REQUEST FOR PROPOSAL ("RFP")

RFP Title:	Contracting Authority:
NGC Website Redevelopment Project Planning, Design, Development And Implementation	*Name*: Kathy Broom *Title*: Procurement Manager *Email:* kbroom@gallery.ca
RFP #: NGC107224	**Issue Date:** February 2016
Close Date & Time: March 22, 2016 at 2:00 PM EST	National Gallery of Canada 380 Sussex Drive P.O. 427, Station A Ottawa, Ontario K1N 9N4

Canada

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1   INTRODUCTION

The purpose of this section is to provide general information about the National Gallery of Canada ("NGC") and this RFP.

1.1   NGC OVERVIEW

The National Gallery of Canada is a Crown corporation of the Government of Canada renowned for its exceptional collections of historical and contemporary Canadian art. The Gallery also maintains Canada's premier collection of European Art from the 14th to the 21st century, as well as important works of American, Asian and Indigenous Art and renowned international collections of prints, drawings and photographs. In 2015, the National Gallery of Canada established the Canadian Photography Institute, a global multidisciplinary research center dedicated to the history, evolution and future of photography. The Gallery makes these works and knowledge accessible to the general public through an extensive exhibition and publication program. The Gallery is recognized as a leader in the national and international art museum communities.

The principal building, which holds this collection, is located at 380 Sussex Drive in Ottawa. The Gallery also welcomes about 300,000 visitors each year. The 800,000 square feet purpose-built Gallery building includes 172,000 square feet dedicated to exhibition space. In addition to the activities in the national capital, the Gallery engages Canadians with its knowledge and collection through its websites, travelling exhibitions and regular contributions to external venues such as the Venice Biennale. The collection of nearly 65,000 objects is about 50% digitized in 2D format, and about 3% of the collection is available online.

The Gallery's digital presence is dispersed through several websites and web applications. The main website (www.gallery.ca) was last redeveloped in 2010 using the Open Text Red Dot Content Management System (CMS). There is also a parallel partially responsive site for mobile devices, and a range of micro sites developed in static HTML. A number of other sites, such www.ngcmagazine.ca and www.soyouwanttobeanartist.ca, have also been developed under various other CMS. The main Gallery website also offers content drawn from Collections and Events databases and is linked to ecommerce applications for memberships, bookstore and tickets as well as a wide range of Social Media applications.

For more details visit: www.gallery.ca

1.2   PURPOSE OF THIS RFP

The NGC requests proposals for the provision of **web development and support services** for the period from **May 1, 2016** to **March 31, 2017** for the redevelopment of its public website, where requirements are described in section 2, the Statement of Work ("Services" or "SOW").

1.3   DOCUMENTS FOR THIS RFP

The documents listed below form part of and are incorporated into this RFP:

- This RFP document
- Appendix **A** – NGC General Conditions
- Appendix **B** – Confidentiality Agreement
- Appendix **C** – Mandatory (M) Requirements Checklist
- Appendix **D** – Rated (R) Requirements Checklist

- Appendix **E** – Presentation requirements for Shortlisted Proponents
- Appendix **F** – Forms (Mandatory)

1.4   TARGET DATES FOR THIS RFP

The following schedule summarizes significant target events for the RFP process. The dates may be changed by NGC at its sole discretion and shall not become conditions of any Contract that may be entered into by NGC and the selected Proponent.

#	Event	Date
1	RFP issue date	See page 1
2	Deadline for Enquiries	See Section 5.1
3	RFP close date	See page 1
4	Presentations/Demos by shortlisted Proponent(s)	Week of April 11, 2016

2   STATEMENT OF WORK

This section is intended to provide Proponents with the information necessary to develop a competitive proposal. The Statement of Work ("SOW") is a complete description of the tasks to be done, results to be achieved, and/or the goods to be supplied.

2.1   INTRODUCTION AND PROJECT OVERVIEW

The Gallery is developing a Digital Engagement Strategy to steer the deployment of digital solutions in support of its business functions. The digital strategy includes the deployment of CRMs, e-marketing, mobile experiences, online interactives, e-commerce, etc. A key component of this strategy includes the redevelopment and regrouping of all of the Gallery Web Presence under a single web content management system.

The Gallery wants to implement a web content management approach with distributed page ownership, and update accountabilities to take advantage of new CMS capacities. The new CMS will be required to fully integrate with *Piction*, the Digital Asset Management system selected by the Gallery, and *SharePoint*, the selected enterprise information management system. The new CMS must be able to support a fully accessible web presence, responsive to mobile technologies, able to leverage ecommerce applications, and support e-marketing campaigns as well as Social Media experiences to enhance user experience and optimize the presentation of content, including new features such as RSS syndication, blogs, commenting, social tagging, sharing, geo-localization and personalization.

The desired outcomes from the Web Redevelopment Project, will be:

- A mobile responsive and fully accessible website.
- An improved CMS and workflow.
- A flexible and adaptable web structure.
- Improved fulfilment of user needs and wants.
- Additional opportunities for revenue generation.
- Seamless integration with mobile, social and other digital technologies.

2.1.1   Long term goals of the web redevelopment initiative

Ultimately this project is a "clean up" and reset of the NGC's web presence with the ultimate goal of putting in place a platform to enable the Gallery's web presence to continue to iterate towards:

- Improving our digital marketing capacity and capabilities.
- Enhancing physical visits to the Gallery by leveraging digital technologies.
- Providing greater access to the Gallery's collection.
- Increasing awareness and appreciation for art amongst Canadians through a stronger online and social media presence.

2.1.2   Primary functions of the website:

1. Encourage and facilitates visits to the Gallery, participation to activities and e-commerce engagement. Extends to remotely presented exhibitions activities. Calls to action: visit, shop, donate, and join.

2. Inform, educate and engage web users in the discovery and exploration of the world of visual art and artists, both Canadian and international, historical and contemporary through the discovery of the Collection, curated content, learning experience and reference tools. Calls to action: read, comment, explore, subscribe etc.

2.2 BACKGROUND INFORMATION

2.2.1 NGC Website:

The web redevelopment initiative will regroup the following webpages/sites under a unique CMS infrastructure.
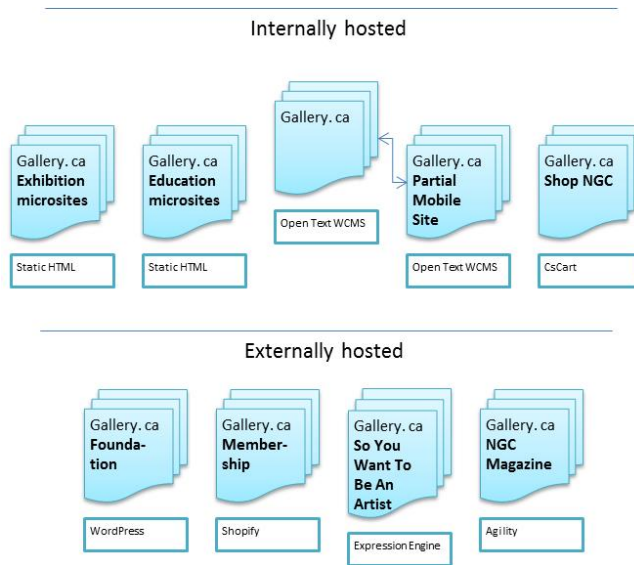
2.2.2 Current Website Metrics

Metric	Description
Sessions:	**Gallery.ca:** Approximately 105,000 sessions per month (High of 118,000, low of 92,000) **ngcmagazine.ca:** Approximately 10,000 sessions per month (High of 13,000, low of 7,000) (AGILITY) **ngcmembership.ca:** Approximately 28,300 sessions per month (SHOPIFY)
Page Views:	**Gallery.ca:** Approximately 350,000 page views per month (high of 380,000, low of 320,000) **ngcmagazine.ca:** Approximately 19,000 page views per month (high of 23,000, low of 15,000) **ngcmembership.ca:** Approximately 103,000 page views per month
User Sessions from Server logs:	Using server logs, the Gallery measured 3.9 million user sessions in 2014-15, up 11% from previous years.
# of Pages:	Approx. 6000 pages in English and French. (We expect to archive about 5000 of these)

2.2.3 Current Website Infrastructure

All incoming traffic to the NGC's website (www.gallery.ca), and its sub sites, is filtered through one of two ITS Firewalls. The traffic then reaches a high availability Barracuda load balancer (one primary, one backup) which assigns the incoming requests to either of the primary web servers (Round-robin scheduling). Depending on server load and the status of either web server, one or both servers may be used to handle incoming requests.

