

Committee of the Whole (2) Report

DATE: Tuesday, February 8, 2022

WARD(S): ALL

**TITLE: REQUEST FOR APPROVAL OF SINGLE SOURCE FOR
ENTERPRISE CONTENT MANAGEMENT (ECM) SYSTEM:
THIRD PARTY CONSULTING ADVISORY SERVICES AND
INFORMATION GOVERNANCE POLICIES AND PROCEDURES
SUPPORT SERVICES**

FROM:

Wendy Law, Deputy City Manager, Legal and Administrative Services & City Solicitor
Michael Coroneos, Deputy City Manager, Corporate Services, City Treasurer and Chief
Financial Officer

ACTION: DECISION

Purpose

To award the procurement of Third-Party Consulting Advisory Services, and Information Governance Policies and Procedures Support Services, in support of Enterprise Content Management (ECM) implementation strategy of Phase 3A (Solution Implementation of up to 8 departments) anticipated to begin Q2 2022.

Report Highlights

- ECM Project Implementation team requires the continuation of Third-Party Advisory Services, and Information Governance Policies and Procedures Support Services (“Technical Advisory Services”) to support the continuation of implementing the ECM Roadmap and Strategy.
- To implement the Phase 3A of the ECM project, the total value for the Technical Advisory Services is projected to be \$130,659 incl. taxes and administrative fees.

Report Highlights continued

- infoNexus Consulting Inc was selected from a RFP competitive process for the implementation of Phases 1 and 2 of the ECM project and have specialized in-depth knowledge of the City's technical and functional requirements and specifications, as well as the necessary resources and expertise required to complete the project deliverables within the required timeline.
- The ECM Project Implementation Team has sufficient approved budget to accommodate this Single Source request to complete Phase 3A of this project should Council approve.

Recommendations

1. That Council authorize a single source procurement for Technical Advisory Services to infoNexus Consulting Inc. for the Enterprise Content Management (ECM) project.
2. That the Director of Procurement Services be authorized to finalize and execute any necessary agreements for Technical Advisory Services for Phase 3A of the ECM project, in a form satisfactory to Legal Services.
3. That staff be authorized to negotiate agreements for technical advisory services for Phases 3b, and 3c of the project with infoNexus Consulting Inc., should Council approve budget funding for these phases of the project in future budget deliberations.
4. That the Director of Procurement be authorized to execute agreements for Phase 3b and 3c of the ECM project, in a form satisfactory to Legal Services, subject to budget approval for additional phases of the ECM project.

Background

Enterprise Content Management (ECM) system is identified as a 2018 - 2022 Term of Council Key Priority

The ECM system is identified as an Enterprise-wide Term of Council Key Priority for the 2018 – 2022 Strategic Plan, in support of the City's "Good Governance" and "Operational Performance" objective. The ECM solution will establish an electronic corporate-wide information management system that will act as the key corporate recordkeeping system to access, protect, preserve, and reuse unstructured and certain structured digital records information. An ECM software system will enable the City to manage and dispose of electronic records in an effective manner that is in compliance with legal and audit requirements. It will provide a framework that will drive new business efficiencies, support decision making and facilitate improved collaboration among staff and business units, whether working on City facilities or remotely from

home and other locations. This is also critical to support the City's Alternative Work Arrangement Policy.

The ECM project is jointly led by the Office of the City Clerk and the Office of the Chief Information Officer.

ECM Project Objectives:

The City anticipates that the overall corporate-wide ECM system will act as the key corporate recordkeeping system to access, protect, preserve, and reuse unstructured and certain structured digital records and information. It will:

- Maintain assets & infrastructure to ensure the City meets legislative, privacy, and accessibility requirements.
- Enable Alternative Work Arrangements for staff who can access records remotely.
- Lead and promote environmental sustainability by reducing paper records.
- Pursue excellence in service delivery to ensure completion of documentation and that documents and information are accessible in a timely, reliable, and controlled manner.
- Encourage productivity and allow the workforce to focus on core activities, through minimizing administrative, repetitive, and frustrating activities associated with finding, validating, and copying documents and records.
- Demonstrate leadership and promote effective governance in driving efficiencies, supporting regulatory compliance, and demonstrating strong leadership and 'value for money' to the citizens and businesses in Vaughan.
- Protect Corporate records from unauthorized access and tampering.

Implementation of a successful ECM system is dependent on experienced execution and updated Information Governance Policies

The overall project will be undertaken in three phases, and has already received capital funding approval by Council through the City's budget cycle. Phases 1 to 2A are now complete.

- Phase 1 (May – December 2020) work consists of retaining a consultant to conduct an overview, gap analysis, undertake several supporting studies, and subsequently develop a Business Case. infoNexus Consulting Inc. was retained by the City through a RFP process to conduct this work which has been completed to-date.
- Phase 2 (January – December 2021) Based on the work completed in Phase 1, infoNexus Consulting Inc. provided a recommendation report for a preferred ECM solution and supported the project implementation team with the

development of a RFP for the acquisition, installation, and implementation of a solution, which has been completed to-date.

Phase 2 of the project will also include the development of Information Architecture (IA) of the project – to be completed simultaneous with the implementation of the software for Phase 3. The development of an IA infrastructure is required in order to effectively set up the ECM software solution and will inform the requirements for an updated Records Retention Policy and By-law to ensure the City meets recommended legal and audit requirements.

- Phase 3 (Q2 2022 – Q4 2026) is the implementation of the software solution, once the procurement process, including awarding the contract is completed by approximately end of Q1 2022. The City anticipates the overall acquisition, installation and implementation process will be approximately 60 months (5 years). Upon awarding the contract anticipated for end of Q1 2022, the City will require the retained consultant to provide technical advisory support to City staff on the implementation of the acquired system.

