backup capabilities, make appropriate data available to the public easily, and will save significantly on space.

Enclosed please find our review of the municipal office's existing IT structures, provided as a step toward the implementation of a full digital record management system. The changes proposed in the following include – where possible – a conservative calculation of savings generated, and a rough budget figure for planning purposes along with a timeline typical for implementation projects of this nature.

We would anticipate that staff and/or Council may have questions regarding the enclosures or may wish assistance with preparing a funding application through the current Municipal Modernization Program. We would be pleased to participate in any discussion where our assistance is deemed appropriate.

MacDonald, Meredith and Aberdeen was approved for a full report *funded entirely by the Province* under MMP's "Intake 3". Assuming all our recommendations are implemented, MacDonald, Meredith and Aberdeen should see an efficiency and security benefit of just over \$ 335K in the next five year span.

We appreciate the opportunity to work with you on this important transition and look forward to speaking with you further at your convenience.

Regards,

Mark Anderson
MMP Project Lead
(705) 562-5477 Direct

The **Managed Municipality**
1894 Lasalle Blvd.
Sudbury, ON, P3A-2A4

[705] 222-4TMM
info@TheManagedMunicipality.com
www.TheManagedMunicipality.com





The
Managed
Municipality

DIGITAL TRANSFORMATION REPORT 2022

Submission Supporting Material for MMP Intake



PREPARED FOR:
MacDonald, Meredith and Aberdeen Add'l
Echo Bay, ON

PREPARED BY:
The Managed Municipality Consulting Group
Sudbury, ON

The Managed Municipality
1894 Lasalle Blvd.
Sudbury, ON, P3A-2A4

[705] 222-4TMM
info@TheManagedMunicipality.com
www.TheManagedMunicipality.com



Contents

- Executive Summary.....1**
 - Background..... 1
 - General Recommendations..... 1
 - Costing Summary..... 2
- Recommendations3**
 - Municipal Office Status 3
 - RFP Proposed Hardware Specifications 3
 - RFP Technical Services Needed..... 4
 - RFP Estimated Budget Allocation..... 4
 - Add New Record Management Software..... 5
 - RFP Record Management Software Specifications..... 6
 - RFP Estimated Budget Allocation..... 7
 - ROI Savings..... 8
 - Replace or upgrade existing PCs (not currently needed) 9
 - Upgrade Existing Firewall 11
 - RFP Specifications 11
 - RFP Suggested Budget Allocation 11
 - Desktop Scanners 13
 - RFP Specifications 13
 - RFP Suggested Budget Allocation 13
 - Phone System Upgrade 15
 - RFP Hardware Specifications 15
 - RFP Technical Services Needed..... 15
 - Upgrade security software 16
 - RFP Software Specifications..... 16
 - RFP Estimate Budget Allocation..... 16
 - Automate standard processes to match bylaw / policy..... 17
 - RFP Requirements..... 19
 - RFP Estimated Budget Allocation..... 19
 - ROI Savings..... 19
 - Email Management and Security 20

Add Digital Tools for Council	21
RFP Hardware Recommendations	21
RFP Technical Services Needed.....	22
RFP Estimated Budget Allocation.....	22
Optional Council Items for Remote Meetings	22
ROI Savings.....	22

Executive Summary

Background

Rural and northern municipal governments in Ontario are increasingly challenged to meet the expectations of their citizens and the requirements of the upper tiers of government. The provincial government of Ontario has recognized the pressing need for additional resources by providing the *Municipal Modernization Program*. Under this program, rural and northern municipal governments can pursue funding to improve efficiencies and/or reduce costs; this report provides recommendations that, if adopted under the *MMP*, will do both.

The main body of this report is organized on a recommendation-by-recommendation basis – each section including rationale, anticipated budget needed, expected savings / productivity outcomes and additional related reference materials for those who wish a deeper understanding of the issues involved.

An executive summary is included to provide a brief non-technical overview of the municipality's current technology status and goals and to summarize the anticipated budget required to fully implement the recommendations listed. The intention of all proposed items is to position the municipal office to function securely at peak IT efficiency over the next five years. Costing and anticipated savings are structured over a five year window.

Also included are suggested technical requirements for any eventual RFP to be issued for services or products proposed in the following. Additional questions may be addressed to the study's authors; Council presentations are available as desired to further clarify the findings and recommendations presented.

General Recommendations

- Municipal office status – main office
- Add new record management solution
- Replace and/or upgrade existing PCs (not immediately needed)
- Upgrade existing router to a corporate-grade firewall appliance
- Install desktop scanners for primary users
- Replace phone system
- Upgrade security software
- Automate standard processes to match bylaw / policy
- Migrate existing email to better managed services
- Add digital tools for Council(s)
- Complete security and record management training

Costing Summary

This summary is predicated on a five year window of time (including subscription licensing) after which additional upgrades / licensing / other changes should be considered. All costs and savings shown are based on five years:

Description	Budget	Savings
New Server	\$ 12,000.00	
Record Management:		
Basic	\$ 28,400.00	
Including Backlog Scans	\$ 77,900.00	
Including Backlog & Custom Programming	\$ 89,400.00	\$ 240,625.00
New PCs and Notebook	N/A	
Firewall Appliance	\$ 5,710.00	\$ 10,000.00
Desk Scanners	\$ 3,460.00	\$ 11,700.00
Phone System Upgrade	\$ 13,035.79	\$ 36,000.00
Security Software Suite (5 Years)	\$ 5,000.00	\$ 10,000.00
Standard Templating of All Provided Forms	\$ 11,500.00	\$ 17,500.00
Council Tools (Owl Pro / Screen / Projector)	\$ 3,600.00	
Council Tools (iPads)	\$ 4,674.00	\$ 9,900.00
Total Outlay (assumes full record management option)	\$ 148,379.79	\$ 335,725.00

We anticipate a *net savings* in time and material over the five year lifespan of the solutions proposed totalling nearly \$ 188,000.00.

Recommendations

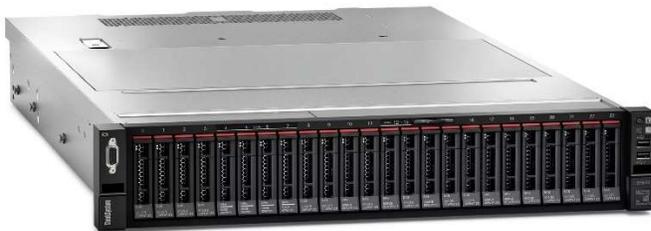
Municipal Office Status

The network currently in place at the municipality's office is configured as a workgroup-based network and runs on a central 'server' computer that is responsible for security, backup and other core functions of the network. The current server is dated and both server hardware and server operating system need replacement or major upgrading. Current server performance is also substantially lower than modern standards.

The municipality's current network server needs to be upgraded to reliably provide:

- Centralized management of connected network endpoints – typically PCs and printers.
- Component redundancy allowing users to continue working through common hardware failures.
- Persistent and common drive 'mapping' across all connected PCs.
- 'Group policy' to ensure all PCs / devices comply with corporate policies and security rules.
- Granular security over files and folders to ensure users only see data to which they are entitled.
- Print queuing to enhance local PC performance and print speed.
- High performance access to common applications and data.
- Full-time availability of all data files – even if users power down their individual PCs/devices.
- A stable platform for deployment of advanced applications – records management etcetera.
- Reasonably large file storage capability – far beyond a single local PCs storage ability.
- Ability to host multiple "virtual" servers if the need arises for additional office functions.

RFP Proposed Hardware Specifications



Lenovo SR650 Rack or Tower Server (or similar) with:
Intel Xeon Processor capable of at least 4 Cores / 8 Threads
64 Gigabytes of DDR4 Error Correcting Memory
4 x Hot Swappable "SAS" 10K RPM 1.2 Terabyte Hard Disk Drives
Hardware SAS RAID Controller with Intelligent 2Gb Cache
Redundant Hot Swappable Power Supply Units
Windows Server Standard Edition 2022 with 2 VM Licenses
SQL Server Standard Edition Software License
10 User Client License Pack for Windows Server

All technical services listed in the report including but not limited to:
Domain migration, backup configuration, integration, data transfers

RFP Technical Services Needed

- Install and configure new server hardware
- Migrate existing operating systems to upgraded hardware
- Upgrade existing server operating systems to current standard

RFP Estimated Budget Allocation

Expected new server cost	\$ 6,500.00
Expected new operating system & SQL cost.....	\$ 3,500.00
Expected services cost	\$2,000.00
Total server project anticipated budget	\$12,000.00

Add New Record Management Software

The municipal office is currently driven by paper-based processes. Even in cases where digital files have



replaced paper, the lack of a central repository for data results in wasted time daily searching for the current version of documents. The existing distribution of municipal data and the reliance on paper files creates multiple challenges / vulnerabilities and will increasingly hamper growth and efficiency efforts if left unaddressed.