2.2.3.1 Web Front End:

Web Server 1

CPU: Intel Xeon E5620 - 2 CPU's, 4 cores each at 2.4 GHz; Memory: 4 GB; Disk: 146 GB
OS: Solaris 10, x86

- CyberMuse: Java application on Tomcat server to retrieve data from collection database
- Hosts PHP code to parse and render artist works/bio content retrieved from Java app

Web Server 2

CPU: Intel Xeon E5620 - 2 CPU's, 4 cores each at 2.4 GHz; Memory: 4 GB; Disk: 146 GB
OS: Solaris 10, x86

- Mirror of Web Server 1

Web Server 3 (Production and Staging)

CPU: Intel Xeon E5620 - 2 CPU's, 4 cores each at 2.4 GHz; Memory: 4 GB; Disk: 146 GB
OS: Solaris 10, x86

- Development and test environment for Web servers 1 and 2
- Also hosts MySQL DB (events calendar, etc…) which serves production site

InfoMuse (Virtual Server)

- Stages mini-sites
- Hosts Intranet (InfoMuse)
- Intended to replace web server 3 as staging environment

SQL Server:

Collection Database (Primary)

CPU: Intel Xeon E5620 - 2 CPU's, 4 cores each at 2.4 GHz; Memory: 32 GB; Disks: 66 GB, 837 GB
OS: Windows Server 2003, x86

- Database: Microsoft SQL Server Management Studio
- CyberMuse (collection) + Indexart databases

Collection Database (Failover)

CPU: Intel Xeon E5620 - 2 CPU's, 4 cores each at 2.4 GHz; Memory: 32 GB; Disks: 66 GB, 837 GB
OS: Windows Server 2003, x86

- Mirror of primary Collection Database

Web Search:

Google Search Appliance

- Used to search through NGC website content (www.gallery.ca)

Load Balancer:

Barracuda Load Balancer 340 (x2)

Technical Specifications

2.2.3.2 Collection Database (CyberMuse)

This MS-SQL database contains all artist and artwork information to be displayed on the web. The data is obtained from Mimsy and is populated using the MimsyMover Java application. Some of the key tables include:

- Artist, Artistlinguistic (artist and artist bios)
- Work, Worklingustic, Workimages (art work detail, association to artist and available images)
- Provenance, Provenancesubject
- Media, Workmedia

2.2.3.3 Current Website Inventory

- Sub Sites: 54
- Exhibition Sub Site example: www.gallery.ca/monet
- Event Sub Site example: www.gallery.ca/familysundays/
- Program Sub Site example: www.ngcmagazine.ca
- E-commerce Sub Site example: www.ngcmembership.ca

2.2.3.4 Storage Metrics (Database Size):

Site	Total Size
Collection Database (CyberMuse)	~ 18 692 MB
Sub Sites	~ 5 400 MB
Logs (Production Servers 1 and 2)	~ 3 200 MB

2.3 AREAS OF IMPROVEMENT

The Gallery has recently commissioned a web content audit and a series of research reports on Usability, User Experience, and the overall Information Architecture of Gallery.ca. The full reports will be available to the successful proponent.

The redeveloped website will include the following improvements:

2.3.1 Infrastructure

- A CMS that is flexible and easy to adapt, evolve and link to other digital technologies.
- A CMS that can support the publishing processes and workflow.

2.3.2 Structure and Content

a) A single website – To facilitate a better, more coherent and coordinated user experience, and searching across all web assets. The new web site should integrate the disparate websites into a single site managed by the proposed CMS.

b) A single, navigation structure – The navigation structure for the website should be one, consistent set of labels/menu across the website.

c) Dynamic Content / Personalization – The CMS should support dynamic content based on page tags, search terms and user behaviour and preferences.

d) Streamlined Content/Page Templates – The website should be built around a minimal number of templates that can be reused across the website. Modular on-page elements will allow the templates to be customised based on specific section or page requirements.

e) Workflow – The content management system and approach should support multiple content publishing workflows and facilitate content publishing for non-technical users through modular design, WYSIWYG editing tools and clean administrative interfaces.

f) Leveraging Mobile Experiences – The new website must provide responsive design for mobile devices including both small devices and tablets. The site must also allow the presentation of multimedia content for mobile devices to support visitors to the physical gallery and provide an enriched visit to the gallery.

g) Increasing the profile of art content – The website must assist in raising the profile of art related content from sources such as NGCMagazine, social media feeds, media relations, events and content reuse.

h) Art and Artists database – the website must leverage the dynamic digital asset management (DAM) system (Piction) and other art database assets. To that end, the CMS/site must allow for the following:

- o Searchable – The digital assets from the DAM should be easily searchable using a number of different elements and facets, including by: keyword; artist; type; category; topic; art movement; and, year.

- o Templated Context – Each artist, work and genre should include context/content that provides details about the element, starting at a high level and driving into more detail, as available, to support the range of users from a neophyte to expert.

- o Images – All copyright cleared images should be made available to users, or links to the (other sites hosting the) original artwork should be integrated to allow users to see examples.

- o Metadata and Filters – The Gallery should be able to tag content and users should be able to filter and sort the collection based on both a curated taxonomy provided by the Gallery as well as user contributed terms (folksonomy).

i) Users & Art engagement

- o Curated/planned Visits and Albums – Users should be allowed to select from existing visit and album options and/or build and then curate their own online collection of art, and even add to it from elsewhere.

- o Support integration of content with social media tools such as Facebook and Pinterest.

- o Enable collaboration spaces & special interest areas through extranets or wikis.

- o Enable user contributions to the folksonomy along with commenting and content contribution (specific instances tbd).

j) Increased profile of Art curators/experts through Bios, Blogs & publications. Provide the ability to tag content with a curator to aggregate it on his or her own page. (Similar to a blog author)

k) E-commerce – The CMS and site must support ecommerce functionality including, but not limited to:

- o An online boutique

- o E-Box Office: General admission and special activity tickets (timed or daily)

- o Free activity events reservations

- o Membership subscriptions

o Online donations
o Image purchases (commercial and academic)
o Facility room rentals booking
o School and group reservations

2.3.3 Information Architecture

The review of the current website structure and organization found the following issues:

- Overly complex navigation with separate menus
- Unclear distinction of labels
- Unintuitive grouping of content and repetition
- Embedded content added to complexity
- Inconsistent handling of landing pages
- Inconsistent handling of microsites
- Online content is not integrated and is artificially separate
- Lack of promotion of experts

The proposed high-level information architecture below aims to regroup content categories. The navigation architecture is to be further developed and refined as part of the deliverables of this project. Of particular note, the Canadian Photography Institute is a new feature to the NGC, and will need to be integrated into the navigation. Its profile and attributes have not yet been fully identified.

2.4   DESCRIPTION AND SCOPE OF WORK

2.4.1   Analyze and recommend the best option(s) for hosting the www.gallery.ca Website

Your proposal will recommend the optimal hosting solution for the Gallery's web property. The Gallery is open to recommendations for both onsite or offsite hosting, or Software as a Service (SaaS) solution. Hosting solution should support the recommended system described below in the 2) Recommend and implement a Content Management System (CMS) section

Your proposal will identify:

* The firm providing the hosting.
* Where the content is hosted (e.g. U.S., Canada, etc.). If the hosting environment is located outside of Canada, please explain how arrangements can be made to ensure that customer information can be stored in Canada.
* Support and maintenance services.
* Hosting cost structure.
* The technical architecture for the hosting architecture along with interactions between the CMS, development, staging and publishing environments and any and all existing or 3rd party applications such as CRMs, SharePoint and Piction.

If the proposed CMS solution is a Software as a Service (SaaS)/cloud solution, the proposal needs to detail:

* Where the content is hosted (e.g. U.S., Canada, etc.).
* How to export the content out to local servers.
* The backup capabilities.
* Disaster recovery options.
* How the monitoring and notification process on hacking / breach activities works.
* Providing hosting for a minimum of 1 year with options to extend in 1-year increments.

2.4.2   Recommend and implement a Content Management System (CMS)

Your proposal is required to recommend the redevelopment of the Gallery's web sites using a CMS solution for which you are certified or qualified.

We are seeking recommendations on a robust, enterprise level CMS that is easy to use and customizable to our needs. It should be a digital platform able to interact and connect with a wide range of digital tools and databases currently used by the Gallery.

As part of your bid, you must provide a description of the technology and programming language, the global adoption of the solution, and available community support tools and network.

Your proposal will provide detailed information for the evaluation of these criteria:

* Ability to support all required features identified in section 2.4.8
* Affordability (annual licensing, hosting, development costs, inclusion and exclusion of other proprietary software, costs to connect to Piction DAM and Sharepoint, etc.)

