



Staff Report

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Report To:	General Government Committee		
Date of Meeting:	May 11, 2020	Report Number:	COD-018-20
Submitted By:	Marie Marano, Director of Corporate Services		
Reviewed By:	Andrew C. Allison, CAO	Resolution#:	GG-102-20, C-246-20
File Number:	RFP2019-4B	By-law Number:	
Report Subject:	Municipal Business Solution		

Recommendations:

1. That Report COD-018-20 be received;
2. That the proposal received from Vision 33, being the most responsive bidder meeting all terms, conditions and specifications of RFP2019-4B be awarded the contract for the development and installation of the Municipal Business Solution;
3. That the required funding for this project in the amount of \$5,083,986.59 (Net HST Rebate) over the ten-year period be approved with the account distribution to be confirmed annually as part of the budget process;
4. That Council authorizes the use of reserve funds from the Tax Rate Stabilization Reserve Fund in the amount of \$275,000 and from the Building Inspection Reserve Fund in the amount of \$250,000 in 2021; and
5. That all interested parties listed in Report COD-018-20 and any delegations be advised of Council's decision.

Report Overview

The Municipal Business Solution (MBS) is an opportunity to enhance the customer experience and provide demonstrable gains in efficiency and effectiveness. The purpose of this report is to obtain authorization to move forward with an award to Vision 33 for the development and implementation of the recommended Municipal Business Solution in accordance to the terms, conditions and specifications of RFP2020-4B.

1. Background

- 1.1 It has become a necessity for Clarington to replace its current Land Development Office (LDO) system used to track municipal law enforcement case files, building permits, planning and land-use applications through the planning process and to monitor development trends over time with an advanced modern system. The LDO system was implemented in 2005 and lacks important features required in today's digital world. Technologically, Clarington needs to keep pace with its peer Municipalities in regard to Land Development Software and to be able to maximize all opportunities to deliver value to its residents, businesses and visitors through modern, technology-enabled services. The next level of efficiencies and effectiveness comes from comprehensive business solutions that will support complete, interdepartmental workflows, eliminate data duplication, improve customer service, and deliver powerful and integrated information for the next level of sophistication in modern business management. The existing system does not have the functional capabilities staff in all departments require and has reached end-of-useful-life as there are no further enhancements being made and only the basic framework of the software is being maintained. Therefore it is vital for the existing system to be replaced as soon as possible in order to mitigate risk to the integrity of the municipal data and IT infrastructure. There is a need for new technology to support increased volume and complexity of work and opportunities to achieve efficiencies through the ability to work in the field. Customer expectations now include 24/7 access to service information, booking and application processes, status updates and personal account information. In most cases these customer-facing systems and views require access to real-time data and assume that processes will move along in a predictable fashion.
- 1.2 Municipal Business Solution (MBS) system will be Clarington's most robust software acquisition to date and it will be a corporate solution, encompassing and linking the business processes of all departments. In addition to other workflow initiatives, this comprehensive project was initiated through the IT Strategic Plan and through multi-year budgeting it is being brought forward as part of the 2020 Budget. The MBS system addresses at least seven items from the IT Strategic Plan which includes the following:

- LDO replacement;
- Customer Relationship Management (CRM);
- Online Strategy;
- eForms Strategy;
- Remote access;
- Collaboration tools; and
- (Possibly) Work Management for Operations.

The ability to have all departments access the software using a central database will significantly benefit the Municipality, our residents and stakeholders. The central database will allow internal and external users to have real-time access to their respective file whether it is a building permit application, complaint, business licensing application, or development application. Examples of opportunities for process automation and improvement include workflows, on-line applications, file upload and assignment inspection scheduling, on-scene / in-field file updates, cross-departmental shared access, and real-time reporting. One specific process improvement that will be realized in the Building Division is that all building inspections will be digital with information automatically being updated to the new system. This eliminates the need to handle the inspection information twice once the inspector returns to the office transferring handwritten paper records to digital records allowing for more efficient use of staff's time.

- 1.4 Implementation of the MBS will facilitate collaboration amongst all departments. Through integration with existing systems, investments will be maximized, and process improvements and efficiencies will be realized. Other workflow automation projects currently in place or imminently, include: electronic agendas and meeting management, electronic invoice approvals, e-procurement, electronic fund transfers, parking ticket issuance and payment collection, marriage license applications and issuance, on-line collaboration, scheduling, sidewalk inspections, online inquiry for all departments where inquiries can be made.
- 1.5 The MBS system will allow the Municipality to conduct business with a more customer-centric approach. It will provide citizens with an online opportunity to apply for permits, submit payments, submit applications and the ability to attach supporting documents or drawings and extract meaningful information (e.g. determine the status on whether a subdivision has been assumed by the Municipality, etc.).
- 1.6 The software solution would address existing and potential future business processes that include:
 - Development (Planning & Engineering) Tracking

