

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON AUGUST 13, 2019
FROM:	LYNNE LIVINGSTONE, DEPUTY CITY MANAGER AND ANNA LISA BARBON, MANAGING DIRECTOR CORPORATE SERVICES AND CHIEF FINANCIAL OFFICER, CITY TREASURER
SUBJECT:	Website Redesign Development and Implementation for the City of London

RECOMMENDATION

That, on the recommendation of the Director, Strategic Communications, Government Relations and Public Engagement and of the Director, Information Technology Services, Finance and Corporate Services, the following actions BE TAKEN with respect to the selection of a vendor for the Website Redesign Development and Implementation for City of London:

- a) The proposal submitted by Echidna Corp. O/A Digital Echidna, 200-365 Talbot Street, London, Ontario N6A 2R5 for the Website Redesign Development and Implementation for the City of London **BE ACCEPTED** in accordance with the Procurement of Goods and Services Policy;
- b) The price submitted by Echidna for the first year cost of \$473,750 (excluding H.S.T.), and subsequent years annual cost of \$78,750 (excluding H.S.T.), for three (3) years as the initial term, and the optional renewal term of four (4) years at one (1) year each, at sole discretion of the City, **BE ACCEPTED**;
- c) The financing for the project **BE APPROVED** in accordance with the "Sources of Funding Report" attached hereto as Appendix "A"
- d) Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this purchase;
- e) Approval herein **BE CONDITIONAL** upon the Corporation entering into a formal agreement or having a purchase order, or contract record relating to the subject matter of this approval; and
- f) The Mayor and City Clerk **BE AUTHORIZED** to execute any contract, statement of work or other documents, if required, to give effect to these recommendations.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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None

STRATEGIC PLAN 2019-2023

This project supports the organization in its Strategic Area of Focus of **Leading in Public Service**.

Expected results that will be achieved by developing and implementing a new website include:

- Increase community and resident satisfaction of their service experience within the City.
- Increase responsiveness to our customers.
- Increase efficiency and effectiveness of customer service.
- Increase opportunities for residents to be informed and participate in local government.
- Enhance the ability to respond to new and emerging technologies and best practices.
- Reduce barriers to residents accessing information and relevant City services.

Redeveloping and implementing a new website for the City of London supports multiple strategies outlined in the Strategic Plan 2019-2023, including:

- Develop and deliver a Corporate Communications strategy, including staff training and tools to enhance communications and public engagement.
- Continue to maintain, build and enhance a high-performing and secure computing environment.
- Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the organization

The website is an important tool that will support the City in achieving these results.

BACKGROUND

Purpose:

The purpose of this report is to seek approval from Committee and Council to award the Website Redesign Development and Implementation to Digital Echidna at the proposed fees of \$473,750 (excluding H.S.T.), for the first year cost and subsequent years annual cost of \$78,750 (excluding H.S.T.), for three (3) years in the initial terms, and the optional renewal term of four (4) at one (1) each, at the sole discretion of the City, to be delivered by October 2020. This contract includes costs for stakeholder engagement, web site redesign and development, implementation, security assessment, as well as one year of enterprise application and infrastructure support post implementation.

The cost breakdown for this project is as follows:

- Project Management – 10%
- Stakeholder Engagement – 30%
- Website Design and Development – 40%
- Usability, Accessibility and Functional Testing– 20%

The City of London www.london.ca municipal website is host to over 3,000,000 visitors a year. As such, in addition to developing and implementing the plan, the website redesign includes extensive community and stakeholder engagement to ensure the diverse needs of its visitors are met.

Background:

Providing easy access to City information and services is at the heart of ensuring an engaged and informed community. As technology evolves and becomes more accessible, residents, customers and visitors to the City's website have increasing expectations about the way they can access London online. Heightened expectations, combined with rapidly changing technology has meant that the City, through its current site, has not always been able to develop and implement all of the newest enhancements that would aid in delivering exceptional and new digital experiences

through the website.

The City has an opportunity to enhance the way it serves customers, residents and community through the website. Although it has served the community and provided information about City services and initiatives to groups and individuals since it was launched in 2013, customer research consistently identifies an improved website as an opportunity to connect residents to City services and information more effectively. As the front door to many City services, our municipal website routes visitors to over 100 separate applications to meet their needs.