- Scalability (ability to accommodate increased traffic and additional content and users)
- Extensibility (ability and ease of adding features and functionality in the future, proprietary and non-proprietary)
- Adaptability (ability for the CMS to be modified to changing functional requirements in the future)
- Maturity (well established CMS with a large installed user base and proven ongoing development roadmap)
- Local (National Capital Region) capacity for development and support.

2.4.3 Design & Development

2.4.3.1 Planning

The Proponent will be required to plan out the redevelopment of the Gallery website in collaboration with the Gallery project team. Your proposal will provide a detailed implementation plan and project schedule that will at least address the following points:

Consultation phases

The proponent will plan out consultation periods for key decisional milestones. This will ensure broad employee and managerial support for the web site redevelopment project. As part of this the Gallery will conduct usability and audience testing with deliverables provided by the proponent including but not limited to the Information architecture, wireframes, creative concepts and functional elements such as Calendars, dynamic floorplans, etc.

Collaboration site

The proponent will set up a project management extranet site. The proponent will provide a project progress report every second week that will be posted on the Gallery's intranet site.

Iterative approach

The Gallery recognizes that redeveloping its entire web presence is a major undertaking. It is the Gallery's preference that the redevelopment of gallery.ca is done iteratively in logical and distinct implementable phases rather than as a single massive delivery.

Your proposal will explain how you propose to redevelop Gallery.ca in order to reduce risk and divide the project into a manageable phased approach. This might be by feature/function, by layer, by section of the site or some other approach.

Note: If an Agile methodology is adopted then the granular elements can be produced as part of the associated sprints; however, an overarching architecture, navigation schema (including template wireframes) and technical architecture must be defined and approved in advance.

2.4.3.2 A detailed Information Architecture and Wireframes

Your proposal will document how you will proceed to develop a detailed Information architecture including interaction design (navigation, forms, page templates, search functionality, DB Interfaces and search mechanisms, etc.), wireframes, site maps, breadcrumb structure, mock-ups, prototypes and must include mobile access to content and interactivity

The information architecture will be based on specific directions provided by the NGC web team, the research reports provided to the successful proponent, and the proponent's knowledge of industry best practices.

The successful proponent will conduct "formative" evaluation and usability testing to refine design and ensure effectiveness. The proposal should identify in the work breakdown structure appropriate methods and processes for testing information architecture and its usability (focus groups, card sorting, stakeholder interviews, etc.).

The information architecture must be developed to align with the CMS put forward by the proponent and selected by the Gallery.

Several micro-sites currently exist in parallel to the main site. Each has its own information architecture. Integration of these sites need be considered when developing the detailed Information Architecture.

2.4.3.3 Visual Design

Your proposal will document your firm's ability and experience in developing website visual designs that would be of similar complexity to the Gallery's brand, art publishing standard, adaptability to various types of art and technology and accessibility.

The NGC web team will provide the successful proponent with a creative brief detailing the graphic elements of the web site requiring change, overall look and feel requirements and the applicable NGC branding instructions.

The redesign will include:

- The provision of 3 creative concepts (including sample of Home, Landing and Content Pages for each) along with revisions to a single concept.
- All visual design, typography, colour palettes, graphics and iconography. (The Proponent's resources will produce all graphic design and associated production activities.)
- A style guide to provide ongoing guidance for the design of the website including Photoshop templates for replicating common elements (if required).
- Ensuring that all creative concepts meet WCAG 2.0 AA accessibility guidelines.
- The Proponent will be required to create a series of page mock-ups for usability testing.

The Gallery must approve all creative concepts, iconography, visuals and graphics.

The Proponent is responsible for ensuring that all creative elements are free of any copyright limitations and can be legally used by the Gallery with no additional licensing costs to the Gallery. The Gallery will own all design elements produced by the proponent once final payment under this project is made. A statement to this effect must be included in the agreement.

Once the creative concept is approved, the proponent will produce design mock-ups for all unique pages and features to illustrate how each section of the website will be displayed to accentuate their clarity and facilitate navigation.

- Designs for (exact page subject to change):
    1. Homepage
    2. Plan Your Visit Page
    3. What's On Page
    4. Event/Activity Page

5. Exhibitions Page (list of all exhibitions)
6. Exhibition Page (to feature an individual exhibition)
7. Content Page
8. Collections and Research Page
9. Collections Page
10. Research Page
11. Artefact Page
12. Topics Page
13. For Teachers Page
14. Library and Archives Page
15. Donations Page
16. Facility Rentals Page
17. Media Page
18. General Form Page

- Design of all other design assets : (exact assets subject to change)

19. Mega Dropdown Menus
20. Light box Effect Design
21. Slideshows
22. Design of all Blocks/Modules throughout the site including presentation of videos, downloadable files and documents, audio files, etc.
23. Icons (Identifying criteria of the event or program – i.e. Group Event, Kids Only, Fee, Weather Dependent, etc.)
24. Buttons (e.g. Search, Register, Next, Previous, etc.)
25. Social media account avatars and header graphics based on the selected creative concept.

2.4.3.4 Development and Site Build

Your proposal will document your ability to build and deploy a bilingual site within the proposed Content Management System and according to the approved Information Architecture and Wireframes including:

- All required templates, style sheets, and user interface elements.
- All workflows, user roles and supporting elements.
- All custom functionality identified during the planning.
- All integrations with identified 3rd party applications and databases.
- Browser compatibility with all modern desktop browsers (Chrome, Safari, Firefox, Edge/IE 9+) and mobile browsers (Android, OS, Blackberry) and graceful degradation for older browsers (I.E. 7 and 8, Opera, etc).

Specifically, the successful proponent will:

2.4.3.4.1 Create a development strategy

Based on the approved architecture, wireframes, design files, and a website rollout schedule, the Contractor will create a roadmap on how to approach the development/programming phase. This will include:

- Determine how to develop the back-end's site structure, templates, "projects", pragmatic workflows, security features, components, and databases.

- Determine how the Web Content Management system will interconnect with other products, such as Piction DAM, Sharepoint and other required databases and in-use digital applications.
- If determined necessary, develop a proof of concepts in order to determine whether a proposed approach is feasible.
- Determine a plan for how to manage broken links once we implement the new websites, since URLs will change once we launch the new websites (301 redirect strategy)
- Integrate Google Analytics following industry best practices for analytics.
- Plan for Search Engine Optimization.

2.4.3.4.2   Create a technical architecture for the Websites and CMS

The successful proponent will develop a Technical Architecture for the Gallery web presence including on both development and production environments. This architecture must outline server roles, required hardware resources, operating systems, software and services (including databases and Web server software), system and application accounts, and proposed configuration, in conjunction with the NGC IT and Web staff. The technical architecture must include all components needed for the project, including the custom events calendar, plug-ins, forms, e-commerce, and SSL certificates, clearly indicating where all data is stored and what database repositories are used. It should indicate how and where additional plug-ins and modules can be added. The architecture must address scalability, performance, availability and reliability. Existing micro sites should also be represented in the architecture.

This architecture will be used as the blueprint for server, network, firewall and backup configuration and disaster recovery planning for the subsequent stages of the project.

The technical architecture must also allow for options for future integrations, interactives/games, user generated content, on-line reservations, etc. (Note that development of these future elements are outside the scope of this current project but must still be included within the technical architecture.)

2.4.3.4.3   Install and configure the selected Web Content Management System.

Whether an onsite or offsite hosting solution is proposed, the proponent will be responsible for identifying the operating environment(s), server specifications, storage requirements and any other related technical requirements. The proponent will also be responsible for the installation and configuration of the selected Web Content Management System. In an off-site scenario, the proponent will work with the hosting provider to ensure successful setup and integration; in an on-site scenario, the proponent will work with the NGC's Information Technology Services (ITS) department.

2.4.3.4.4   Create the Website Management architecture and templates

The proponent will build the Website structure based on the provided information and taxonomy documentation. Approximately 20 unique page templates will need to be created. The proponent will create CSS3 files for all templates in order to ensure a consistent look and feel across all sections. CSS3 files will need to be created based on the provided designs.

The WCMS will be developed in such a way that will allow system users to add/edit/delete any content page, content block, slideshow, or plug-in. The system will also allow authorised users to manage all components, such as the events calendar, slideshows, etc. Account permissions will be set-up by the Proponent.

2.4.3.4.5   Develop and install all custom components, modules, interactive features and all other functional elements.

The proponent will develop all components and all functional and interactive features, such as the events calendar, dropdown menus, collapsible tree menus, slideshows, mega footers, tags, custom filters, advanced search features, social media bookmarking tools, and modules.