- Building Permit – Administration and inspections
- Digital Plans Review
- E-Application Submission and tracking
- Online Payment Collection
- Municipal Law Enforcement occurrence tracking
- Fire Inspection Activity Tracking
- Integration with ArcGIS, Dynamics Great Plains (GP) Financial System, City Wide Asset Management, Property Tax System & Document Management System (Laserfiche or Sharepoint Portal or both)
- Corporate Agreements Management and Tracking (Legal)
- Property Information Management (MPAC & Teranet)
- Mobile Workforce (For inspections and investigations by the infield staff of various departments)
- Citizen Portal / Customer Relationship Management (CRM) Solution integrated with Other Applications
- Public Works Maintenance System
- Inspections, including but not limited to parks, playground, roads and workplace
- Road Patrol
- Fleet Services and Building Services work order tracking
- Sign reflectivity inventory testing

2. Methodology

- 2.1 A Working Group was formed to assist in the development of the requirements and terms of reference for the potential new software solution. The Working Group includes subject matter experts from all departments. Over 275 business and technical requirements were documented based on the existing and future needs of the system. Each process was prioritized using “Mandatory”, “Should Have” and “Could Have” classifications.
- 2.2 Once all departments’ requirements and processes were determined, the information was provided to the Purchasing Services Division. The intent of collecting this information was to develop a Request for Proposal (RFP) document that would allow interested and qualified proponents to respond to the Municipality’s request for the supply, delivery, data migration, installation, training, testing and service/support of an MBS. The selected software would then replace the existing LDO solution and incorporate additional modules in accordance with the Information Technology Strategic Plan.

- 2.3 An Expression of Interest (EOI) was issued March 14, 2019. The intent of the EOI was to determine if there were any qualified companies interested in providing a software solution which could meet the Municipal requirements as determined by the Working Group. Eight companies responded to the EOI advising that they met the requirements and were able to provide a solution.
- 2.4 Based on the findings from the EOI the RFP was drafted. The RFP's purpose was to seek a qualified company for the MBS system integration and implementation.
- 2.5 The scope of the project, along with the RFP specifications, were provided by the Information and Technology (IT) Division of the Corporate Services Department in consultation with the Working Group.
- 2.6 RFP2019-4 was issued by the Purchasing Services Division and advertised electronically on the Municipality's website. Notification of the availability of the document was also posted on the Ontario Public Buyer's Association website. Twenty-three companies downloaded the bid document.
- 2.7 The RFP closed on July 10, 2019. Six proposals were received. One proposal was deemed non-compliant due to not meeting all the mandatory requirements noted within the RFP. Compliant proposals were distributed to the evaluation committee for their review and scoring.
- 2.8 Technical Proposals were first evaluated and scored independently by the members of the evaluation committee in accordance with the established criteria as outlined in the RFP. The evaluation committee was comprised of staff from the IT Division, Clerk's Department, Emergency and Fire Services, Engineering Services, Finance, Operations, Planning Services, and the Purchasing Services Division.
- 2.9 The evaluation committee met to review and agree upon the overall scores for each proposal. Some of the areas on which submissions were evaluated were as follows:
 - Highlights of services provided within past five years only;
 - Allocated roles and responsibilities of team members;
 - Demonstrated understanding of the Municipality's requirements, the project and related issues.
- 2.10 Upon completion of the evaluation, the evaluation committee concluded that the following two proponents met the pre-established threshold of 80% for Phase 1 and moved on to the second phase:
 - Unisys
 - Vision 33

- 2.11 Both proponents, Unisys and Vision 33, were invited to present their proposed solutions to the Municipality. Both Proponents were deemed able to meet the Municipality's requirements and their pricing envelopes were opened.
- 2.12 After reviewing and further consideration, it was deemed that the five-year pricing initially requested within the RFP did not provide sufficient information for the Municipality to make a recommendation.
- 2.13 After consulting with Legal, the recommendation was to cancel RFP 2019-4 and re-issue a revised RFP (RFP2019-4B) to the two proponents who were short-listed from RFP2019-4. RFP2019-4B allowed the Municipality to review the pricing over a ten-year period to ensure that the award was in the best interest of the Municipality and to get a more detailed breakdown of the associated costs over the 10-year period, thus enabling the Municipality to budget accordingly.
- 2.14 Submissions were received from the two invited proponents. Submissions were reviewed by the Purchasing Services Division and shared with the Working Group for further review and comment.
- 2.15 The Working Group agreed that Vision 33's proposal had the lowest overall cost and met all the requirements of the RFP document. On the recommendation of the Working Group and IT Steering Committee, the Purchasing Services Division began negotiations with Vision 33.
- 2.16 Through a series of meetings with Vision 33, the Purchasing Services Division was able to successfully reduce the cost of the proposed solution by approximately 7.75% from the original submission received for RFP 2019-4B.
- 2.17 Once an award of contract is made, Vision 33 will work with the Municipality's Working Group to review the required processes and to gather a stronger understanding of how information needs to flow between users. Once Vision 33 has gathered all the required information they will begin to develop and build the system for the Municipality. The gathering of information and the building of the system will be the first step. Throughout the process, they will be working with Municipal representatives to test the modules and the flow of information. Once everything has been confirmed to be working as required, the system will be implemented in stages by allowing groups of users to test it in the field prior to rolling out to all users. It is anticipated the development and implementation will take approximately 13-16 months in order to have the system up and running for all municipal users and the public.

