



841-2024 ADDENDUM 03

REQUEST FOR PROPOSAL FOR PROFESSIONAL CONSULTING SERVICE FOR END-TO-END REVIEW OF DEVELOPMENT PROCESS

URGENT

PLEASE FORWARD THIS DOCUMENT TO WHOEVER IS IN POSSESSION OF THE BID/PROPOSAL

ISSUED: 2024-11-29
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THIS ADDENDUM SHALL BE INCORPORATED INTO THE BID/PROPOSAL AND SHALL FORM A PART OF THE CONTRACT DOCUMENTS

Template Version: Add 2024-02-01

Please note the following and attached changes, corrections, additions, deletions, information and/or instructions in connection with the Bid/Proposal, and be governed accordingly. Failure to acknowledge receipt of this Addendum in Paragraph 10 of Form A: Bid/Proposal may render your Bid/Proposal non-responsive.

QUESTIONS AND ANSWERS

- Information on current process improvement initiatives underway;
- The Expansion of Permits Online

To support streamlining the permit application process, the department will be launching the next phase of service enhancements to Permits Online on December 9, 2024, including all commercial building and trade permits as well as permits for signs. This launch builds on features added to Permits Online in April and June 2024. Once launched, every type of building and trade permit can be applied for using Permits Online.

- HAF Initiative 7 - Digitization of Development Applications

Under the Housing Accelerator Fund (HAF) program, the City is currently working on digitalizing development applications (approximately 39 applications) to enable interdepartmental electronic review and tracking. The first phase involves moving from a paper-based system to electronic application processing in AMANDA (the City's application database). The second phase involves integrating these application flows into Permits Online, the web-based customer portal, making the applications and visibility into the process, accessible for public self-service. This initiative will be delivered in multiple releases, with groupings of application types becoming available for electronic processing and online access through 2025. The final release is scheduled to be implemented by December 15, 2025.

- Permits Online 2.0

In order to support the digitization of development applications, under the HAF Initiative 7, the City will be releasing a newly redeveloped Permits Online 2.0 portal in 2025, as part of the AMANDA 7 Program. Permits Online 2.0 will provide applicants with a modernized cloud-based tool that is accessible, mobile friendly and easy to navigate. Other enhancements for building and trade permits will also be provided under this initiative, such as online appointment scheduling, and expanding self-service options.

- Zoning By-law Amendments

Under Initiative 1 – “The Rapid Zoning By-law Amendments” - of the HAF program a series of changes to the City's zoning by-laws are being initiated to help speed up housing development. This process is divided into four steps, or “buckets”, which aim to improve how zoning rules are applied in areas covered by the Winnipeg Zoning By-law No. 200/2006 and the Downtown Winnipeg Zoning By-law 100/2004. These changes are part of

the City's broader plans to make housing development easier, including Housing Accelerator Agreement, Complete Communities Direction Strategy 2.0, and Council's Strategic Priorities Action Plan (SPAP).

Bucket #1

The first set of changes focused on creating development permit exemptions. It also granted delegated authority to the Director of Planning, Property and Development to determine the types of development for which a development permit is required. These changes were approved by City Council on February 22, 2024.

Bucket #2

The second bucket focused on amendments that aligned with previously endorsed Council policies or directions. These were approved by Council on May 30, 2024. These changes included a number of amendments that support different types of "missing middle" housing as outlined in the Small-Scale and Low-Rise Residential Development Guidelines for Mature Communities.

Bucket #3

The third bucket has been divided into two parts; both of which align with the City's HAF goals and the Council HAF motion from November 23, 2023:

- Bucket 3.1 (Malls and Corridors) will make it easier to build multi-unit homes along our major Corridors and larger mall sites. These zoning changes were recently approved by Council on November 21st, 2024 under "the Malls and Corridors PDO-1". The Council minutes can be found here.
- Bucket 3.2 will make it easier to build up to 4 units on a single property city-wide, and up to four storeys within 800 metres of high-frequency transit routes. This will be discussed at a public hearing in spring 2025.

Bucket #4

- The fourth bucket will be a full re-write of both of the City's zoning by-laws. This will involve a comprehensive process including significant public and stakeholder consultation. Subject to future rounds of HAF funding, the full zoning by-law(s) re-write is expected to be initiated in late-2025 and be completed by late-2027.
- Housing Accelerator Fund – 2025 Proposed Initiatives

The HAF report regarding the overall program and initiatives proposed for 2025 can be found here.

- Information on past studies led by consultants:
 - Review and Assessment of Municipal Servicing for Water, Sewer, and Land Drainage Development.
 - In November 2024 a review and assessment was completed of municipal processes for evaluating water, sewer, and land drainage servicing relative to the development applications.
 - Meraki Portal Assessment – Gap Analysis (2022)
 - As part of the AMANDA 7 Program, a gap analysis of Permits Online was conducted to identify service gaps and pain points, and provide desired future state recommendations. These recommendations were assessed and incorporated into one or more of the AMANDA 7 projects.
 - KPMG Planning Services Organizational Structure Review (2021)
 - This study assessed the Planning, Property and Development Departments organizational structure in comparison to other municipalities, including the types of services provided, staffing, operational expenditures, and span of control. This report was received as information.