2.4.4   Content Migration

Content development is not part of the scope of this project. The Contractor will migrate and format all existing pages of content (including English and French).

The Proponent is responsible to develop a content migration plan along with a system for tracking content migration status for populating content in the new site in both English and French.

The Gallery will need to review the list of proposed content to be migrated to ensure that redundant, out of date or trivial content is not migrated.

The Gallery must be able to review all migrated content in both languages prior to publishing.

2.4.5   Deployment

The Proponent will be responsible for managing and implementation of all deployments of the new site. This includes:

* Link checking to ensure that all links to (from existing NGC properties) and from the site are working properly.
* Develop and implement redirect (301/302) and 404 strategies to ensure that the Gallery does not suffer undue loss of Search engine traffic and that all affected pages are properly redirected.
* Prepare a **testing plan** to cover:
  o   Load balancing and performance tests.
  o   Testing and validation of all code to ensure that it meets security and performance baselines.
  o   Browser testing (For desktop and mobile devices).
  o   Accessibility Testing (to meet WCAG 2.0 AA).
* **User Acceptance Testing** – Gallery stakeholders must be given pre-launch access to review the site and its content and provide feedback and adjustments. The successful Proponent must identify how they will manage this process to ensure that all feedback is captured, tracked and resolved in a timely and efficient fashion

2.4.6   Documentation and training

* The Proponent will prepare maintenance and technical documentation for the maintenance of the website in English (if available, also provide in French).
* The Proponent will offer CMS training sessions to up to 30 staff members. Different sessions will be offered to different types of CMS users, such as super administrators, administrators, editors, publishers and authors. Training schedule and session agendas will be recommended and provided by the successful proponent.

- The NGC estimates having about 10-15 site administrators/approvers, and about 20 content publishers

2.4.7 Maintenance and support

The successful Proponent will provide a 6-month warranty period for the site after completion of the project along with any updates to the CMS or technologies used in the development of the site. The proponent will ensure all publishing processes are in place to support the Gallery's web publishing.

The Proponent will provide a web accessible bug-tracking tool for managing all issues related to the maintenance of the Gallery's website.

After the warranty period is over, the Proponent is to be available to respond and support the website for a period of one (1) year as and when required, with options for renewal in additional years. The Proponent is to fully describe what is covered under its maintenance and support offering.

As part of the six (6) month maintenance warranty, the proponent will detail:

- Hours of coverage and days of coverage, including days not covered (e.g. other than statutory holidays)
- Response times and priority definitions (e.g. One hour for issues classified as urgent, two hours for issues classified as high priority-critical, four hours for issues classified normal priority-minor, eight hours for issues classified as low priority-trivial)
- Services provided (e.g. "Bug fixes to existing solution"; "System fine tuning and optimization"; "Development: site enhancements, new features and functions", etc.)

2.4.8 Required Features

Your proposal should address each of the following clearly specifying if the requested feature is included, is an add-on, or is provided by a 3rd party. Additionally indicate if there are additional costs for licensing the additional feature.

2.4.8.1 General requirements

The following general requirements apply to the final live website and are non-negotiable:

Accessibility:	The website must meet or exceed web accessibility guidelines established by the Government of Canada (WCAG 2.0 AA standards).
Responsive:	The website must be mobile friendly, recognizing the user's device and adjusting structure, layout and content to provide the best experience possible.
Multilingual:	The site must be fully bilingual (English and French) with a language toggle.

2.4.8.2 Content Management and Workflow

Access control:	Distinct roles and workflows with varying levels of access and control based on assigned roles.
Archival:	The ability to export the content/pages offsite for archival purposes. (Export in XML format)
Automated templates:	Create standard output templates (usually HTML and XML) that can be automatically applied to new and existing content.
Bilingual Interface:	The admin interface is available in both English and French or is bilingual.
Content preview:	Ability to preview pages prior to publishing.

Content syndication: RSS feeds/web modules for automated sharing, may also e-mail users when updates are available as part of the workflow process.

Easily editable content: WYSIWYG text editor should be able to integrate template styles for easy authoring; can switch between WYSIWYG and HTML; and provide an integrated image editing (smart resizing, cropping, image properties, effect filters, format conversion). Advanced (configurable) custom WYSIWYG editor elements (e.g. table and div).

Hide Modules: Ability to activate or hide content modules/knowledge objects.

Microsite: Ability to create microsites/web portals or expand implementation across multiple domains.

Permalinks: Ability to create clean permalink structure (for content moved from active pages to archive).

Templated Structure: Easy to create content templates/forms.

Upload content: Ability to restrict file types. Ability to add file size restrictions.

User Management: Must be able to sync with Active Directory Federated Services (ADFS)

Workflow: Easy to create and manage workflows, support for translation, ability to apply workflow to all page templates. It should include an automated publishing feature to schedule content for publishing (Live/Stale dating). Content must be traceable throughout the review and publishing process.

Lifecycle Management: Allow for managing content lifecycle, scheduled content publishing with automatic removal and/or archiving, review by dates, versioning.

Versions: Version control/comparison and recovery of content.

2.4.8.3 Navigation and Search

Embedded content: Allows for embedding content in a variety of formats associated with images, video, audio, and interactive features.

Faceted: Ability to support faceted search of content using a hierarchical tagging structure. The structure must support at least 4 levels of hierarchy.

Navigation: Allows for dropdown menus, megamenus, site maps faceted navigation, tags and breadcrumbs.

Search: Search feature should provide the ability to filter results, auto complete, shows results progressively, look ahead (show size/scope of results).

Tagging: Ability to tag content and pull content dynamically based on tags both to relevant pages and to aggregate content based on tags. Support for a controlled taxonomy.

Search Optimization: Supports user friendly/search engine friendly URLs, customize Page title, META description, taxonomy, supports canonical tags and allows for automatic creation of XML site maps.

2.4.8.4 Functionality and Features

Blogging and Social: Built in blogging capability with support for commenting through 3rd party tools (Disqus, Facebook, etc).
Polling, user-generated content (comments reviews, rating).
Wikis, discussions groups (moderated and open).

Metadata: Easy to use metadata management and content tagging tools based on defined keywords/metadata of web pages and individual content objects. Will need to also synchronize with NGC Enterprise Metadata Repository.

Multilingual: Interface and toolsets for a minimum of two (2) languages: English and French with the capability of adding more.

eCommerce:	Ecommerce functionality including payment processing, shopping cart, account management, etc. NOTE: this requires integrating various ecommerce elements such as Tickets.com, inventory system, Shopify, etc. to create a single shopping experience that allows for upselling and presenting related items from across the Gallery.
3rd Party Applications:	Availability of an API to allow for integration with 3rd party applications. The following 3rd party applications MUST be integrated with as part of this implementation: Piction (DAM), Blackbaud Raisers Edge, MS Sharepoint Tickets.com, Shopify, Adobe Connect
Omni-channel support:	The CMS platform should provide support for building, and managing content on, native mobile applications on iOS, Android, and Windows devices, including the ability to access media assets (audio, video, images, etc). Content created and managed within the CMS should be able to be rendered across any channel, including web, mobile, social, kiosks, email, print, RSS, and digital signage.
Databases:	Must be able to integrate data from other databases, including legacy databases such as MS Access, SQL, Filemaker Pro, etc.
Components:	Integrate widgets and third-party plug-ins to extend site features (e.g. Google maps API, photo gallery/slideshows, etc.
Social media:	Youtube videos, Twitter feeds and other RSS feeds, share buttons, follow buttons, etc.
Site Metrics:	Ability to integrate with Google Analytics

2.4.8.5 Maintenance and Support

Roadmap:	Demonstrated ongoing roadmap for enhancements and upgrades.
Security:	Automatic security updates.
Software upgrades:	Automatically receives regular notifications about updates and new feature sets.

2.4.8.6 "Nice to have" Features

- Automatic link validation and other quality assurance tools and reporting.
- Built-in A/B and or multivariate testing methods.
- Marketing automation tools.
- Personalization based on audience group.

2.5 PROJECT MANAGEMENT AND RISK ASSESSMENT

The successful Proponent must provide a dedicated project manager to oversee the project and to serve as a single point of contact for all communications between the Gallery and the Proponent.

The project manager is required to:

- Assess any potential risks and resolutions throughout the project.
- Ensure resources are available to avoid delays due to lack of resources.
- Ensure that features and functionality are delivered in an acceptable state.
- Set agenda items for all meetings with the Proponent and to take notes and circulate action items and decisions from all meetings with the Proponents to the project team.