3. Comments

- 3.1 This comprehensive project was initiated through the IT Strategic Plan and through multi-year budgeting it is being brought forward in the 2020 Budget. As previously noted, the MBS addresses at least seven items from the IT Strategic plan.
- 3.2 The MBS also meets a key pillar outlined in Council's Strategic Plan, 2019 to 2022, building "Engaged Communities". This priority seeks to enhance two-way communication with the community. By having information readily accessible and implementing the Customer Relationship Management (CRM) the MBS is facilitating this Council priority.
- 3.3 The Emergency Management Plan includes Annex V which speaks to Municipal Business Continuity in the event of a pandemic or similar emergency. At a Pandemic Alert Phase 3, staff should be able to: develop greater use of electronic circulation of Planning Development Applications and documents from all other departments that would reduce the impact of face-to-face exchange of paper. Electronic circulation would be "germ-free"; and Test resources for work-from-home critical core services (Payroll, Accounts Receivable/Payable). At Pandemic Alert Phase 5 the Municipality is to initiate work-from-home where applicable. At Pandemic Alert Phase 6 (which we are now at), the Municipality is to implement video conferencing for public information, public meetings, staff meetings which we have done successfully.
- 3.4 Without an electronic file system for land use planning, the Municipality would not be able to maintain critical services for the community. The past few weeks have tested the limits for our existing digital systems. We are in many situations able to continue to provide services using work arounds, however, in many cases it is not efficient and certainly not how the Municipality wants to carry on business for an extended period of time.
- 3.5 This system would provide a fully integrated electronic process for land use planning applications that carries information through the whole process from the point of the initial application through pre-consultation to the processing of building permits and the eventual release of securities for the subdivision works and site plan. Examples of efficiencies that would be gained includes: a streamlined the filing system; elimination of duplication, reduced printing costs, increased storage space as duplicate files are no longer required, as well as provide better customer service for real estate agents, lawyers, developers, home builders, residents and municipal staff by allowing easier access to files associated to a property.

Benefits of Proposed System

- 3.6 MBS will serve the entire Corporation by reducing the efforts required for managing documents and files, which is both a cost and service improvement.

- 3.7 At a service level, it will increase the ability to improve and create departmental and interdepartmental built-in processes and maintain customer data/history linked between departments.
- 3.8 MBS as a Customer Relations Management (CRM) system will improve service levels to the public.
- 3.9 The system will allow Operations field staff to complete customized inspections for the purpose of maintaining specific areas, such as storm water management ponds, parks and playgrounds. With real time inspection data, we have an opportunity to improve maintenance turnaround time.
- 3.10 Building Inspections:
- All permit holders could electronically book inspection requests.
 - Building Inspectors would receive their inspection lists electronically and would have all the relevant information for each inspection on their wireless device.
 - The use of paper to print their inspections list, previous permits inspection history and sign off sheets would be eliminated.
 - The Inspectors would be entering their inspections directly into the system rather than recording them on paper and then having the clerical staff enter the results into LDO.
- 3.11 Electronic Land -use Applications and Review:
- Applicants could apply for and submit all the documentation required to obtain a building permit electronically at any time of the day.
 - Traveling and printing costs would be eliminated for the applicant.
 - Scanning costs incurred by the Municipality would be eliminated.
 - During situations like COVID-19, it would eliminate in person contact, and facilitate working remotely.
 - Documents would be shared electronically among staff in various departments, Planning Services, Engineering Services, and Emergency and Fire Services and commenting agencies, reducing review times and documenting results throughout workflows.
 - Issued permits would be provided to applicant electronically eliminating travel and in person contact.

- Inspection and release of letters of credit, would not have to travel through multiple departments rather they would be uploaded, sent to the next approval step and releases could be automatically generated.