- KPMG Lean-in Audit: Pre-application Process (2020)
 - This workshop documented current state and identified opportunities for improvement within the pre-application process in the Planning, Property and Development Department. The pre-application service has since been canceled by Council and is no longer offered.
- KPMG Lean-in Audit: Commercial Inspections Workshop (2019)
 - This workshop documented current state and identified opportunities for improvement within the commercial inspections process in the Planning, Property and Development Department. The improvement recommendations were prioritized and an action plan was drafted to guide the implementation.
- KPMG Permitting Workshop (2019)
 - This workshop provided a collaborative opportunity for the Planning, Property and Development department, industry and other City departments involved in the permit process to assess development, building, trade, and occupancy permits, as well as inspections, including what process steps were critical to quality and where there were pain points and opportunities for improvement. The findings were incorporated into the process improvement project portfolio for execution by the Planning, Property and Development Department.
- **Responses to proponent requested clarifications.**

Q1: Who will be the sponsor for the project?

A1: Council is the ultimate sponsor but for the purposes of the HAF, it will be John Kiernan (Implementation Coordinator, Office of the CAO).

Q2: How many departments/functional areas are within scope?

A2: There are four primary departments involved: Planning, Property, and Development; Public Works; Water and Waste; Legal Services Division.

Q3: Is the City able to provide an org chart for the departments/functional areas that are within scope?

A3: Yes, the successful bidder will be provided with an org chart.

Q4: How many staff members will be assigned to the internal project team?

A4: The project will be adequately resourced to support the initiative including representation from, at minimum, four departments.

Q5: Is there an onsite project lead/coordinator?

A5: One will be identified prior to the award.

Q6: What is the capacity among the internal project team to support the successful proponent on a weekly/monthly basis?

A6: It depends on the proposal received. We anticipate, with Director support, the process will be appropriately resourced.

Q7: What is the expectation for recommendations regarding new technology?

A7: We are open to recommendations regarding new technology. A multi-million-dollar investment in technological solutions is currently underway via the creation of a cloud based e-permitting portal as well as the upgrade to AMANDA 7.

Q8: Does the City have metrics available regarding the number of applications per year and current level of backlog?

A8: The City has metrics available regarding the number applications per year and length of time in the system.

Q9: Is the City willing to accelerate the timeframes for the project if that can be achieved with the consultant's methodology?

A9: Yes, provided it doesn't compromise the quality of the overall review. This can be discussed in the review of the final scoping and workplan.

Q10: What pre-existing material will the City provide to the successful proponent? Do you have process flows or other similar documents? Are they considered reliable? We understand that there have been a number of process improvement consultants engaged previously. Will they be available to the project team or is this intended to be a completely separate assessment?

A10: Yes, a lot of work has been done previously. We will share the most up-to-date process maps and all of the Standard Operating Procedures manuals available. After this meeting we will be providing a list of previous studies/reviews.

Q11: For this type of project, the design of specific improved processes often can be quite involved. In the RFP it appears to require a table top, type walk through. Are you able to provide any guidance about how detailed the process redesign should be?

A11: As noted in the RFP, the expectation is that the consultant will use a set number of illustrative examples of specific development project types (which we will provide to the consultant) in analysing the current development review and approval processes.

Q12: Can you explain who the "new processes" will be handed off to? Is there a lead in each department or is there a body coordinating the implementation plan? Is this something that we need to plan out as part of the project? What would be the availability of these resources to the project team during the course of the project?

A12: We would be open to the consultant making a recommendation on this. Currently we anticipate it being handed off to the operational management team and championed by the Deputy CAO and Planning Executive Advisory Committee.

Q13: Would there be an opportunity for the successful proponent to support the implementation of the changes or is it anticipated that this will be managed internally by the City of Winnipeg?

A13: At this point the HAF budget is for the review only. Any other phases will be based on the recommendations and determined by Council.

Q14: Are there specific municipalities that the City has evaluated for consideration in the research part of the project?

A14: Yes, we have but expect consultant to perform their own cross-jurisdictional review.

Q15: We understand that PP&D was intending to implement new processes in its existing system AMANDA. Does this RFP scope include a review of those plans and the AMANDA solution against the requirements identified in the consultation? Is there an expectation that the project team identify alternate permitting solutions as part of the scope?

A15: Yes, as per the comment regarding AMANDA upgrades and digitization, there will be opportunities to implement potential solutions along the way via this digitization process.

Q16: How will this process fit with the anticipated zoning changes?

A16: The Review will focus on the processing of all types of development and permit applications (i.e., development applications, development permits, building permits, trade permits, and occupancy permits) from prior to application intake to approval and inspection/follow up. Following the zoning changes we anticipate the bulk of these development and permit applications will still be relevant.

Q17: We received questions specific to Section B9 regarding the experience of the Proponent and Subconsultants asking for clarification on what we meant when using the word "design" in relation to work experience.

A17: What we meant by "design" in this context is experience in designing similar review methodologies and implementation plans.