- Submit weekly progress summary reports.
- Maintain a dashboard of current project status identifying all deliverables, features and functionality and their current state within the project.
- Maintain an up-to-date schedule for the project identifying level of effort, assignments, delays, required deliverables and milestones.

2.6 NGC RESPONSIBILITES, SUPPORT, AND REPRESENTATIVES

The Gallery will identify a Project Authority to whom the successful Proponent will report during the period of a resulting Contract. The Project Authority will be responsible for coordinating the overall delivery of service providing, as required, direction and guidance to the Proponent, monitoring Proponent performance, and accepting and approving Proponent deliverables on behalf of the Gallery. Should any report, document, good, or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Project Authority, as submitted, the Project Authority shall have the right to reject it or require its correction at the sole expense of the Proponent before recommending payment. The Project Authority will ensure that appropriate subject matter experts from within the Gallery are available to the Proponent to discuss and provide content material, as well as facilitate cooperation with Gallery staff and other stakeholders, as required.

The Gallery will identify a Contracting Authority, who will oversee a resulting Contract throughout its lifecycle, in conjunction with the Project Authority and the Proponent, create amendments for any changes to a resulting Contract, answer questions on terms and conditions, and manage the receipt and payment of invoices.

Location of Work and Travel

Meetings and consultations will take place at the National Gallery of Canada unless otherwise agreed upon.

While it is expected that the Proponent will provide its own facilities, the Gallery can accommodate for limited work to take place at the Gallery where appropriate. For onsite work, the Gallery will provide the necessary facilities for on-site meetings. The Gallery will not compensate the Proponent for any travel and living expenses.

3   PROPOSAL EVALUATION

This section describes the process that NGC will use to evaluate Proposals and select a Lead Proponent.

3.1   EVALUATION COMMUNICATION

During Proposal evaluations, NGC reserves the right to contact with any individual Proponent in order to obtain clarification of its submission or to gain insight into the quality and scope of relevant services. A Proponent will not be allowed to add, change, or delete any information during the process. NGC is in no way obligated to meet with any or all Proponents for this purpose.

3.2   EVALUATION METHODOLOGY

The following methodology will be used to evaluate Proposals:

3.2.1   Mandatory Requirements

Each Proposal will first be examined to determine compliance with each **mandatory** requirement ("**M**") identified in this RFP. A mandatory requirement is a minimum standard that a proposal must meet in order to be considered for further evaluation. Mandatory is defined as having substantial compliance as assessed by NGC in its sole and absolute discretion.

A **Mandatory Requirements Checklist**, which summarizes the mandatory requirements *set out in the Statement of Work* to assist in ensuring Proponents comply with all mandatory criteria, is located at Appendix C.

Important Note: Proposals which fail, in the sole discretion of NGC, to meet any mandatory requirement will be eliminated from further consideration in the evaluation process.

3.2.2   Rated Requirements

Responses that have met all the mandatory requirements will then proceed to the **rated** requirements ("**R**") evaluation. **Rated** requirements will be evaluated according to the degree to which they meet or exceed NGC's requirements.

A **Rated Requirements Checklist,** which summarizes the *rated requirements highlighted in Statement of Work*, is located at Appendix D.

3.2.3   Financial Proposal

Financial Proposals shall be evaluated based on the lowest total cost compliant proposal being awarded maximum points. Other proposals shall receive a score based on the ratio of the lowest cost proposal to their total cost.

Example (for illustrative purposes only):

- Proposal "A" Total Cost = $130,000
- Proposal "B" Total Cost = $142,500

Proposal A's financial assessment (being the lowest) would receive the highest mark of 30 points.

The score for Proposal "B" would be calculated as follows:

Score = (Total Proposal A ÷ Total Proposal B) X 30

Therefore, the score awarded to Proposal B would be:

($130,000 ÷ $142,500) X 30 = 27.3 points

3.2.4 Presentations/Demos/Shortlist

From the compliant proposals, NGC will shortlist **six (6) Proponents** based on the highest scores for the rated requirements.   The six proponents selected **must (M)** have obtained a minimum of 60% of the Technical Score.

Shortlisted Proponents will be asked to prepare a presentation, provide a demonstration of its solution, or provide additional information prior to the final selection. See Appendix **E** – Scenarios for Shortlist Proponents for more details.

3.2.5 Final Score

Total points will be calculated and NGC may select the Lead Proposal or Proposals achieving the highest total points, subject to NGC's reserved rights (5.9).

3.3 EVALUATION TABLE

NGC will evaluate Proponent's proposals based on the following:

RFP Section	*Mandatory* Requirements	
Throughout the RFP and Appendix **C**	Mandatory Requirements *(If Pass, proceed with evaluation process)* Max 10 pages	Pass or Fail

RFP Section	*Rated* Requirements	Available Points	Points Achieved
Technical: Appendix **D**	Methodology/Approach/Schedule Max 20 pages	40	
"	Project Experience Max 10 pages	30	
"	Proposed Resources Max 10 pages	10	
Appendix **E**	Presentations at the NGC: Only for the selected proponents	30	
	Rated Requirements**: Total**	**110**	
Financial: section **4.6**	Total Pricing, exclusive of taxes	30	

		GRAND TOTAL	140	

3.4   PROPONENT FINANCIAL CAPACITY

NGC reserves the right to conduct an assessment of the Lead Proponent's financial capacity. NGC may request that the Lead Proponent provide proof of financial stability via bank references, financial statements, or other similar evidence. The Lead Proponent must provide this information upon 72 hours of NGC's request. Failure to comply may result in disqualification.

3.5   PROPONENT SELECTION

As noted in section **5.9**, acceptance of a proposal does not oblige NGC to incorporate any or all of the accepted proposal into a contractual agreement, but rather demonstrates a willingness on the part of NGC to enter into negotiations for the purpose of arriving at a satisfactory contractual arrangement with one or more parties.

Without changing the intent of this RFP or the Lead Proponent's proposal, NGC will enter into discussions with the Lead Proponent for the purpose of finalizing the Contract.

In the event no satisfactory Contract can be negotiated between the Lead Proponent and NGC, NGC may terminate negotiations. In such event, if NGC feels that the Proponent with the second highest score may meet the requirements, NGC will continue the process with the secondary Proponent, and so on.

Announcement of the successful Proponent will be made to all Proponents following the signing of a Contract.

4   PROPOSAL FORMAT

Proposal responses should be organized and submitted in accordance with the instructions in this section.

4.1   GENERAL

Proposals should be in 8 1/2" x 11" (letter) format, with each page numbered. Elaborate or unnecessary voluminous proposals are not desired. The font used should be easy to read and generally be no smaller than 11 points (smaller font can be used for short footnotes). Proposals should not exceed the maximum page number for each of the sections as identified in section 3.3.

4.2   OFFICIAL LANGUAGES

Proposals may be submitted in English or French.

4.3   ORGANIZATION OF RESPONSES

Responses should be organized as follows, where the sections that follow provide more details:

see RFP Section for full details	File	Contents
4.4	1.0	Cover Letter
4.5	1.0	Technical Proposal
Appendix F	1.0	Forms (mandatory)
4.6	2.0	Financial Proposal

4.4   COVER LETTER

A one (1) page covering letter on the Proponent's letterhead should be submitted and should include the following:

    a. A reference to the RFP number and RFP title.
    b. The **primary contact person** with respect to this RFP: the individual's name, address, phone number and email address.
    c. A statement confirming the **validity of the proposal** (refer to section **5.4**).
    d. A statement confirming the Proponent does not have a **conflict of interest** with this RFP, real or perceived (refer to section **5.7**).
    e. The letter **signed** by person(s) duly authorized to sign on behalf of the Proponent and bind the Proponent to statements made in response to the RFP.

4.5   TECHNICAL PROPOSAL

4.5.1   Table of Contents

The Proponent should include a table of contents with page numbers for easy reference by the evaluation committee.

4.5.2 Response to the SOW (M)

The Proponent **MUST** provide **detailed information relative to each requirement** listed in the Statement of Work, for both Mandatory and Rated Requirements, and **MUST** clearly outline the work that the Proponent proposes to undertake for the provision of these services to NGC.

As part of the technical proposal, the Proponent **MUST** provide responses that address all elements of, the response grids found in **Appendix C- Mandatory (M) Compliance Checklist** and **Appendix D- Rated (R) Requirement Checklist**.

4.6 FINANCIAL PROPOSAL

4.6.1 General

The Proponent should provide a *separate* response relative to the pricing of its proposed solution (reference section **5.3.2**).

4.6.2 Financial Requirements (M)

The Proponent **MUST** provide pricing for all of its proposed Services**:**

>**a.** The Proponent is to provide pricing to implement all elements included in the SOW and state the assumptions underlying its financial proposal.