The City's current website was developed in 2013, with an overhaul for mobile optimization in July 2016. At the time, it was built on SharePoint 2010. In October 2020, the SharePoint 2010 platform will no longer be supported. A redeveloped website built on the Drupal platform will help get residents to the answers, tools and information they need quicker while laying the foundation to innovate in the future and to adopt emergent best practices and provide an enhanced digital experience.

As staff considered the need for a renewed website, they identified four key opportunities:

- Engagement – engage the community and staff, recognizing the diversity of people and groups who use the website in the development and redesign process.
- Enhanced customer service – the outcome of acting on these opportunities will be a site that offers enhanced customer service and improved sharing of information
- Accessibility – ensure that accessibility is a principle that is embedded throughout the development of the new site, and that content is fully compliant with the AODA WCAG 2.0 AA Standards as required by January 1, 2021.
- Technology – build on a platform that will be sustainable and secure into the future and will have agility built into the support process so that the City can continuously introduce minor enhancements to be more responsive to community needs.

As well, there are risks associated with not redesigning and implementing a renewed website, and moving to a model where it is cloud based and externally hosted. These include the risk associated with retiring the current infrastructure and the risk of not meeting the AODA WCAG 2.0 AA Standards as required by January 1, 2021. As well, we face increasing risk of security threats, difficulty in responding to service disruptions, reduced ability to respond quickly and introduce minor enhancements as needs evolve, and an impact on our ability to effectively manage the volume of information that is currently hosted on our site.

Discussion:

In their response to the RFP, Digital Echidna met the requirements of the evaluation committee and presented a proposal that will support the City in acting on these opportunities. With offices in London, Ottawa, Kitchener and Vancouver, Digital Echidna has developed and continues to host and support hundreds of websites. During their 17 years in business, they have focused on providing sites to the higher education, health care, business to business and public sectors.

Key elements of their proposal include the following:

- A defined and detailed engagement plan that recognizes the critical role that feedback and involvement from the community and key stakeholders throughout the process will play. This intensive process will incorporate the following aspects:
 - User surveys, design, deployment, analysis
 - Stakeholder engagement sessions (internal and external)

- Viewing user journeys
- Focus groups
- Individual usability interviews
- Identification of key features that will be required in the final site, including enhanced customer experience, a dependable and easy to use content management system, a user management process, enhanced search and SEO (Search Engine Optimization) capabilities, and an understanding of the communications requirements
- Proven ability to deliver a site that meets the AODA WCAG 2.0 AA Standards as required by January 1, 2021
- Proven experience in delivering public sector websites
- Robust infrastructure and application support post implementation
- Development on a freely available open-source software platform that is used in other major municipalities across North America, allowing for scalability and flexibility in the future.
- A sound project management methodology

As well, in submitting their proposal and developing their plan to redesign and implement the website, Digital Echidna identified two additional London-based firms that will work as part of the extended project team to deliver the website. These firms are rTraction and ResIM. This reflects a spirit of collaboration; drawing on the experience and knowledge of these firms collectively will position the City to deliver a website that serves the community and its residents well.

Purchasing Process:

On April 18, 2019, on behalf of the City's Communications, Information Technology Services (ITS) and Human Resources (Accessibility) departments, the Purchasing & Supply Management department issued a formal Request for Proposal (RFP19-16) for the Website Redesign Development and Implementation on the City of London's Bids and Tenders website to source a qualified and experience proponent to do this work.

After the RFP was posted, there were three (3) Addenda issued to respond to questions, inquiries and requests for clarification. When the RFP closed, twelve (12) submissions were received, and all twelve (12) are compliant.

A two-envelope RFP process was used - one envelope contained the technical project proposal and the second contained the pricing proposal.

Five (5) evaluation committee representatives from Communications, Human Resources (Accessibility) and ITS evaluated the twelve (12) submissions based on the technical criteria outlined in the document. Of these, the proponents with the top three (3) scores were evaluated further through a presentation and interview with the evaluation committee. When the final technical scores were determined, the pricing envelopes were then opened. Pricing envelopes for proponents who did not rank among the top three (3) scores were not opened.