AMO reports that the Province of Ontario is pursuing a ‘digital by default’ as rapidly as possible¹. The expectation is that even smaller municipal governments will be able to provide virtually any detailed data in digital format responsively – but absent record management, this is an unrealistic hope. Despite this, future funding opportunities for all municipalities will depend on the provision and availability of municipal data to both the public and the province with a flexibility and speed that are impossible with paper-based systems.

Moving to ‘digital by default’ where possible will reduce storage costs, improve efficiency, increase transparency, collaboration, and responsiveness for residents; a record management system also has the ‘green’ benefit of reducing waste along with paper and toner consumption and cost.

Identified document-related issues at the office include the following:

- Significant time lost searching for the location of current versions of documents.
- Significant space dedicated to archival file storage.
- No ‘backup’ copies exist of many physical documents – single copies are vulnerable to loss in multiple ways – fire, theft, accidental destruction, misfiling.
- Difficulty fully sharing public-access documentation – something that is increasingly desirable/demanded via website access.
- Inconsistency of processes with little or no audit-trail.
- Inability to rapidly respond to [MFIPPA](#) requests or subpoena/discovery demands – especially as regards email communication.
- Inability to work remotely with broad access to paper files stored at the municipal office – increasingly an issue in the Covid / remote-work era.
- Inability to quickly search both title and full-text content of broad document types.
- Inability to centrally secure confidential documentation with audit trail for all access, alterations and attempted deletions.
- Limited ability to collaborate effectively on project documentation across all municipal departments and sites.
- Inability to rapidly assemble, approve and distribute meeting packages for Council members – this is a significant consumer of staff time monthly given the need for regular and special meetings / agendas / reference documents.
- No enforced consistency in document naming, storage location or file type.

¹ <https://www.amo.on.ca/AMO-PDFs/Reports/2017/OnMuni-Online-Towards-Digital-Transformation-2017.aspx>

RFP Record Management Software Specifications

Given the privacy interests and security concerns of documents maintained at the municipal office, we are recommending an on-site solution rather than a cloud-based solution. The ideal on-site solution for the municipal office would have the following minimum capabilities and features:

- Rapidly search document titles, full text contents and other metadata of common municipal document types including but not limited to: Word, Excel, PowerPoint, Adobe Acrobat / PDF, Rich Text, Plain Text.
- Store and search all inbound and outbound municipal email.
- Securely publish documents to a website including Agendas, Minutes, Council Packages, Bylaws and other common municipal data types.
- Conform fully with all existing and pending Canadian regulations for data storage and privacy.
- Support for the adoption of the “TOMRMS” (The Ontario Municipal Record Management System) filing structure
- Integrate with an existing ‘Active Directory’ network.
- Common controls accessible directly through existing Windows tools – Word, Excel, PowerPoint, Outlook and File Explorer.
- Support for customized automated workflows for common municipal functions – applications, complaints, permits, purchases etcetera, including approval steps and publication steps.
- Associate customized metadata with documents stored.
- Retention and destruction rules by folder or individual document.
- Versioning of common documents.
- Simply reported audit trail for all stored documents.
- Internet accessibility for public documents with anonymous login / no login.
- Optional internet accessibility for non-public documents with secured login by user.
- Store large backlog of searchable pdf documents (100,000 +).
- Bulk uploads of existing paper-based documents.
- Custom integration with other municipal software tools is desirable.

RFP Estimated Budget Allocation

There is a broad range of software tools that exist to satisfy the above requirements, making highly precise budget allocation difficult. We have opted to cost out a solution satisfying the above feature and function requirements from a common record-management vendor, [Columbiasoft](#), who provide their products to a number of similarly sized municipal governments across Canada and the US. We believe most record management vendors who satisfy the above requirements will be similarly priced over a five year amortization period:

4 x Annual subscription cost per user @ \$ 440.00	\$ 1,760.00
1 x Annual subscription cost <i>per server</i>	\$ 440.00
10 x Annual Webview licenses (for public access) @ \$ 140.00	\$ 1,400.00
2 x Annual WebTools licenses (remote site use) @ \$ 330.00.....	\$ 660.00
Annual cost for software licenses	\$ 4,260.00
Total licensing costs extended over 5 year amortization period	\$ 21,300.00²

Any solution implemented will require significant time to install and configure along with the ongoing need for employee training and long-term support:

On-site server configuration including client software install.....	\$ 3,500.00
Basic user training (1 day / 4 users).....	\$ 2,000.00
Advanced user training – delivered via Zoom / VPN	\$ 2,100.00
Total training and deployment cost (one time)	\$ 7,100.00

Optionally, there will also be – regardless of the solution implemented – a cost associated with scanning and uploading the existing backlog of documents. We have allocated budget to those anticipated costs as follows:

Document Backlog – Approximately 2,500 pages per box / filing drawer.

Cost per box for scan-to-pdf services³ – \$ 450.00

Box equivalents currently on site – 110 (total pages – 275,000)

Backlog scanning cost (prior to shipment charges)	\$ 49,500.00
--	---------------------

² Quoted total includes direct support from vendor for the full five year term for all user support, software upgrades and fixes / new versions.

³ Estimate provided by [Blue Pencil](#) assuming clean unstapled cost per standard banker's box of documents, not including shipment to scanning facility in Oakville, ON.

The training provided during the “advanced” session shown above is sufficient to enable a municipal employee to create customized workflows that will automate many of the existing municipal paper-based processes and, in so doing, to add additional ROI savings beyond those listed below. Optionally, the municipality may elect to have their workflows modeled for them by the vendor at a cost of \$ 150 per hour for developer time.

Record Management System Basic..... \$ 28,400.00
Includes all licenses, training and support for a 5 year term

Record Management System Enhanced \$ 77,900.00
Includes all licenses, training, support and backlog scanning for a 5 year term

Record Management System Complete \$ 89,400.00
Includes all licenses, training, support, backlog scanning and workflows⁴ for a 5 year term

ROI Savings

There are multiple ROI calculators available from a variety of sources. We have used the simplified calculator available [here](#) and the following estimates to calculate basic raw ROI for the municipal office:



- Number of staff who routinely file/retrieve documents: 4
- Average number of files retrieved or returned per employee each day: 15
- Number of file cabinets or equivalent spaces: 24
- Approximate cost per square foot for office space: \$ 10
- Average hourly salary⁵: \$ 35.00

Total estimated annual ROI: \$ 48,125.00

Total estimated ROI over the five (5) year projected period: \$ 240,625⁶

⁴ Workflows completed in this cost include all custom workflows for all documents provided by the municipality that are attached to this proposal as addenda.

⁵ Listed hourly salary is based on conservatively-averaged public municipal wage data from a variety of sites including www.neuvoo.ca, www.indeed.ca and www.amcto.com. Salary is an approximation and does not necessarily reflect actual costs at your municipality.

⁶ Total listed does *not* include value derived from increased efficiency, reduced need for additional staff, paper/toner savings, workflow automation; it is solely the savings available from space and time reduction for existing staff.

Replace or upgrade existing PCs

Currently there are four PCs in regular operation.⁷ These units are reasonably new and should be workable for the next two to three years. We generally recommend replacing systems that are older than five (5) years for the following reasons:

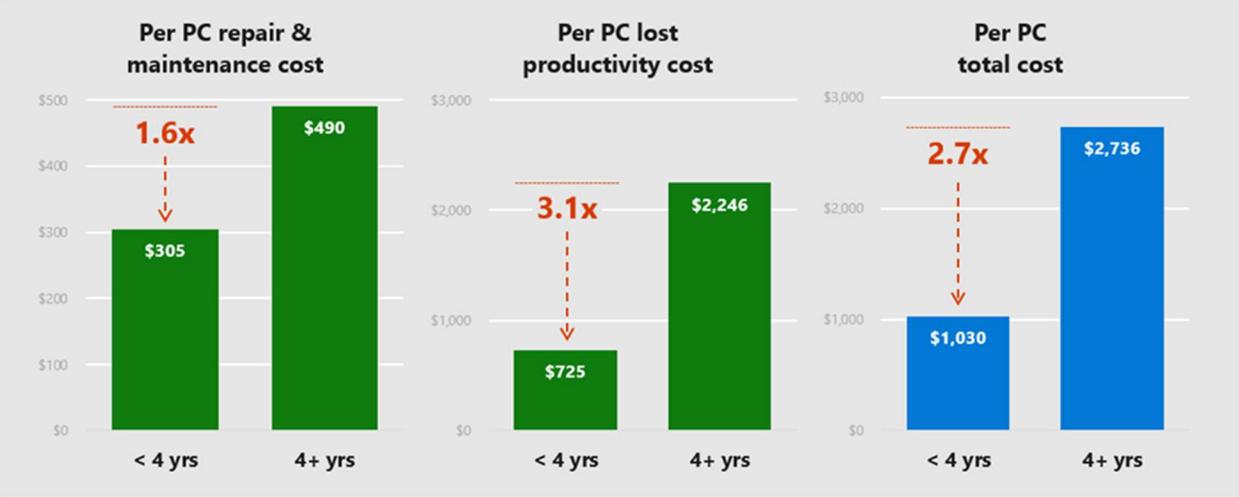
- As systems age, components are increasingly prone to failure due to wear. On systems that are more than five years old, parts are unlikely to be readily available. So not only are system failures more likely and common on older computers, they will also take longer to repair given the likelihood that local technical support will not have parts in stock and may not be able to readily acquire parts on short notice.
- Older systems have often had multiple different software tools installed and then removed, many have experienced malware infestations, virus issues, failed patch installations and other unwanted events over the course of their daily use. Each of these events can leave unwanted digital residue that not only impedes a system's performance, but can also mean a system is less secure than a modern equivalent with a 'clean', modern and fully-patched operating system.
- System performance has improved dramatically over the last decade – processors have gained additional speed and the addition of reasonably-priced "SSD" drives has dramatically improved general computer operations. New computer systems with SSDs, modern processors and faster memory can start from an off condition and be fully operational for a user within fifteen seconds or so. The performance difference between a ten year old system and a modern computer yields an additional 12 hours of available productive time per year per employee in startup time alone.⁸
- Beyond the performance benefits, maintenance costs of older PCs are an often hidden cost. Intel's "How Much Old PCs Cost"⁹ report states the following:

"A global survey of 736 small businesses in six countries found that the cost to repair an older PC equals or even exceeds the cost of buying a new one. The study reveals that small businesses are spending an average of US\$427 per PC that is 4 years or older on repair costs, which is 1.3 times the repair cost for a PC that is less than 4 years old. Similarly, the cost of upgrading an older PC is 1.6 times the cost of upgrading a PC that is less than 4 years old. This does not include the cost of lost productivity when employees are without their computers..."

⁷ Hardware specifications for each computer are attached as addenda.

⁸ J.Gold Associates 2018 – <https://www.intel.com/content/dam/www/public/us/en/documents/reports/sme-pc-study-report.pdf>

⁹ <https://www.intel.com/content/dam/www/public/us/en/documents/articles/pc-upgrade-old-pc-costs-article.pdf>



As a general rule, for the above reasons we recommend you strongly consider upgrading any desktop PC older than four years. With Windows 11 needs in view, you may want to consider upgrading even newer systems within that time window.

Upgrade Firewall Appliance

A firewall/router is a device that sits at the border between your municipal network and the rest of the world's internet activities; that outer activity includes all manner of worthwhile material but also includes a growing number of hackers and an ever-more-sophisticated volume of ransomware, malware and spam.

A network's firewall/router examines packets of information that are allowed into your network from that outside world of traffic – data packets must transit through the router's security settings before being allowed inside. *Consequently your network's first and best line of defense is the router's ability to deeply inspect and analyze everything it is asked to allow in or out.*

Maintained enterprise-grade firewalls are capable of 'deep packet inspection' (they do not merely look at the address the information packets are being delivered to and from, but they are capable of examining the contents of those packets as they move across the firewall and into / out of the network.) While no single layer of security can be said to be 100 % effective, an appropriate firewall will filter out a large percentage of malicious traffic that might otherwise cause serious downtime and expense for the office and will be vastly superior to the existing router.

The only currently-visible router / firewall at the office is a Cisco 1721 that was discontinued for support some years ago. It is currently woefully insufficient to adequately protect your users and your corporate data. We are therefore recommending a firewall appliance be purchased and implemented in place of the Cisco 1721.

RFP Specifications

- 1 x Enterprise-grade firewall appliance
- Preferred vendors: Sonicwall, Fortigate, Cisco
- Includes rackmount options if not standard with device
- Dual WAN capability (can support failover internet connection)
- Integrated wireless or include wireless accessory suitable for small office
- Extended support agreement for 3 years of updates / upgrades

RFP Suggested Budget Allocation

Fortinet is one of several enterprise-grade vendors who offer a small office firewall capable of managing the internet speeds likely available to your office in the next five years. We have provided estimated pricing for a suitable appliance – other vendors will have similar products at similar costs but this model should provide a good budget benchmark.

Fortigate 60F Model FWF-60E¹⁰ with:

Dual WAN ports (for internet service failover)

Support for secure VPN (remote workers during Covid or other emergency situations)

Ability to support perpetual connection to remote sites (Public Works etcetera)

¹⁰ Technical product documentation for Fortigate FWF-60E attached as addenda

Appliance cost with annual support \$1,560.00
Setup and configuration \$ 400.00
Annual support estimate @ \$750.00..... \$ 3,750.00
Total firewall anticipated budget (5 Yrs) \$ 5,710.00



According to a Varonis survey, the cost of even a single ransomware infestation is increasing rapidly – between 2018 the average ransom demand was \$ 5,000. Currently, average demands have increased to more than \$ 200,000.¹¹ Further, the same study shows that last year, more than one third of businesses experienced a ransomware attack.

While being exact about how much a security solution can save over a five year windows, our municipal experience here in Canada indicates that municipal governments in particular are targets of these attacks at an accelerated rate. We have therefore conservatively assessed a ‘savings’ of \$ 5,000 per incident and conservatively assumed two (ideally thwarted!) attacks for your municipality in the next five years. Those savings are reflected in the ROI calculations above.

¹¹ <https://www.varonis.com/blog/ransomware-statistics-2021/>

Desktop Scanners

Implementing a digital record storage solution will significantly reduce the need for paper production within the office – especially large volume print jobs such as agenda packages.

However, many residents and supplier firms will continue to mail or otherwise deliver paper based documents. Moving to a digital system – as the Province mandates – will necessarily mean that staff will benefit from a rapid way to turn paper-based records into digital records quickly and efficiently.

A single large scanner/printer/copier at the office is shared by all office users and is critical to the preparation of agendas and other large / colour documents. While we expect the office to move toward electronic distribution of more and more digital documents – resulting in less need for shared copier services – other features of a shared unit will become more vital to office productivity in the coming years. The ability to scan documents quickly and reliably into electronic format for long-term storage / search or transmission to residents will become vital very quickly as the office migrates to digital transmission and storage of more material. A small purpose-specific scanner at selected desks will encourage rapid adoption of a digital standard and will increase overall office efficiency.

RFP Specifications

- 4 x Desktop Scanners
- Preferred Vendors: Fujitsu, Xerox, Kodak
- Support for multiple scan sizes up to legal
- Document feeder (30 pages or better)
- Scan speed of 60 IPM or better
- Programmable buttons / screen for direct input to network share
- Scan to text-readable PDF
- USB connection

RFP Suggested Budget Allocation

We have obtained cost on a Fujitsu Scansnap ix1500 model meeting or exceeding the above specifications¹²



¹² Detailed ScanSnap specifications attached as addenda.

4 x Fujitsu ScanSnap ix1500
60 IPM
50 Page Sheet Feeder
600 DPI Resolution
11.5" x 6.3" x 6.0" Size (desk suitable) @ \$ 865.00 = \$ 3,460.00

Our experiences indicate that a small desk-based scanner will encourage user adoption of a digital standard for several reasons:

- It will make it extremely quick and simple to add paper documents to the digital record management system.
- It will not require a user to interrupt their workflow to access a shared copier/scanner.
- It will not ever require waiting because the shared scanner is in use.

We have assumed a 2 minute saving per document from the availability of a desktop scanner. Given a volume of 10,000 total paper documents over a five year term, that equates to 333 hours of staff time saved – an ROI of roughly \$ 11,700.00 as indicated above.

Phone System Upgrade



Staff identified multiple problems and functional issues with the current phone system – calls are dropped, transfers are difficult, function changes are delayed or inaccessible and users are generally frustrated.

Additionally, following an evaluation of current phone bills, it is clear that the municipality is dramatically overpaying for telephone services – given the current state of the telephony marketplace and the competition that is now made possible.

Furthermore, the recent addition of higher speed internet service than was previously available has made a cloud-based phone system a compelling proposition – both from a function and cost standpoint.

Attached to this review is a formal quotation from United Cloud which would provide the municipality with enhanced phone services at a reduced cost. This same phone system can be extended easily to remote locations and provides a technological bulwark against future pandemic / remote work requirements.

Monthly cost for a phone system such as that attached runs in the range of \$ 200 a month – versus existing Bell-provided services that appear to be in the range of \$ 800 monthly. Over the five year term of the MMP cost-saving window, this represents a net decrease in direct expenditure of approximately \$ 36,000.00

RFP Hardware Specifications

- Cloud based phone services for 8 handsets
- Support for up to five (5) simultaneous conversations
- Toll free Canada-wide long distance services
- Porting of up to three (3) existing phone numbers

RFP Technical Services Needed

- Phone provider to configure and train on all phone system equipment
- Local work involves only plugging provided phones into network ports already on site

RFP Estimated Budget Allocation

We would expect each cable run to take no more than an hour of labour to install, terminate and test. In addition, the hardware components are all common and broadly available from multiple vendors and sources. We are suggesting a budget that should allow a competent contractor to complete the work appropriately:

Initial Deployment Cost for System (includes 1 st and last months payments)	\$ 1,447.39
Ongoing Monthly Cost	\$ 200.00
Total Budget Over 5 Year Term	\$ 13,035.79

Upgrade security software

The municipal office currently runs on the default Windows security tools. These tools provide basic protection against common virus and malware infections but cannot be centrally controlled and monitored; in an ideal model, security software would be automatically applied to workstations on the network and would be managed by the file server.