>**b.** All prices are to be quoted in **Canadian dollars** (CAD) and be exclusive of the Goods and services Tax (GST) or Harmonized Sales Tax (HST). The GST or HST, whichever is applicable, shall be extra to the prices quoted by the Proponent and will be paid by NGC.

>All prices must include a **detailed breakdown** *following the response to the SOW* (e.g. breakdown of design and development, breakdown of migration, breakdown of documentation and training, breakdown of maintenance and support offering, etc.).

>Where applicable, the detailed breakdown shall include, at a minimum, all-inclusive per diem rate applicable to each proposed resource and their estimated total number of billable days to do the work. Prices shall include all labour, materials, photocopies, telephone charges, overhead, profit, travel, and all other costs associated with providing the Services outlined in the SOW.

>**c.** Prices for CMS Licences and Hosting should include one year licence fees and supplemental fees for the second and third year or renewal fees as applicable. Details should indicate the scope of the service, the duration as well as renewal or maintenance fees if applicable. Fees should include all licences required to run the CMS with all required features stated in section 2.4.8. Deployment costs are to be detailed in the services cost structure

>Prices for "options" or "nice to haves" features (2.4.8.6) should be outlined in a separate table if not part of the proposed standard CMS solution. *Note:* these prices will not be used in the evaluation process.

e.g. only (add rows as required)

Web Content Management System			
License Details and Assumptions	Annual Fee Year 1	Annual Fee Year 2	Annual Fee Year 3
"nice to haves" features			

Hosting			
Details and Assumptions	Annual Fee Year 1	Annual Fee Year 2	Annual Fee Year 3

Design and Development Services: Proponents should follow the headings listed in section 2.4, 1 through 7 to detail costs:

1) Analyze and recommend the best option(s) for hosting the www.gallery.ca Website

2) Implement the recommended Content Management System (CMS)

3) Design & Development

4) Content Migration

5) Deployment

6) Documentation and training

7) Maintenance and support

e.g. only (add rows as required)

Design and Development				
Item	Resource Role	All-Inclusive Per Diem rate	Estimated Days	Extended Price
1				
2				
3				
	Total:			

Or

e.g. only (add rows as required)

Maintenance and Support			
Item	Resource Role	All-Inclusive Per Diem rate	One (1) Year Price
1			
2			
3			
	Total:		

d. The Proponent shall propose an invoicing schedule.

4.6.3 Non-Resident of Canada

Any Proponent who is a non-resident of Canada for tax purposes shall clearly state this fact in its financial proposal; otherwise, the Proponent will be deemed to have represented and warranted that it is a resident of Canada for tax purposes.

4.6.4 Mathematical Errors

If there are errors in the mathematical extension of unit price items, the unit prices prevail and the unit price extension is adjusted accordingly.

If there are errors in the addition of lump sum prices or unit price extensions, the total is corrected, and the correct amount reflected in the total price.

Any Proponent affected by mathematical errors shall be notified by NGC and be given the corrected prices.

5   CONDITIONS

The purpose of this section is to inform the Proponent about NGC's procedures and rules pertaining to the RFP process.

5.1   ENQUIRIES (M)

All enquiries regarding the bid solicitation **shall (M)** be submitted in writing, by e-mail to the Contracting Authority: Kathy Broom; E-Mail: kbroom@gallery.ca

All enquiries **shall (M)** be submitted as early as possible within the bidding period. Enquiries must be received by **March 9, 2016 by 11:00 am (EST)**. Questions received after this time **will not be answered.**

To ensure consistency and quality of information provided to all Bidders, Contracting Authority will provide, simultaneously, any information with respect to enquiries/questions received and the replies to such enquiries/questions without revealing the sources of the enquiries.

All enquiries and other communications with NGC staff throughout the solicitation period **shall (M)** be directed only to the Contracting Authority. Non-compliance with this condition during the solicitation period may (for that reason alone) result in the disqualification of a Proponent's bid submission.

Bidders **shall (M)** promptly examine all documents comprising this RFP and shall report any errors, and seek clarification of apparent errors, ambiguities or other problems.

It is the Bidder's responsibility to avail themselves of all the necessary information to prepare a compliant tender in response to this RFP. The Contracting Authority may but is under no obligation to seek clarification of a bid submission from a Bidder.

Important note: Proponents must download all RFP documents directly from the Buy and Sell website. NGC will not distribute RFP documents that are posted on buyandsell.gc.ca

5.2   SUBMISSION DEADLINE (M)

All Tenders **must (M)** be delivered, on or before the closing date and time as specified, unless subsequently amended by the NGC.

Closing Date: March 22, 2016

Time: 2:00 pm EST

Important note: Late proposals will not be accepted. No adjustments to proposals will be considered after the close date and time.

There will not be a public opening of bids. Each firm that submitted a bid will be notified by letter of the results.

5.3   PROPOSAL SUBMISSION INSTRUCTIONS (M)

Proposals should be submitted in accordance with the instructions in this section.

5.3.1   Method of Sending

The preferred method of proposal submission is electronic, via **email**, in **Microsoft Word** or in **PDF** format to the Contracting Authority: Kathy Broom - kbroom@gallery.ca. Proponents *email subject line*

should cite **"RFP # 107224, NGC Website Redevelopment Project"** when submitting via email. If Proponents send their submission to another employee of the National Gallery, their bid **will** be rejected.

Important Note: Email messages with large attachments can be slowed down in servers between the Proponent's email and the Contracting Authority's email inbox. It is the Proponent's responsibility to ensure that large emails are sent sufficiently in advance to be at NGC by the close date and time. Proponents should use electronic receipt confirmation and or contact the Contracting Authority to confirm receipt.

Important Note: The maximum size of an email that NGC can receive is 30MB. If necessary, Proponents can make arrangements in advance to transmit larger documents.

5.3.2 Number of Copies

Electronic submission should consist of **two (2) files**: one (1) for the cover letter and technical proposal and one (1) for the financial proposal.

5.3.3 Changes to Submission

Changes to the submitted proposal can be made, if required, provided they are received as an Addendum (or an Amendment) to, or clarification of, previously submitted proposal, or as a complete new proposal to cancel and supersede the earlier proposal. The addendum, clarification, or new proposal should be submitted as per the delivery instructions outlined above, be clearly marked **"REVISION",** and **MUST be received no later than the submission deadline.** In addition, the revised proposal should include a description of the degree to which the contents are in substitution for the earlier proposal.

5.4   JOINT VENTURES

The Proponent should clearly and explicitly state whether the bidding entity is or is not a joint venture in accordance with the definition below:
A *joint venture* is an association of two or more parties who combine their money, property, knowledge, skills, time or other resources in a joint business enterprise agreeing to share the profits and the losses and each having some degree of control over the enterprise. Joint ventures may be carried on in a variety of legal forms divided into three categories:

a)   The incorporated joint venture;
b)   The partnership joint venture;
c)   The contractual joint venture where the parties combine their resources in the furtherance of a single business enterprise without actual partnership or corporate designation.

If the response to this RFP is made by a joint venture, the Proponent **shall (M)** describe the precise nature of the joint venture, its legal status and its acceptance of the following general principles:

a)   That the signatories are acting and responsible jointly and severally;

b)   That the payment of moneys under the contract to the identified lead member shall act as a release from all parties;

c)   That giving notice by the National Gallery of Canada to the identified lead member shall act as notice to all parties;

d)   That the National Gallery of Canada may, at its discretion in the event of disputes among joint venture parties or changes in its composition, direct that the contract be terminated, without in any way altering the liability of the original signatories for performance of the terms of the contract; and

e)   Where the National Gallery of Canada has determined that the joint venture lacks sufficient assets to guarantee its contract performance, financial and performance guarantees may be required from each of the joint venture members.

It is a condition precedent to any contract being awarded to a Proponent that the Proponent provides a copy of the signed Joint Venture Agreement (or equivalent document which defines the participant's roles and responsibilities) if the Proponent is bidding as a joint venture (as defined above).

5.5   VALIDITY OF PROPOSAL (M)

Proposals **MUST** remain open for acceptance for **ninety (90) days** after the close date.

5.6   PROPONENTS COSTS

All costs and expenses incurred by a Proponent in any way related to the Proponent's response to the RFP, including but not limited to any clarifications, interviews, presentations, subsequent proposals, review, selection or delays related thereto or occurring during the RFP process, are the sole responsibility of the Proponent and will not be chargeable in any way to NGC.

5.7   GOVERNING LAWS

This RFP is issued pursuant to the laws of the province of Ontario and the laws of Canada.