3.12 Municipal Law Enforcement:

- Business License applicants could apply and submit required documents for a license electronically from any location, at any given time, and provide payment upon approval; thus reducing costs associated with scanning, printing and travel; providing an improved customer experience, especially for those who are not local and are participating in Special Events.
- Officers would always have access to their case files, in real-time; providing them with the information necessary to carry out their duties in the most efficient and effective manner and allowing them to update in real-time, thus eliminating time spent duplicating notes into the present system, and time and money spent on travel.
- Calls for service would be dispatched in real-time; enhancing response times.
- The mobile component allows any place to become the Officers' 'office'; reducing travel time and associated costs; increasing productivity.
- Notices and Orders would be able to be produced and issued in the field; increasing response times, decreasing travel time and time spent manually attaching documents to files.
- Automatic upload and attachment of documents to files reduces the potential for human error and saves time.
- The ability of an Officer to view newly dispatched files and existing files with their corresponding due date in the field, eliminates the need for an Officer to manually run a query and print it out at the beginning of their shift.
- Enabling callers to track on-line status of their call.

3.13 Emergency and Fire Services:

- Fire inspection data can be stored with photos and other attachments in case files.
- Integrated form creation for inspection and enforcement documents reduces duplication of work.
- Integration of building and occupancy data ensures consistency; ensures changes of use are immediately recognized by all departments.
- Inspection and public education scheduling from central system.

- Improved activity and productivity reporting by tracking actual time spent on case files.
- Improved security and document management features means a reduction in the amount of paper being used as documents will not have to be printed and stored in physical files.

3.14 MBS will have the capacity to schedule maintenance and route plan work orders. These tools will provide staff with an opportunity to improve processes, which will therefore, improve maintenance turnaround time.

4. Financial

- 4.1 Funds were budgeted in 2019 and 2020 budget years for the replacement of the LDO system which is included as part of this project. It is recommended that the funds required in the amount of \$5,083,986.59 (net HST Rebate) over the ten-year period be approved with the account distribution to be confirmed annually as part of the budget process.
- 4.2 The project is anticipated to have significant financial costs in the first two years of the implementation with lower annual operating costs in 2022 to 2029.
- 4.3 As the project was identified as being for the benefit of the Building Inspection Branch there is the ability to fund the costs from building permit fees. This has been done through the planned use of \$1.0 million from the Building Inspection Reserve Fund and \$250,000 per year from the building permit revenues.
- 4.4 The 2020 budget year costs have been budgeted with approximately \$240,000 being left to fund the 2021 costs for the project. There remains a requirement, after the application of the building permit revenue, for approximately \$548,400 in budget approval funding for 2021.
- 4.5 The 2021 funding requirement should be made up of reserve fund contributions and tax levy. It is suggested that \$275,000 could come from the Tax Rate Stabilization Reserve Fund and \$250,000 from the Building Inspection Reserve Fund. The remaining \$23,396 would be funded from the 2021 tax levy which starts an annual tax levy funding contribution going forward.
- 4.6 The annual budget year cost is broken out on Attachment #1.

5. Concurrence

This report has been reviewed by all Department Heads who concur with the recommendations and the Director of Finance has signed off approval to the financial components of this report.

6. Conclusion

- 6.1 The MBS software acquisition is an opportunity to enhance the customer experience and provide demonstrable gains in efficiency and effectiveness. Improving the development approval process has been identified as a key action and goal outlined in our corporate IT strategy. This system should be considered high priority investment opportunity.
- 6.2 It is recommended that Vision 33, being the Proponent meeting our minimum passing threshold and having the lowest price, be awarded the contract for the development and implementation of the proposed MBS in accordance to the terms, conditions and specifications of RFP2019-4B.
- 6.3 Acquiring and implementing a new data management system is transformational and reflective of best practices and moves Clarington forward to better serve our clients.

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Attachments:

Attachment 1 – Breakout of Annual Budget Year

Interested Parties:

List of Interested Parties available from Department.

Attachment #1 to Report COD-018-20 – Break-out of Annual Budget Year

	Budget Year									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	\$ 1,495,007	\$ 1,038,389	\$ 276,941	\$ 285,250	\$ 293,808	\$ 302,621	\$ 311,701	\$ 321,052	\$ 330,682	\$ 340,604
Accounted for in IT Budget	(1,495,007)	(239,993)								
Building Permit Allocation		(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Building Inspection RF		(250,000)								
Tax Rate Stabilization		(275,000)								
Tax Levy	\$ -	\$ 23,396	\$ 26,941	\$ 35,250	\$ 43,808	\$ 52,621	\$ 61,701	\$ 71,052	\$ 80,682	\$ 90,604