Absent central control, it is possible for a single user to accidentally remove or disable protection and thereby introduce malware into the local network.

In light of the increasing prevalence of ransomware and the specific targeting of Canadian municipal governments¹³, we strongly recommend a corporate-grade security software tool that will reduce the possibility of ransomware attack and will allow for remediation – in many cases even after a ransomware launch inside the network.

RFP Software Specifications

- Centrally managed security software for up to eight systems
- Preferred vendors: Sentinel One, Symantec, Kaspersky, Trend Micro
- Ransomware rollback or similar feature
- Renewable annual support and updates

RFP Estimate Budget Allocation

We would anticipate the annual cost for a security tool sufficient to provide coverage on all network connected devices to be available at an annual cost below \$ 1,000.00. A five year window of coverage for all devices should amount to less than \$ 5,000.00

¹³ https://www.datto.com/resource-downloads/Datto2018_StateOfTheChannel_RansomwareReport.pdf

Automate standard processes to match bylaw / policy

The municipal office uses multiple forms to manage annual operations. A partial list of those forms is shown below – amounting to more than thirty (30) individual documents that are used approximately 600 + times in the course of a single year – or a minimum of 3,000 documents filled out by various personnel in the course of a five year cycle.

It is possible to create digital templates of these documents and to model standard document processes within record management software. These automated processes modeled inside a record management system (see recommendation 2 above) will enhance municipal operation in several ways:

- **Efficiency** – Given the large number of forms completed (3,000 +), significant time will be saved in finding, handwriting, processing and filing these forms. While there is a broad range of forms, given that each will need to be manually completed, processed and usually filed, we have assessed a very rough metric of 10 minutes per form. 600 forms annually yields a saving of 100 hours per year – \$ 17,500 in savings over five years.
- **Consistency** – multiple different versions of the same form will no longer be possible. Forms and information collected will be completely consistent regardless of which employee completes the form. Forms can also be automatically routed to the appropriate municipal personnel for follow up / auditing.
- **Convenience** – Templated digital forms can be made available to the public without a visit to the office; all forms that the public need to complete can be distributed via the existing website, increasing convenience for residents or potential residents.
- **Cost** – Digital templates for common forms mean less paper consumption, less toner use, less wear on existing equipment.
- **Connectivity** – Digital forms, and the data those forms contain, can be rapidly shared with Provincial or Federal levels of government. Since future funding will increasingly depend on the municipality's ability to provide data of all sorts quickly, the ability to accurately and quickly extract data is becoming vital.

Document (Typical use / Frequency)	Responsibility	Qty/Yr	Time Needed	Other Parties
Complaint Form		10		
Building Permit		3		
Septic / Sewage		3		
Cemetery Sign Off		2		
Time Sheet – Public Works		26		
Time Sheet – Rec Hall		26		
Time Sheet – Landfill		26		
Time Sheet – Administration		26		
Fax Cover Sheet				
Change of Address		6		
Travel Expense		20		
Gym Membership		100		
Gym Renewal		100		
Gaming Application		2		
Recreation Hall Rental		3		
Water Turn On/Off Request		10		
Zoning Amendment Application		1		
Council Delegation		6		
Campground Agreement		30		
Tax Certificate Cover Letter		6		
Declaration of Interest		1		
		407		
Processes				
Tax Bills		2		
Agendas		12		
Minutes		12		
Bylaws				
Resolutions				
		26		
Public Works				
Purchase Order Book		180		
Water On / Off – needs sign off (non Covid)		10		
Stock Consumption? No Form		-		
Insurance CVOR Forms		1		
		191		

RFP Requirements

(Requires record management system selection as outlined in Section 2 above)

- Create digital templates of provided forms (see list above)
- Install templates within record management system and add basic routing functionality

RFP Estimated Budget Allocation

In a modern record management system, tools exist to speed the creation of even complicated forms. We would therefore expect most forms to require roughly two hours of developer time to complete.

ROI Savings

60 hours of developer time @ \$ 100/hr	\$ 6,000.00
ROI anticipated	\$ 17,500.00 over five years
Net ROI	\$ 11,500.00

Email Management and Security

Currently the municipality works with third-party email addressing (onlink.net for example). This is problematic for several reasons:

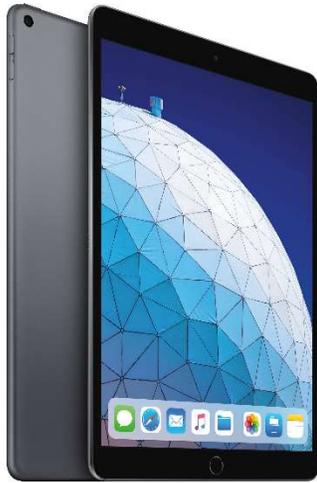
- Email is increasingly a major part of the municipal record and can often contain vital reference information, privileged communications and other records of interest. Email addresses should be centrally managed by the municipality and should be structured so as to immediately convey the fact that this is official communication (something an “@onlink.net” address does not do.)
- Council members should be given an official municipal address upon election, and that same email address should be deprecated / locked out when they retire or are replaced.
- Email security and spam filtering is increasingly vital and is not generally well handled by third parties such as Onlink.
- Email accessibility and calendar sharing is increasingly desirable – Microsoft or Google email services provide dramatic improvements over other providers.

We would recommend and can provide the following:

- Creation of a master Microsoft email-hosted account for MacDonald, Meredith and Aberdeen.
- Creation within that account of custom email addressing for all staff and Council such that each address ends with the appropriate “@echobay.ca” address.
- Migration of all “@onlink” addresses – including data and contacts - to the new email accounts .

While email migration would be advisable, it is not a direct cost savings and is not projected in the summary document at the head of this report. Therefore total email project costing for the above work is *not* currently part of this report but can be easily determined in the following way:

- Monthly managed email service per account: \$ 7.00
- Migration of existing accounts per account (one time): \$ 50.00



Currently, individual Council members receive printed agenda packages prior to every Council meeting. These packages are often extremely large and can be hundreds of pages long. A package is given to each councillor at least once a month – barring special meetings or emergency sessions which would also require paper-based distribution.

There is a significant time preparing, copying, collating and delivering these agenda packages to Council members. Office staff report four hours per agenda, solely in the copying, collating and distribution phase. Adding in delivery, special meetings and the supply cost, the expense associated with Council meeting agenda preparation is substantial.

In conjunction with recommendations 1 and 2 above, equipping Council with tablet computers and using those tablets to distribute agenda material digitally would provide two immediate benefits and would enhance the office staff's ability to deliver agendas in a timely and accurate fashion:

- Immediately eliminate at least four hours of staff time monthly.
- Immediately eliminate the cost of printing roughly 6,000 pages per year
- Council members would receive agenda material earlier than previously provided – usually within moments of the agenda being finalized, rather than hours or days.
- Office staff would have the ability to update the agenda at anytime prior to the formal meeting's beginning to address potential errors or omissions.
- Council members could use the same devices to connect to video conferences of all kinds – Council meetings or other – during Covid 19 or similar emergency situations.

RFP Hardware Recommendations

- 6 x Apple iPad with minimum 10" screen (Council, Mayor, Clerk, Spare)
- 64 Gb of storage or more
- WiFi networking
- Camera and Microphone
- Ability to voice record memos
- Optional engraving feature preferred ("Property of ...")