5.8   CONFLICT OF INTEREST (M)

In submitting a Proposal, the Proponent **MUST** avoid any real, apparent or potential conflict of interest and will declare to NGC any such conflict of interest.

In the event that any real, apparent, or potential conflict of interest cannot be resolved to the satisfaction of NGC, NGC will have the right to immediately reject the Proponent from consideration and, if applicable, terminate any Contract entered into pursuant to this RFP.

5.9   RIGHTS OF NGC

NGC does not bind itself to accept any proposal submitted in response to this RFP, and may proceed as it, in its sole discretion, determines following receipt of proposals. NGC reserves the right to accept any proposal(s) in whole or in part, or to discuss with any Proponents, different or additional terms to those envisioned in this RFP or in such a Proponent's proposal.

After selection of preferred proposal(s), if any, NGC has the right to negotiate with the preferred Proponent(s) and, as a part of that process, to negotiate changes, amendments or modifications to the proposal(s) at the exclusion of other Proponents.

Without limiting the foregoing, NGC reserves the right to:

a) seek clarification or verify any or all information provided by the Proponent with respect to this RFP, including, if applicable to this RFP, contacting the named reference contacts;

b) modify, amend or revise any provision of the RFP or issue any addenda at any time; any modifications, amendment, revision or addendum will, however, be issued in writing and provided to all Proponents;

c) reject or accept any or all proposals, in whole or in part, without prior negotiation;

d) reject any proposal based on real or potential conflict of interest;

e) if only one proposal is received, elect to accept or reject it;

f) in its sole discretion, cancel the RFP process at any time, without award, noting that the lowest or any proposal will not necessarily be accepted;

g) negotiate resulting Contract terms and conditions;

h) cancel and/or re-issue the RFP at any time, without any liability whatsoever to any Proponent;

i) award all or any part of the work to one or more Proponents based on quality, services, and price and any other selection criteria indicated herein; and

j) retain all proposals submitted in response to this RFP.

5.10   RESULTING CONTRACT

Appendix **A** has been provided as part of the RFP documents so that Proponents may review and become familiar with certain specific conditions that are expected to be adhered to in connection with the provision of services. While some of the language may be negotiated between NGC and the successful Proponent, NGC's flexibility to amend its standard terms and conditions may be limited.

Important note: The Proponent should outline any objections with reasons to any terms and conditions contained in this RFP and include them in its proposal. Failure to identify objections at the proposal stage may preclude Proponents from raising these objections in the course of any future negotiations.

APPENDIX A – NGC GENERAL CONDITIONS

The full details of NGC Terms and Conditions are available electronically by using the following link:

English: <http://www.gallery.ca/pdf/Termsandconditions_English.pdf>

French: <http://www.gallery.ca/pdf/Termsandconditions_French.pdf>

You must (M) consult the following link and take into account NGC General Conditions in submitting your Bid. By submitting a Bid, it will be understood that the Bidder has reviewed the Conditions of Appendix A.

The following Table of Contents is offered for information purposes only to the Bidder, outlining the topics covered in the NGC General Conditions.

Table of Contents

GC20. Accounts and Audits

GC21. No Bribes, etc.

GC22. Certification – Contingency Fees

GC23. Members of the House of Commons

GC24. Government Officials and Employees

GC25. Confidentiality

GC26. Ownership of Property Data

GC27. Notices

GC28. Termination for Convenience

GC29. Termination due to Default of Contractor

GC30. Dispute

GC31. Performance Notwithstanding Dispute

GC32. Insurance

GC33. Conflict of Interest

GC34. Severability

GC35. Successors and Assigns

GC36. Entire Agreement

GC37. Payments / Hold Back

GC38. Interest on Overdue Accounts

If, for any reasons, the Proponent is unable to access the link for Terms and Conditions, as provided above, for NGC's General Conditions, the Proponent can request that a copy be sent to him/her either electronically or by fax.

To ensure that we can process your request in time, the Bidder must send the written request for a copy at least 24 hours before Bid closing deadline, as identified in this document. The request must be sent to the person identified as Contracting Authority.

APPENDIX B – CONFIDENTIALITY AGREEMENT

The following is a <u>sample</u> of the Confidentiality Agreement that the selected Contractor, as well as employees of the Contractor assigned to work at NGC will be required to sign before beginning work at NGC.

Musée des beaux-arts du Canada   National Gallery of Canada

CONFIDENTIALITY AGREEMENT / CONVENTION DE CONFIDENTIALITÉ

I, _____ , the undersigned, an employee of _____ (the "Company"), hereby acknowledge that any and all information or data ("Information") relating in any way to the business of the National Gallery of Canada ("NGC") which is provided to me by the NGC in writing and verbally or which I become privy to during a site visit, or through the course of my work, is strictly confidential and the release of such information to any third party in any way may cause irreparable harm to the NGC.

THEREFORE, on behalf of myself and/or the Company, I agree that, in the absence of a written specific consent of an Officer of the NGC:

(a) I and/or the Company will not disclose the Information to any person other than those designated by the NGC.

b) I and/or the Company will not provide any opinion or comments to the Media about any aspect of NGC work, or events.

(c) I and/or the Company will not use for my /its own purposes or for any other purposes other than those of the NGC, the information.

(d) I and/or the Company will not copy any information except as may be needed to satisfy the processing requirements of the NGC and any such copies created will be either destroyed upon completion of those requirements or disposed of in accordance with instructions provided to me and/or the Company by the NGC.

(e) I and/or the Company hereby agree that information which shall be gained while carrying out the requirements of the NGC shall be safeguarded in the same manner as my

Je soussigné(e), _____, un(e employé(e) de _____ (la "Compagnie"), reconnais par les présentes le caractère strictement confidentiel de toute information ou donnée ("information") se rapportant de quelque façon que ce soit aux activités du Musée des Beaux-arts du Canada (le "MBAC") e que celle-ci me fournit par écrit ou oralement ou dont je prend connaissance au cours d'une visite du site ou durant mon travai sur le site. Je reconnais en outre que toute forme de communication d'une telle information à un tiers peut cause un préjudice irréparable au MBAC.

PAR CONSÉQUENT, au nom de la Compagnie et/ou en mon nom, je conviens que, sauf avec le consentement spécifique, par écrit d'un agent du MBAC, la Compagnie et/ou moi :

a) ne communiquerons l'information qu'aux personnes qui sont désignées par MBAC;

b) ne répondrons à aucune question pouvant être posée par des médias.

c) n'utiliserons pas l'information à nos propres fins ni à aucunes fins autres que celles du MBAC;

d) ne reproduirons pas l'information, sauf si cette reproduction peut être nécessaire pour satisfaire aux conditions du MBAC concernant le traitement, et les copies produites seront soit détruites une fois ces conditions remplies soit aliénées conformément aux directives que le MBAC m'aura données ou aura données à la Compagnie;

e) convenons que l'information qui sera acquise au moment où les conditions du MBAC auront été satisfaites doit être protégée de la même manière que le sont mes propres secrets commerciaux et que cette information confidentielle sera conservée au bénéfice du MBAC;

own trade secrets are safeguarded and such confidential information shall be held in trust for the benefit of the NGC.

(f) I and/or the Company will be liable for any and all damages suffered by the NGC as a result of a breach of any of the above undertakings.

f) serons responsables de tous les dommages subis par le MBAC et résultant de la violation d'un des engagements susmentionnés.

Signature: _____

Name/Nom: _____

Please print /Veuillez écrire en lettres moulées

Witness / Témoin

Company/Compagnie: _____

Address: _____

_____

Signed at / Fait à_____, this / le_____

_____.

APPENDIX C – MANDATORY (M) REQUIREMENTS CHECKLIST

As stated in **Section 3.2.1 Mandatory Requirements**, to qualify as an eligible Proponent, you **MUST** meet all the following requirements.

IMPORTANT NOTE:

The Proponent **MUST provide the location in their proposal of the detailed information relative to each mandatory requirement**. Simply stating "compliant" is not enough for NGC to "pass" a Proponent on a mandatory requirement (**reference** Section **4.5.2** Response to the SOW).

IMPORTANT NOTE:

All fee implications related to the responses MUST be identified in the financial proposal.