The solution roll-out will be completed in three parts (Phase 3A, 3B, and 3C). Phase 3A (Implementation for up to eight departments) is anticipated to begin early Q2 2022. Phases 3B and 3C will be implemented subject to Council's approval of funding in 2023. To effectively implement the solution, it will involve the management of the solution vendor, the review of technical deliverables and assessment of recommendations and strategic approaches to ensure project objectives are met to City standards for up to eight departments at the City.

Previous Reports/Authority

N/A

Analysis and Options

Phase 3 is the most crucial phase of the project and requires subject matter expertise and experience. The roll-out of an ECM system at this scale has never been implemented at the City of Vaughan before. Therefore, staff are requesting that the City continue to retain infoNexus Consulting Inc. for purposes of business continuity, governance, and risk mitigation. The City is currently entering into negotiations with the external solution vendor as part of the procurement process and is anticipated for completion by end of Q1 2022. It is important that the appropriate technical advisory support is obtained to support the staff project team to ensure a successful project implementation.

Corporate Procurement Policy Requirements

Under Section 3, Item 3.6 c) of the Corporate Procurement Policy (PS-003): *City Council shall approve the award of contracts where: c) the award is for a Single Source contract and the total cost of the contract exceeds \$100,000.*

A single source award to infoNexus Consulting Inc. is aligned with the Corporate Procurement Policy under Section 4, item 4.2.4:

- c) there is a need for standardization or compatibility with services previously acquired or the services will be additional to similar services being supplied under an existing contract (i.e., contract extension or renewal)
- f) the ability of a specific vendor to deliver within the requested timeframe,
- h) the required services are to be supplied by a particular vendor(s) having special knowledge, skills, expertise, or experience

A competitive procurement process will result in additional delays to the implementation of Phase 3A of project, with a negative impact on the first phase of roll-out, as the procurement for each of these services have taken approximately four - six months to procure individually. This would not include the time it would be required to onboard a new consultant and understand the City's unique business and functional operations. The timeline requirements for Phase 3A (Solution Acquisition, Installation, and Implementation), by end of Q4 2022 cannot be met using the normal procurement approach.

infoNexus was retained originally by the City in 2020 to assist the City in the completion of the Vaughan Enterprise Content Management System Strategy and Implementation Plan update. infoNexus Consulting Inc. has been directly involved in much of the earlier work for the preparation of the ECM System Strategy & Implementation Plan, which included a gap needs analysis and extensive stakeholder engagement, and throughout the work has gained significant and valuable familiarity with all the issues and risks at the City required to be addressed prior to solution deployment. Throughout the earlier work, infoNexus Consulting Inc. has also developed and nurtured relationships with key City staff/stakeholders who will be involved in the development of the City's updated records management framework.

As a result of this experience, infoNexus Consulting Inc. would have no start-up or familiarization requirements and is ready to undertake the work immediately. Other potential ECM service providers would require significant familiarization and start-up

time and would need to establish new stakeholder relationships, thus delaying the implementation of Phase 3A solution installation and rollout.

The ECM Implementation Team is recommending the single source contract be awarded to infoNexus Consulting Inc. to ensure the continuity of business, governance and current state strategy is considered into Phase 3 of project implementation

Staff recommend that the City continues employing infoNexus Consulting Inc. to provide needed Technical Advisory Services needed to deliver the ECM solution implementation for the entire Phase 3. However, at this time, Council has approved funding only for Phase 3A of the project, as this is the phase that will take the City to 2023. It is anticipated that staff will seek additional funding approval for the project at the next budget cycle for Phases 3B and 3C, at which time staff will also negotiate with infoNexus Consulting Inc. for the required Technical Advisory Services.

Financial Impact

Funding for these services in the amount of \$130,659 (inclusive of applicable taxes and administrative fees) is available within the previously approved Capital Project IT-2502-19 (Corporate Electronic Document and Records Management System).

The estimated total cost for infoNexus Consulting Inc. professional services is calculated as follows:

infoNexus Consulting – Third Party Advisory Services	\$121,000
infoNexus IG Policies and Procedures Support Services	\$7,400
Sub-total	\$128,400
HST (1.76%) Non-recoverable	\$2,259.84
Total	\$130,659.84
Administrative Recovery (3%)	\$3,919.79
Net Total Cost	\$130,659.84

At this time, Council has approved funding for Phase 3A of the ECM project. As such, the single source award at this time to infoNexus Consulting Inc. is limited to the Technical Advisory Services required for this phase of the project. If Council approves funding for Phases 3B and 3C at future budget deliberations, staff will negotiate with the consultant to determine the scope of work and pricing for Technical Advisory Services for those phases.

Broader Regional Impacts/Considerations

There are no broader regional impacts or considerations with this report.

Conclusion

City of Vaughan staff will continue to work towards achieving full implementation of the ECMS by the targeted timelines. With Phase 3 anticipated to begin Q2 2022, the ECM Implementation team is requesting resource support to address the gap in ECM implementation experience and subject matter expertise.

Given the competitive procurement process can take approximately four to six months to complete, will significantly delay the project rollout and implementation deadlines, this does not include on-boarding of external consultants. The project implementation team is requesting continuation of Technical Advisory Services to be provided by infoNexus Consulting Inc. to support the continuation of implementing Phase 3 of the ECM project.

For more information, please contact: Melissa Rossi, Project Manager at x8614
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Attachments

N/A

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