RFP Technical Services Needed

Staff may be able to perform basic iPad setup without assistance. iPads would need to be configured as follows:

- Corporate email assigned to each Council member & Mayor
- Email address connected to each Councillor’s iPad
- Dropbox or similar sync’ing service installed and configured
- Zoom conferencing installed and configured (free version is sufficient)
- Basic training for each Council member on use and care

RFP Estimated Budget Allocation

The cost of a basic iPad can be known with precision – Apple offers only a single fixed price and does not discount through vendor channels. Various models are available but a suitable product would be as follows:

6 x Apple iPad Air with 10.9” Screen and 64Gb RAM¹⁴ @ \$ 779 = \$ 4,674.00

Optional Council Items for Remote Meetings

Additional items that may be desirable for hybrid / remote Council meetings:

Meeting Owl ¹⁵ - speaker / camera for centre of board room table	\$ 1,400.00
100” 16:9 screen suitable for ceiling or wall mounting (manual).....	\$ 200.00
3,000 + Lumens Ceiling Mounted Projector	\$ 2,800.00
Total Budget Suggested	\$ 3,600.00

ROI Savings

Assuming a five year life with a new iPad, a cost analysis would be as follows:

Total paper-based staff time over five years ¹⁶	\$ 8,400.00
Cost of paper and toner over five years ¹⁷	\$ 1,500.00
Less Project Cost	(\$ 4,674.00)
Net ROI	\$ 5,226.00

¹⁴ Includes one unit for all Councillors and Mayor, 1 for the Clerk and 1 as a spare unit in case of emergency loss / damage. Detailed specifications attached as addenda or at <https://www.apple.com/ca/ipad-air/specs/>

¹⁵ <https://ca-shop.owllabs.com/products/meeting-owl-pro>

¹⁶ 4 hours per month x 60 months x \$ 35/hr

¹⁷ 30,000 sheets (100 sheets per Council meeting x 60 meetings x 5 copies @ 5 cents per page)



UnitedCloud Business Phone System

Free Phone Promotion - 3 Year Term Contract

"McDonald, Meredith and Aberdeen"

Notes

RECOMMENDED INTERNET

Your system requires quality Internet to work. We recommend you have sufficient bandwidth to operate the system or ideally purchase an additional dedicated Internet connection for your phone system. A pre-analysis of your existing Internet may be performed by visiting <http://linetest.iplogin.ca>

See your representative for more details.

TERM

3 year term contract. The first billable and last month's recurring charges (MRC) are due at signing (2 months total). For an early cancellation, the client must pay 100% of the MRC for the remainder of the term. For any term adjustment requests, contact accounting@unitedcloud.ca

REQUIRED DOCUMENTS

Please complete and return

- a **Letter of Authorization (LOA)**
- your most **recent phone bill** from your existing carrier.

ACCEPTANCE

By signing below I/we agree to the attached Master Service Agreement and providing the initial payment, UnitedCloud is permitted to commence with your order and installation:

NOTE - Shipping charges, if applicable, may be billed separately.

Signature

Name & Title

Dated



UnitedCloud

Unit 206, 100 Rainbow Rd
Chestermere, AB T1X 0V2
Canada

T: 587-885-1309

Quote #	6262
Date	2022/11/18
Hardware Items Quote Expiry	2022/11/25
Contact	EncompassIT Sales Team

Prepared for McDonald, Meredith and Aberdeen
Lynn Duguay
208 Church Street
Echo Bay, ON P0S1C0
Canada

T: 705-248-2441
E: lduguay@onlink.net

UC Free Phone Promo - MacDonald, Meredith and Aberdeen

Monthly Fees

Item	Qty	Price	Total
Unsquared User / Extension (Item Group)	8	\$10.00	\$80.00
A full featured hosted user extension, including call recording, find me-follow-me, mobile phone twinning, call history and reporting, voicemail & voicemail-to-email, multiple simultaneous phones registered, Caller ID and Name Display, Call Blocking & Screening, personalized music messaging-on-hold, and full web portal management access. Simultaneous Call Paths are required with this service.			
Code: UC-Unsquared-GRP			
Simultaneous Call Path (Canada)	5	\$20.00	\$100.00
Minimum Requirement of 3 - Simultaneous Call Path/Unsquared hosted PBX channel with Unlimited Local, Canadian, and USA on-net Long Distance. Feature: Caller ID, Caller Name Display - <i>Subject to fair usage policy.</i>			
Code: UC-CP-C			
Telephone Number (DID)	4	\$2.70	\$10.80
Standard Telephone Number (DID) Canada or the USA rate centers.			
Code: UC-DID-C			
Internet Fax (500 Pages)	1	\$15.00	\$15.00
Features: Choice of a Canada, USA or Toll-Free Number, 500 Pages per Month to Canada or USA, Web to Fax, Email to Fax, Fax to Email, Web Portal, 8 authorized users. Extra Pages are 7¢ each.			
Code: UC-IFax500			

Total Monthly	\$205.80 CAD
----------------------	---------------------



One-Time Fees

Item	Qty	Price	Total
Configuration and Programming per User	8	\$50.00	\$400.00

The fee to program the system and features and each user including phones and devices. This is a remote service. Onsite installation is available at an extra charge.

Code: UC-Config-C

UC921G "Free Phone Promo"	8	\$100.25	\$802.00 \$0.00
----------------------------------	---	----------	--------------------------------------

UC921G Color Gigabit telephone, Up to 4 SIP accounts, 4 line keys, HD Voice, 2 x Gigabit Ethernet, PoE support, AC Optional, 2.8" 320 x 240-pixel color display with backlight

100% Item Discount (\$802.00)

Code: UC-921-C

[Htek_UC921G_Brochure.pdf](#) (403 KB)



UC926E "Phone Promo Credit" - Executive Phone	1	\$258.40	\$258.40 \$158.15
--	---	----------	--

UC926E Executive Gigabit WiFi/Bluetooth IP Phone, Up to 16 SIP accounts, 10 line keys, Wi-Fi and Bluetooth, HD Voice, Supports EHS with optional adapter, 2 x Gigabit Ethernet, PoE support, AC Optional, 4.3" 480 x 272-pixel color display with backlight.

Item Discount (\$100.25)

Code: UC-926E

[UnitedCloudEndpoints.pdf](#) (1.06 MB)



Base Price		\$238.40	\$238.40
<u>UC AC Power Adapter</u> : INCLUDE AC Power Adapter (UC-PSU)		\$20.00	\$20.00

UC46 Color Expansion Module	1	\$183.41	\$183.41
------------------------------------	---	----------	-----------------

UC46 is full color expansion module for UC926 and UC924 Phones only. It expands the functional capability of your VoIP phone to a whole new level. Two page views allow 40 programmable keys. Up to 6 can be daisy-chained for 240 buttons. 5.0" 800 x 480-pixel color display with backlight

Code: UC-46

[UnitedCloudEndpoints.pdf](#) (1.06 MB)

Item	Qty	Price	Total
			
UC AC Power Adapter OEM Power Supply for Htek Phones when not using PoE for the UC line of phones. Code: UC-PSU-C	8	\$20.00	\$160.00
Port Number Charge The process of moving (porting) an existing phone number from the current carrier to another carrier 100% Item Discount (\$40.00) Code: UC-Port-C	4	\$10.00	\$40.00 \$0.00
Fax Setup Fee Setup for Fax Services. Code: UC-FaxSetup	1	\$10.00	\$10.00
Shipping Shipping of equipment/hardware. Final price may vary pending final Units, Price & Qty Code: UC-Shipping-C	1	\$124.23	\$124.23

Please contact us if you have any questions.	One-Time Subtotal	\$1,978.04
	Discount	(\$942.25)
	Total One-Time	\$1,035.79 CAD
	One-Time	\$1,978.04
	Recurring Up-front	\$411.60*
	Discount	(\$942.25)
	Total Up-front	\$1,447.39 CAD

* Recurring fees billed monthly with 2 upfront payment(s).



Cost Breakdown

Type	One-Time Fees	Monthly Fees
Monthly	—	\$205.80
One Time	\$574.23	—
Phone	\$1,403.81	—
Discount	(\$942.25)	—
Total	\$1,035.79 CAD	\$205.80 CAD

Quote Attachments

 Business_Phone_System_2020.pdf (1.30 MB)

Go Live Date: 2022/12/22

No. of Users:: 8

**** Shipping charges, if applicable, may be billed separately.**

MASTER SERVICE AGREEMENT

THIS AGREEMENT is between UnitedCloud with offices located at Unit 206, 100 Rainbow Rd, Chestermere, T1X 0V2, Canada ("The Service Provider") and customer first written above in the quotation section ("The Customer").

The Service Provider and The Customer agree to the following:

1. PROVISION OF PRODUCTS

a) The Service Provider agrees to provide to The Customer such Products as you order and pay for in accordance with and subject to your compliance with the Agreement. For present purposes, "Products" means such Telephones, Endpoints, Switches, Routers, and other products provided to The Customer as The Service Provider may offer from time to time. If such Products are included in a bundle or package and part of a subscription service, those Products remain the property of The Service Provider at all times.

2. PROVISION OF SERVICES

a) The Service Provider agrees to provide to The Customer such Services as you order and pay for in accordance with and subject to your compliance with the Agreement. For present purposes, "Services" means such Internet access, SIP Trunking, Hosted PBX, and other services provided to The Customer as The Service Provider may offer from time to time.

3. LAWFUL USE OF THE SERVICES

a) You agree to use all Services provided to you hereunder only for your lawful, appropriate and permitted internal purposes hereunder. In no event may you resell the services (as determined by The Service Provider in its sole discretion). In the event that your use of the Services violates any law, rule or regulation or this Agreement, The Service Provider shall have the right to immediately terminate this Agreement and pursue any and all its other remedies.

b) You agree and understand that the CRTC has imposed restrictions on the use of telecommunications facilities under CRTC Telecom decisions 2004-35, 2004-63, 2007-48 and 2008-6 including the creation of the National Do Not Call List and understand that you The Customer are solely responsible for ensuring compliance with these and future restrictions imposed by the CRTC.