Item	Requirements	Rating	Proposal Section
M1	**Executive Summary** The Proponent shall include a **short executive summary** highlighting the following: a. a **description of the company** outlining: i. the Proponent's business and specializations ii. the location of its head office and other offices (specify city and province only) iii. the total number of years the Proponent has been in business iv. the number of full-time employees v. details of any sub-contracting arrangements to be proposed b. a brief summary of what makes the Proponent's organization **stand out from its competitors**.	M	
M2	**Company Summary - Project Experience** The Proponent must **demonstrate that it has experience** with developing similar website (scope, users' interactivity, ecommerce) with the recommended CMS and has completed redesign projects with other major Galleries or Museums, the Government of Canada and or Canadian Crown organizations and or Canadian Provincial governments in the past five (5) years (*to a maximum of six (6) projects*).	M	

M3	**Company Summary - Client References**	**M**	
	The Proponent shall provide:		
	two (2) client references for whom similar services have been done within the past two (2) years from the RFP closing date. This shall include: company name, client contact name, contact title, contact telephone number, email address, services period, and brief description of services provided. *Note*: NGC reserves the right to contact these references. NGC cannot be used as a reference towards this RFP.		
M4	**Understanding of NGC and Project Requirements**	**M**	
	The Proponent shall demonstrate that it has a **complete understanding** of:		
	a. The mission, mandate and activities of the NGC; and b. the objectives and requirements in Statement of Work		
M5	**Proposed CMS solution**		
	The Proponent shall demonstrate that the proposed CMS solution answers to each of the required **FEATURES** stated in the SOW 2.4.8 and found below in **M5.1**, **M5.2**, **M5.3**, **M5.4** and **M5.5.** *Be sure to address each item.*		
	As well, the Proponent shall describe any other **FEATURES** as noted in **M5.6** below.		
	For each item you must indicate if the feature is provided as an inherent part of the proposed CMS solution or as an additional license / 3ʳᵈ party module as described in 4.6.2		
M5.1	General requirements		
	Accessibility:	**M**	
	Responsive:	**M**	
	Multilingual:	**M**	
M5.2	Content Management and Workflow		
	Access control:	**M**	
	Archival:	**M**	
	Automated templates:	**M**	
	Bilingual Interface:	**M**	
	Content preview:	**M**	
	Content syndication:	**M**	

	Easily editable content:	**M**	
	Hide Modules:	**M**	
	Microsite:	**M**	
	Permalinks:	**M**	
	Templated Structure:	**M**	
	Upload content:	**M**	
	User Management:	**M**	
	Workflow:	**M**	
	Lifecycle Management:	**M**	
	Versioning:	**M**	
M5.3	**Navigation and Search**		
	Embedded content:	**M**	
	Faceted:	**M**	
	Navigation:	**M**	
	Search:	**M**	
	Tagging:	**M**	
	Search Optimization:	**M**	
M5.4	**Functionality and Features**		
	Blogging and Social:	**M**	
	Metadata:	**M**	
	Multilingual:	**M**	
	eCommerce:	**M**	
	Scalable Feature sets:	**M**	
	3rd Party Applications:	**M**	
	Omni-channel support:	**M**	
	Databases:	**M**	
	Components:	**M**	

	Social media:	**M**	
	Site Metrics:	**M**	
M5.5	**Maintenance and Support**		
	Roadmap:	**M**	
	Security:	**M**	
	Software upgrades:	**M**	
M5.6	Describe **any** additional functionality/features **the proposed CMS solution has.** Additionally, the SOW lists the following "nice to haves". **Address any features listed below** that the proposed CMS solution has:		
	Automatic link validation:	**M**	
	Built-in A/B and or multivariate testing:	**M**	
	Marketing automation:	**M**	
	Personalization:	**M**	
	Additional features or functionality not previously identified:	**M**	
M6	Considerations for Software as a Service (**SaaS**) / cloud solution: *If the proposed CMS solution is a Software as a Service (SaaS) / cloud solution*, the Proponent must provide detailed information on the following: • Details about where the content is hosted (e.g. US, Canada, etc.). • Ability to export the content out to local servers. • Details on backup capabilities. • Details on how to recover for disaster. • Details about monitoring and notification process on hacking / breach activities.	**M**	

APPENDIX D– RATED (R) REQUIREMENTS CHECKLIST

As stated in **Section 3.2.2 Rated Requirements**, the following requirements will be evaluated according to the degree to which they meet or exceed NGC's requirements.

IMPORTANT NOTE:

The Proponent **MUST** **provide the location in their proposal of the detailed information relative to each requirement (reference** Section **4.5.2** Response to the SOW).

IMPORTANT NOTE:

All fee implications related to the responses **MUST** be identified in the financial proposal.

Item	Requirements	Rating	Proposal Section
R1	**Methodology/Approach/Schedule** The Proponent should include information in their response such as but not limited to: a. the solution, approach, or methodology, in response to the Statement of Work, including the proposed project management plan complies with the requirements and illustrates a viable solution to the following requirements: i. Analyze and recommend the best option(s) for hosting the NGC.ca website ii. Recommend and implement a Content Management System (CMS) iii. Design & Development (including all sub elements) iv. Migration v. Testing vi. Documentation and training vii. Maintenance and support b. illustrates a clear iterative project management process and approach from initiation to completion c. specifies key deliverables based on the requirements d. provides acceptable and realistic performance measurement and a quality control and assurance process e. provides a clear and detailed delivery schedule with preliminary / intermediate and primary deliverables and milestones f. illustrates risk management planning knowledge and capabilities including change management (scope) management and problem-solving techniques	R	

R2	**Project Experience** Document 3 projects experiences with similar size and scope to NGC's website implemented with proposed CMS in the last 3 years. These shall include: brief description, timeline, budget. The description should also elaborate on how the CMS was deployed to reflect the client's visual design brand.	R	

R3	**Proposed Resources**
	
	Outline all proposed resources ("delivery of services personnel" and other resources) to be used in providing the services and include:
	
	   a. name, title, telephone #, email address, location (city and province only)
	   b. their roles, structure and reporting relationships
	   c. maximum two-page up-to-date bio of each proposed resource that includes relevant work experience, education, and all relative professional designations and certifications
	
	Should the Proponent at any time be unable to provide the services of the resources named in a resulting Contract, the Proponent shall be responsible for providing replacement personnel at the same cost who shall be of similar or greater ability and attainment and whom shall be acceptable to the NGC Project Authority.
		R	

APPENDIX E – SCENARIOS FOR SHORTLISTED PROPONENTS

As part of the Proponent selection process, each shortlisted Proponent will be required to **a) *prepare a presentation that shows how they deployed the proposed CMS solution*** in a previous project and according to the scenarios outlined below, and **b)** have their ***key proposed resources*** participate in the presentation.

Further to this presentation, additional points will be attributed in the final evaluation as per the table in section 3.3.

- **Scenario One**: Content creation, publishing and archiving
  a. Creation
      i. Text
      ii. Image (thumbnail and original)
      iii. Video
  b. What you see is what you get (WYSIWYG) editor
  c. Show how to assign roles and set permissions
  d. Show how to set or trigger a publishing and approval Workflow.
  e. Scheduling publication
- **Scenario Two**: Template creation and selection
  a. Show end user selecting and modifying a template
  b. Illustrate how a non-technical user can create a new template based on an existing template
  c. Illustrate how a new template can be created
- **Scenario Three**: Mobile access
  a. Show the same site on desktop, tablet and mobile devices
  b. Explain how rendering decisions are made
- **Scenario Four**: Multilingual
  a. Show how English and French content can be published simultaneously
  b. Demonstrate how a third language can be published on an ad hoc basis
  c. Explain how changes are tracked
- **Scenario Five**: Search, RSS and metadata capabilities:
  a. Demonstrate search and explain why it is effective
  b. Illustrate how RSS feeds are created
  c. Explain and illustrate how metadata/taxonomy is managed and used
- **Scenario Six**: Project lifecycle - walk through a typical project plan for deploying the new site.
  Be sure to cover:
  a. Infrastructure planning
  b. Integration planning
  c. Content management approaches
  d. How the NGC team will be involved
  e. How knowledge will be transferred from vendor to internal team

NATIONAL GALLERY OF CANADA

APPENDIX F – FORMS (MANDATORY)

Company Information

Legal Company Name: **Business Number:**
Full Address:

Telephone No. **Work: ( )** **Mobile: ( )**	**Fax No.** **( )**

E-Mail Address:
Name and title of person authorized to sign on behalf of Vendor Firm **(Please Print & Sign)**

Addenda

Number	Date Issued

Addenda will be issued by the National Gallery of Canada (NGC) regarding any changes and answers to questions that may arise during the tender period. Completion of this section will ensure to the NGC that you have received and factored this information into your Tender total.

Proponents **shall (M)** fill out the above table with the numbers and dates of changes posted by the NGC to ensure that the offer received contains any additional information provided by NGC in relation to this RFP.

> **Failure to identify addenda issued by the NGC shall (M) result in the disqualification of our proposal.**