At the end of this process, the proponent with the highest score, demonstrating their ability to fully meet the City's requirements was Echidna Corp. O/A Digital Echidna. The pricing for their proposal is a total amount of \$473,750 (excluding H.S.T.) for the first year (which includes both development and implementation as well the annual fees for security assessment and support), and an annual amount of \$78,750 (excluding H.S.T.) for the following years, of which includes infrastructure and application support as well as an annual security assessment. There will also be operational costs associated with minor enhancements to the website which are separate from the awarded contract this report seeks approval from Council for, see Financial Impact below for more details.

FINANCIAL IMPACT

The capital expenditure to fund the Website redesign development and implementation project was approved in the 2018 Capital Budget and the Source of Financing is attached as Appendix A. Operating costs associated with the hosting of the new website, security assessments and support (\$78,750, excluding H.S.T.), will be accommodated within the existing Information Technology Services operating budget.

In addition, a request for funds (approx. \$60,000, excluding H.S.T.) to support to the operational costs associated with any minor enhancements the City may wish to make to the website on an annual basis will come forward as part of the Multi-Year Budget process. These funds were estimated as 15% of the capital costs and were not included as part of the RFP pricing.

CONCLUSION

Civic Administration is seeking the support of Council to award the contract for the Website Redesign Development and Implementation for City of London to Digital Echidna. After careful evaluations by a committee comprised of representation from Communications, ITS and HR (Accessibility), the project plan, platform and support offerings identified as part of the proposal submitted by Digital Echidna is being recommended.

PREPARED BY:	RECOMMENDED BY:
Patti McKague Director, Strategic Communications, Government Relations and Community Engagement	Lynne Livingstone Deputy City Manager
Mat Daley Director, Information Technology Services - Corporate Services and Finance	Anna Lisa Barbon Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

CC:

Melanie Stone, Accessibility Specialist, Human Resources.
 Mary Ma, Procurement Officer, Purchasing and Supply

APPENDIX 'A'

#19118
August 13, 2019
(Award Contract)

Chair and Members
Corporate Services Committee

**RE: Website Redesign Development and Implementation for City of London
(Subledger CP180009)
Capital Project GGAPPL1905 - COL Website Redesign
Echidna Corp. O/A Digital Echidna - \$473,750.00 (excluding H.S.T.)**

FINANCE & CORPORATE SERVICES REPORT ON THE SOURCE OF FINANCING:

Finance & Corporate Services confirms that the cost of this project can be accommodated within the financing available for it in the Capital Works Budget and that, subject to the adoption of the recommendations of the Director, Strategic Communications, Government Relations and Community Engagement and the Director, Information Technology Services, Finance & Corporate Services, the detailed source of financing for this project is:

<u>ESTIMATED EXPENDITURES</u>	<u>Approved Budget</u>	<u>Committed To Date</u>	<u>This Submission</u>	<u>Balance for Future Work</u>
<u>GGAPPL-Application, Data, Information & Process</u>				
Consulting	\$1,050,425	\$1,050,425		\$0
Consulting - COL Website Redesign	482,088		482,088	0
Balance of City Related Expenses Available	4,342,392	1,993,914		2,348,478
NET ESTIMATED EXPENDITURES	<u>\$5,874,905</u>	<u>\$3,044,339</u>	<u>\$482,088</u>	<u>\$2,348,478</u> ¹⁾
<u>SOURCE OF FINANCING:</u>				
Capital Levy	\$3,832,721	\$3,044,339	\$482,088	\$306,294
Drawdown from Technology Reserve Fund	2,042,184			2,042,184
TOTAL FINANCING	<u>\$5,874,905</u>	<u>\$3,044,339</u>	<u>\$482,088</u>	<u>\$2,348,478</u>

Financial Note:

- 1) Contract Price
Add: HST @13%
Total Contract Price Including Taxes
Less: HST Rebate
Net Contract Price

<u>GGAPPL1905</u>
\$473,750
61,588
<u>535,338</u>
53,250
<u>\$482,088</u>

- 2) The second and third year costs associated with this award will be funded through operating.

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Jason Davies
Manager of Financial Planning & Policy