4. TERM

a) Master Service Agreement Term: The term of the Master Service Agreement will begin on the date that the Customer or The Service Provider signs the Master Service Agreement whichever is later. The agreement will expire or terminate on the date that the last remaining Service Schedule expires or terminates.

b) Term of Each Service: Each service will be provided for the period set out in this quotation ("Initial Service Term")

c) Renewal Term(s): Unless the Customer or The Service Provider provide notice to the other as described in Section 4(d), each Service Schedule will automatically be renewed for one (1) year terms on the same terms and conditions set in place by this quotation.

d) Notice of Non-Renewal: Either party may send to the other party written notice, at least thirty (30) days in advance of the expiration of the Service that it does not intend to renew a Service. As a result that Service will expire and services provided will be terminated at the end of the Service Term.

5. TERMINATION

a) Early Termination by Customer: Customer may terminate a Service it has requested ("Terminated Service") at any time before the end of the relevant Service Term by giving notice of termination to The Service Provider at least 30 days before the proposed early termination date. If Customer terminates a Service under this Section, the Customer shall pay to The Service Provider all Fees and Taxes due for the Terminated Service up to the date of termination, The Customer shall also pay The Service Provider an amount equal to 100% of the remaining monthly Fees for the Terminated Service that would have been payable to the end of the Service Term (collectively, the "Termination Fees"), plus Taxes on the Termination Fees. The Termination Fees are liquidated damages and consideration for the Services, and are not a penalty.

b) Termination for Cause: Either party may terminate this Agreement or any Service or The Service Provider may suspend the Services in whole or in part, by giving notice in writing to the other party, upon the occurrence of any of the following: (i) the other party materially defaults with respect to a material obligation under this Agreement and does not remedy that default within 30 days after receiving written notice of the default. For greater clarity, Customer's failure to pay any invoiced Fees or Taxes when due is a material default with respect to a material obligation and in this respect, Customer shall only have fifteen (15) days after receiving written notice to remedy such default. If The Service Provider materially defaults with respect to a material obligation in the provision of a Service, Customer shall only be entitled to terminate the Service; or (ii) the other party enters into a compulsory or voluntary liquidation, or compounds with or convenes a meeting of its creditors or has a receiver appointed over all or any part of its assets or takes or suffers any similar action in consequence of a debt, or ceases for any reason to carry on business.

c) Charges Payable: On the termination of this Agreement for any reason, all payments required to be made to The Service Provider by the



Customer under the Agreement, shall be due and payable immediately. If The Service Provider terminates this Agreement or a Service Schedule under Section 5, the Customer shall in addition pay to The Service Provider Termination Fees. Termination of this Agreement shall not relieve the Customer from any liability, including amounts owing, which accrued before the termination is effective. Customer is not required to pay Termination Fees if Customer terminates this Agreement under Section 5.

d) Additional Termination Rights: The Service Provider may terminate this Agreement immediately with notice in the event of a change of Control of the Customer. "Control" means control, as defined in Section 2(3) of the Canada Business Corporations Act, and includes control "directly or indirectly in any manner whatever", as defined in Section 256(5.1) (Control in fact) of the Income Tax Act (Canada).

6. EXCESS USE

a) You shall monitor and maintain your accounts within all plan-specified limits and in a manner that does not disrupt the activities of other The Service Provider customers. In the event Your usage exceeds the limits for Your account or may disrupt the activities of other The Service Provider customers, You agree The Service Provider may, in its sole discretion, (i) charge You for such excess usage via Your credit card, or by invoice, (ii) upgrade You to a plan or increase the limits on Your account to address this excess usage, and/or (iii) suspend or terminate Your account for cause. Usage and associated charges for excess usage shall be determined based solely upon The Service Provider's collected usage information. Unused monthly allotments shall not accrue or carry over from one month to any other month. Upon any upgrade or increase on the limits of Your Account, You shall be responsible for the new costs and fees.

7. HARDWARE, EQUIPMENT, AND SOFTWARE

a) You are responsible for and must provide all phones, phone services, computers, software, hardware, and other services necessary to access the Services. The Service Provider makes no representations, warranties, or assurances that your equipment will be compatible with The Service Provider services.

8. INDEMNIFICATION

a) You shall indemnify, defend and hold harmless The Service Provider (and its subsidiaries, affiliates, officers, employees, agents, partners, mandataries, vendors and licensors) of any and all Claims (including third party Claims) arising as a result of or in relation to any breach of this Agreement or fault by You, or in relation to any activities conducted by You through the Services, or otherwise in relation to Your products or services.

9. CUSTOMER OBLIGATIONS

a) In addition to any other obligations of the Customer under this Agreement, the Customer shall be solely responsible for use of the Services by any of its employees, officers, directors, agents, customers and users of the Services (collectively, "End Users"), and take all necessary measures to ensure that the End Users use the Services in accordance with the terms and conditions of this agreement.

10. SERVICE OBLIGATIONS

a) Service Commitments: The Service Provider shall provide each Service in accordance with this Agreement, including the relevant Service Schedule, and any service level agreements that may be specified in that Service Schedule.

b) Disclaimer: Customer acknowledges that The Service Provider does not warrant (i) uninterrupted or error-free Services, or (ii) the content, availability, accuracy or any other aspect of any information including all data, files and all other information or content in any form, accessible or made available to or by the Customer or its End Users through the use of the Services. During a Service Term, The Service Provider may migrate a Service to an alternative service or technology as long as the alternative service or technology provides similar functionality as the Service. The definition of "Service" includes the alternative service. The Service Provider shall not be responsible if any changes in the Services affect the performance of equipment, hardware or software other than The Service Provider Provided Equipment or cause it to become obsolete or require modification or attention.

The Service Provider shall provide the Customer with 60 days notice of any such change. Customer acknowledges that The Service Provider may interrupt the Services, from time to time and as may be specified in the Service Schedules, in order to provide maintenance in respect of the Services.

c) Waiver: The warranties provided in this agreement replace all other warranties and conditions. The customer waives and The Service Provider disclaims all other warranties and conditions, express, implied or statutory, including any warranty of merchantability, fitness for a particular purpose, or availability or reliability of the services.

11. LIMITATION OF LIABILITY

a) The Service Provider provides services on an "as is", "where is" basis, with all faults, and without any warranties, conditions or representations all of which are disclaimed, waived and excluded. You expressly agree that any and all use of services is at your risk and peril. All warranties, conditions and representations of any kind, whether express, implied or legal, whether arising by law, contract, statute, usage of trade, custom, course of dealing or performance, or the parties' conduct or communications with one another, or whether arising as result of the nature of this agreement or in conformity with usage, equity or law, or otherwise, including any and all warranties, conditions and



representations of title, ownership (including but not limited to the warranty that the relevant property is free of any other rights or charges), non-infringement, satisfactory quality, merchantability and fitness for a particular or general purpose, quality and workmanship, are hereby disclaimed, waived and excluded.

b) To the maximum extent permitted by applicable law, and notwithstanding anything contrary in this agreement, you agree that The Service Provider's (and that of its subsidiaries, affiliates, officers, employees, agents, partners, mandataries, vendors and licensors) total maximum aggregate cumulative liability, for all past, present or future claims, demands, fines, penalties, actions, causes of actions, requests, lawsuits, judgments, damages, liabilities costs, expenses, prejudices or losses, including reasonable attorneys fees ("claims") arising as a result of or in relation to this agreement, shall be limited to actual and direct damages and shall not, under any circumstances, exceed, in the aggregate for all claims by any and all persons, 50% of all fees actually paid to The Service Provider by you under this agreement.

c) The Service Provider and its subsidiaries, affiliates, officers, employees, agents, partners, mandataries, vendors and licensors shall not be liable for any indirect, incidental, special, punitive or consequential damages or for damages for lost profits, gains or opportunities, business interruption, loss of programs or information, and the like, regardless of whether The Service Provider has been advised of such damages or their possibility.

d) You agree that your recourses and remedies and The Service Provider's (and its SUBSIDIARIES', AFFILIATES', OFFICERS', EMPLOYEES', AGENTS', PARTNERS', MANDATARIES', VENDORS' AND LICENSORS') liability hereunder may be further limited by the Service Level Agreement.

e) You are fully responsible for the content of the information and data passing through The Service Provider's network or using the Services and for all activities that You conduct with the assistance of the Services.

12. FORCE MAJEURE

a) If there is a default or delay in a party's performance of its obligations under this Agreement (except for the obligation to pay Fees), and the default or delay is caused by circumstances beyond the reasonable control of that party including fire, flood, earthquake, elements of nature, acts of God, explosion, power failure, war, terrorism, revolution, civil commotion, acts of public enemies, law, order, regulation, ordinance or requirement of any government or its representative or legal body having jurisdiction, or labor unrest such as strikes, slowdowns, picketing or boycotts, then that party shall not be liable for that default or delay, and shall be excused from further performance of the affected obligations on a day-by-day basis, if that party uses commercially reasonable efforts to expeditiously remove the causes of such default or delay in its performance.

13. NOTICE

a) Any notice required by any provision of this Agreement shall be given or made in writing, addressed to:

Unit 206, 100 Rainbow Rd
Chestermere
T1X 0V2
587-885-1309
partners@unitedcloud.ca

14. CHARGES, BILLING & PAYMENTS

a) The Customer is responsible for paying all charges plus all applicable sales taxes and other federal regulatory fees that may apply to the service provided by The Service Provider.

b) The Customer is responsible for all usage fees that may be associated with the service provided by The Service Provider including by not limited to (i) all toll telephone calls placed from The Customers phone service, Hosted PBX system, or any other device connected to the telephone service, (ii) any storage fees associated with Hosted Exchange mailboxes exceeding included size, (iii) storage fees applicable to all offsite backup solutions.

c) All NSF and refused payments will be subject to a \$50.00 administration fee per occurrence. Credit card charge-backs will also be subject to a \$50.00 administration fee. The Service Provider reserves the rights to charge up to a 30% administrator fee to all accounts that are sent to collections.

d) The Customer understands that all toll calls are billed by the minute with a minimum of 30 seconds and the customer is responsible for all payments related to international calls and domestic toll calls. The Service Provider publishes our LD rates on our website and the customer understands that these rates may change from time to time.

e) All invoices are due upon receipt unless The Customer has been provided credit terms.

f) The Service Provider will provide all customers with a monthly account statement via e-Mail in PDF format.

g) All services are billed in advance with the exception (but not limited to) toll telephone charges, storage fees, that will be billed 1 month in arrears.

h) Customers with less than \$250.00 in monthly billing will be required to pay by credit card or other pre-authorized electronic payment.



- i) All credit card payments will be processed on the 1st of the month for that month.
- j) You will have a maximum of Thirty (30) days to clear up any outstanding payments for either NFS Cheque or declined Credit Card. After Thirty (30) days, The Service Provider may elect to suspend your account until full payment has been made on your account. After (45) days The Service Provider shall have the right, without limitation to immediately terminate this Agreement and all associated Service Schedules.
- k) In the event of a late or NFS cheque The Service Provider reserves the right to request payment by means of a Cashier's Cheque or other certified funds.

15. TELEPHONE NUMBER PORTABILITY & TELEPHONE LIMITATIONS

- a) The Customer agrees that during term of service provided The Customer gives express consent to The Service Provider to transfer your phone number to (i) The Service Provider's carrier or partner of choice to ensure service may be provided to you (ii) transfer your phone number to The Service Provider upon your request, (iii) transfer your phone number from The Service Provider to an alternate carrier of your choosing upon your request.
- b) The Service Provider Voice services do not provide access to collect calls, nor do they include copies of the white or yellow page directories or listings. Listing service may be offered in some areas and purchased at an additional fee if available.
- c) The Service Provider Voice services do not provide access to toll services such as 900/976 dialing, operator dialing (0), PIC long distance and 10-10 dial around codes are not supported.f

16. SERVICE AVAILABILITY & COMPATIBILITY

- a) The Customer understands that address and telephone number checks are for preliminary service availability only and that up to, including and after installation The Service Provider reserves the right to determine if service is unavailable due to technology limitations. The Service Provider and The Customer agree that The Service Provider assumes no responsibility for any loss or damages related to unavailability of DSL, Cable or Wireless service even if determined after the installation.
- b) The Customer understands that while many fax machines work with VoIP technology not all configurations and devices may be supported. The Service Provider assumes no liability and provides no guarantee that fax machines will work using VoIP service.
- c) The Customer understands that point of sale and alarm systems may not be supported with VoIP service and that they may be required to change the service to IP based or keep a separate analog voice service for these devices. The Service Provider assumes no liability and provides no guarantee that point of sale and alarm systems will work using VoIP service.

17. PROVISION OF EMERGENCY SERVICES (VoIP and 911 Service)

Limitations. 9-1-1 service associated with Your VoIP Services (Hosted PBX, Phone Line Replacement, SIP Trunking) has certain limitations compared with traditional 9-1-1 service, which are as follows:

- a) If You dial 9-1-1, You will be automatically routed to a specialized call centre that handles emergency calls. The call centre is different from the Public Safety Answering Point (PSAP) that would answer a traditional emergency call. You may be required to provide Your name, telephone number and address to the call centre operator.
- b) You agree to notify The Service Provider immediately should you INTEND to change your use of your service, including without limitation, should You move the location or municipal address from which You use Your Service, by telephone at 587-885-1309 to ensure You maintain 9-1-1 service.
- c) You understand and acknowledge that
 - i) should You change Your use of Your Service without first notifying The Service Provider and/or
 - ii) should You choose to operate Your service outside of Your municipal address as registered with The Service Provider either temporarily or permanently, 9-1-1 service will not operate properly and Your ability to access 9-1-1 service will be adversely affected
- d) You acknowledge and agree that The Service Provider, its affiliates, directors, employees, agents and underlying carriers, will not be liable for any injury, death or damage to persons or property, arising directly or indirectly out of, or relating to the 9-1-1 service and you agree to indemnify and hold harmless The Service Provider (and their respective directors, officers, employees, agents and underlying carriers) for any liabilities, claims, damages, losses and expenses, (including reasonable legal fees and expenses) which you may suffer or incur, arising directly or indirectly out of or relating to 9-1-1 service with hosted PBX and/or VoIP services.
- e) Service Outages. You acknowledge and understand that during Internet or dedicated connection service outages for any reason whatsoever, Your Service INCLUDING 9-1-1 SERVICE, will not work.
- f) Loss of Service Due to Power Failure. You acknowledge and understand in the event of a power failure, Your Service, INCLUDING 9-1-1 SERVICE will not work. If there is an interruption in the power supply, 9-1-1 SERVICE, will not function until power is restored. A power failure or disruption may require You to re-set or reconfigure Equipment prior to using the Service. The Service Provider highly recommends the use of a



UPS on all telecommunications equipment including by not limited to the mode, VoIP adapter, telephones, telephone system and other devices that play a critical role in communication.

**A fully-managed
phone system in the cloud.**

Focus on what's important.

Move your business forward.

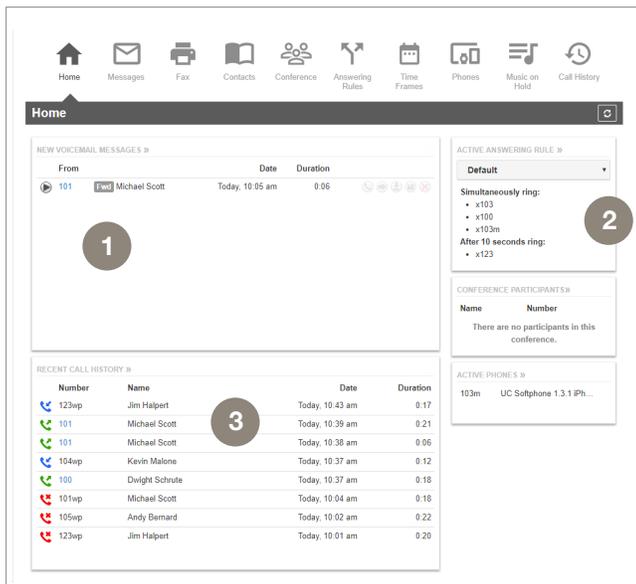
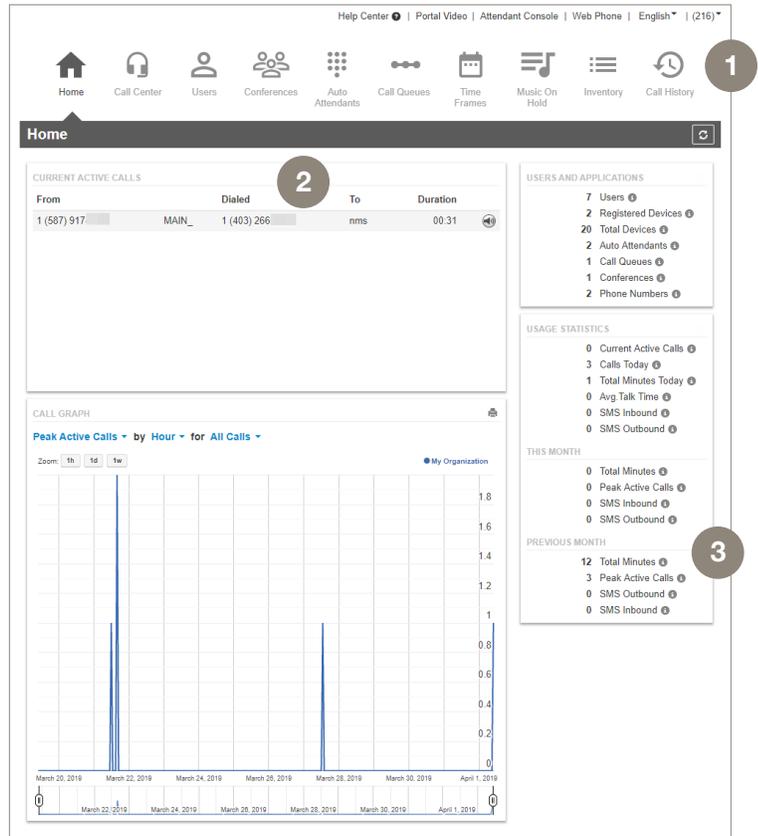


Business **Phone** System

Enterprise-grade communications at an affordable cost. Advanced customer-focused features.

Management Portal

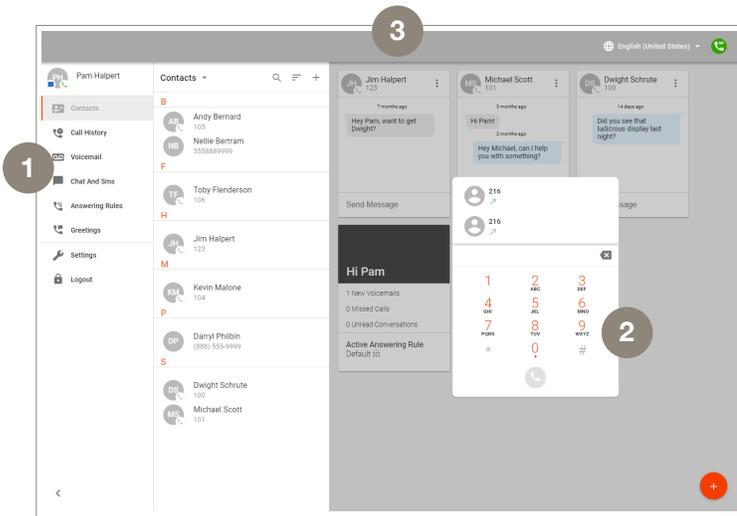
- 1 Full Call History
- 2 See Active Calls in progress
- 3 Brief Statistics
- 4 Add/Manage and Delete Users
- 5 Add/Manage Auto Attendants
- 6 Manage Schedules
- 7 Manage Music/Messages on Hold



User Portal

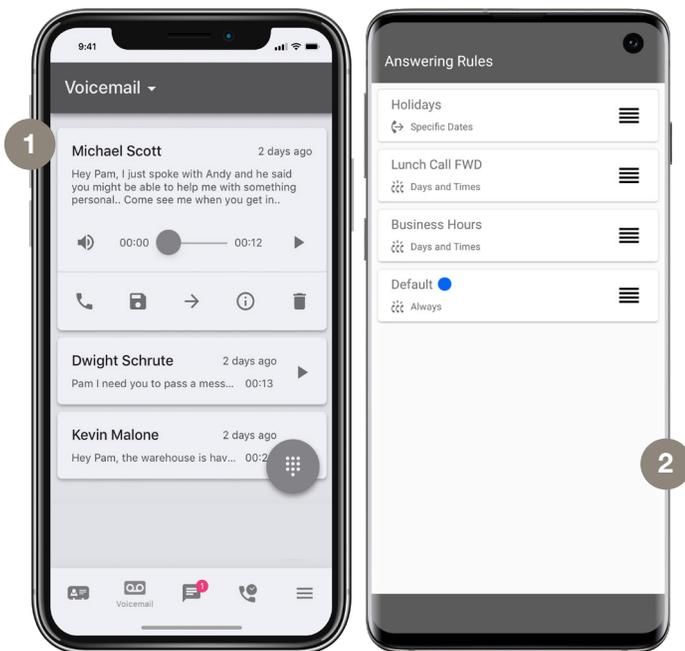
- 1 Manage Messages
- 2 Quick view of current Profile and Phones
- 3 Full Call History
- 4 Manage Contacts
- 5 Answering Rules
- 6 Find-Me / Follow-Me
- 7 Forwarding
- 8 Personal Music on Hold

Strengthen your business communications. Empower your customers.



Web Phone

- 1 Visual Voicemail
- 2 Dial Pad with Easy Access to Recent Calls
- 3 Multi-Chat Board for Quick Communication
- Manage Answering Rules and Greetings
- Presence and Chat Indicators



Expanded Android/iOS Softphones

Keep your mobile number secret by using your office number on your mobile phone.

- 1 Visual Voicemail
- 2 Change Answering Rules Remotely
- Full Call History
- Presence Indicators for co-workers
- Free WiFi Calling anywhere in the world

Exceptional Features

Office Manager Web Portal

A dedicated portal that lets you control all functions and features of your phone system.

User Web Portal

An easy to use web portal for each user to review call logs, listen to and manage voicemail and change personal settings.

Call Conference (3 Way Calling)

Add another outgoing call to an already connected call.

Call Forward

Selectable options on forward always, forward on busy, when unanswered or when offline. You can also redirect calls to your mobile phone/external phone number or a user inside your office.

Call Hold

Easily puts a call on hold while you answer another call.

Call Logs

Provides downloadable detailed call records by extension or by company.

Call Screening

Callers are required to record their name, and you get an audible option to accept/decline.

Call Transfer

Transfer calls to another user or outside phone number.

Call Blocking

Block unwanted and/or anonymous callers.

Caller ID and Name Display

Know who is calling before you answer with name and number display.

Caller ID Block

Block your caller ID from being displayed on outbound calls.

Click to Dial

Users can click to dial numbers and return calls in call history from their User Web Portal.

Do Not Disturb

Callers go directly to voicemail when you don't want to be interrupted.

Emergency Assistance (911)

Set an address for individual extensions (users) or for your entire company so that responders know where to send help in the event of an emergency.

Find Me – Follow Me

Calls can be forwarded to multiple numbers that will ring all at the same time or in a sequence you define.

Mobile Apps

Tablet, smartphone and computer apps are available to allow dialing to and from these mobile devices from a WiFi or cellular network.

On Demand Call Recording

Records calls on your extension with simple keystrokes, record what you want, when you want.

Company Call Recording

Automatically record some or all company phone calls and save them securely.

Multiple Devices

You can register multiple devices for each extension. For example you could have your office phone, a softphone on your mobile device and another phone at your home and all could ring at the same time.

Ten-digit Dialing

No need to dial 9 or even 1 to make a long distance call.

Automated Attendant/ Virtual Receptionist

Streamline efficiency with an Automated Attendant to answer and direct all your inbound calls. You can optionally configure to have live answer before the Automated Attendant kicks in. Incoming callers select options from a menu to reach the appropriate department or individual.

- Different greetings for day or night
- Holiday schedule and greetings
- Dial by name directory
- Transfer to external numbers automatically

Music and Messages on Hold

Upload your customized recordings. We can also record your message for you.

Simultaneous Ring

Same as Find Me - Follow Me, allows you to program many numbers where you can be called in a cascading or simultaneous order.

Time Frames

Easy drag and drop scheduler to set your office hours and call routing.

Voicemail

Every user gets their own voicemail to securely check messages from the phone, or a website from anywhere in the world.

Voicemail to Email

Receive voicemail as an audio file attached to email. Can be played back on your smartphone. Also see optional Voicemail Transcription.

Hunt Groups

Calls can be forwarded to multiple users or telephone numbers that will ring all at the same time or in a sequence you define. For example, the sales or service team can be in a hunt group.

Web Phone

Use an extension on the go using chrome with any computer and microphone. Compact and expanded views give users the choice to see active chats, answering rules, voicemail messages, and more.

Mobile Softphone

Compatible with both Android and iOS the Mobile Softphone allows any user to use their cell phone like a desk phone. Dial contacts in your local phone book or company directory, record and change greetings, send and receive chat messages, and view your voicemail and transcription right from the app.

Add-on Features

Voicemail Transcription

Have your voicemail messages emailed to you as written transcripts, with audio files attached.

Greeting Changes

Changes to your greetings are available. Fees apply to each order which could include single or multiple recording changes done at the same time. You can upload and record your own greetings at no charge anytime.

Conference Calling

Full web control and recording for inbound calling. Also add outbound called participants from the portal.

Toll Free Number

Add a new toll free number or let us move your existing toll free number. Toll Free numbers allow anyone in Canada and the US to reach you without the caller incurring any long distance charges.

Local Numbers

Keep your existing number(s) or pick from over 1,600 Canadian cities or towns. Portray a local presence in any additional market by publishing a local phone number in any area code. International and US cities are also available.

- Local numbers for remote employees
- Great for geo-targeted marketing campaigns
- Same functionality as Main Company Phone Number

Internet Fax

Easily send faxes via the web or email. Receive faxes via the Web or in your email as an easy-to-file-or-forward PDF document.

Portal Fax

Use your phone portal account to send and receive personal faxes in PDF format. Faxes will be forwarded to your email for attention.



Calgary: 587-885-1304
Montreal: 514-313-6300



201c - 1803 60 St SE
Calgary, AB
T2B 0M5



www.unitedcloud.ca