



**County of Lennox & Addington**

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**Request for Proposal**

**Development Approvals Processes – Workflow Tool and Portal**

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**August 2021**

# County of Lennox & Addington

## Request for Proposal

### Development Approvals Processes – Workflow Tool and Portal

#### Submission and Official Closing Time of Proposals

**Electronic Bid Submissions** shall be received no later than 4:00p.m. local time, on **Thursday, September 23, 2021**. Submissions are to be sent via email to **Stephen Paul, Director, Community and Development Services** at [spaul@lennox-addington.on.ca](mailto:spaul@lennox-addington.on.ca)

### INSTRUCTIONS TO BIDDERS

#### SECTION 1 INSTRUCTIONS TO BIDDERS

##### 1.1 Purpose

The County of Lennox & Addington is requesting Proposal submissions from competent and qualified suppliers (“Respondents”) to provide a streamlined development approvals (DAP) solution that includes a workflow tool and a portal that meets the County of Lennox & Addington requirements and objectives.

This Request for Proposal (RFP) defines the situation or objective for which the goods and/or services are required, how they are to be used, and/or problems that they are expected to address. Respondents are invited to propose solutions that will result in the satisfaction of the County of Lennox & Addington objectives in a **cost-effective** manner. The proposed solutions are evaluated against a predetermined set of criteria of which price may not be the primary consideration (see Section 3 for evaluation criteria).

The County of Lennox & Addington is issuing this RFP in order to seek a qualified Respondent to provide a development approvals (DAP) solution. The scope of the DAP Solution is outlined below in Section 1.2. The intent is to acquire a solution that can streamline and modernize development approvals for Lennox and Addington County and our four local municipalities (Greater Napanee, Loyalist Township, Stone Mills Township and Addington Highlands Township). The solution is to provide a workflow tool and a portal. The workflow tool will help us to effectively manage DAP applications by assisting with application tracking, providing easy access to staff and external agencies, tracking performance and injecting deadlines and performance metrics. The public portal will allow applicants to upload complete applications, pay fees and track their application status. Above all, it will be user friendly for staff and for the applicants.

The preferred solution should be a Software-as-a-Service (SaaS) package, requiring minimal Information Technology (IT) support from the County of Lennox & Addington. The County of Lennox & Addington intends to select the Respondent who can provide the best solution support and tools.

The platform should be flexible enough to meet the needs of the County of Lennox & Addington and should be mobile capable to ensure efficiencies and quality of data collection. It must have the ability to integrate with other major corporate systems and provide the reporting and data analysis required to meet operational needs.

The Respondent shall have experience in successfully implementing the proposed solution at local government agencies of similar size to the County of Lennox & Addington. The Successful Respondent shall be responsible for the final configuration, installation, implementation and commissioning of the DAP Solution including user acceptance testing, system integration and connectivity to existing IT resources.

The Respondent will propose a project schedule and deliver in a timely and professional manner based on a required launch date of **September 2022**. The Respondent will work directly with our consulting team who are experienced DAP business managers.

## 1.2 Project Overview

The County of Lennox and Addington is comprised of four local municipalities; Addington Highlands Township, Loyalist Township, Stone Mills Township and the Town of Greater Napanee. In 2020, the five municipalities collaborated to contract a third party independent consulting firm to review all development approvals processes across each municipality. The priority of the project was to modernize development and planning processes to implement streamlined and consistent approaches across all municipalities.

As a result, numerous recommendations were presented. The following is the recommendation deemed to be a priority:

*“The County and the four local municipalities should prepare and rollout a Development Approvals Process electronic public portal and workflow software solution. This should be the central feature of this modernization review”.*

This RFP is to contract a technology provider to help us achieve this goal.

### **1.3 Electronic Bids Submission**

Electronic bid submissions only, shall be received by 4:00 p.m. local time, on **Thursday, September 23, 2021**. Submissions must be sent to Stephen Paul, Director, Community and Development Services at [spaul@lennox-addington.on.ca](mailto:spaul@lennox-addington.on.ca)

### **1.4 Inquiries**

Any questions pertaining to this document or process can be sent to Stephen Paul, Director Community and Development Services at [spaul@lennox-addington.on.ca](mailto:spaul@lennox-addington.on.ca) or 613-561-6236.

### **1.5 Addenda**

It may be necessary for a variety of reasons to issue Addenda. All information defined within the Addenda shall form an integral part of the Proposal document.

### **1.6 Submission of Information**

Submissions should be as instructed in Section 1.3 – Electronic Bid Submissions.

Product specifications, brochures, articles and all other relevant materials can be included. A narrative describing your product should also be provided. Please include budgetary pricing and annual licensing fees.

### **1.7 Joint or Consortium Proposals**

The submission of joint or consortium Proposals is acceptable.

### **1.8 Experience**

Respondents should provide information regarding previous successful experience with their product used within a similar size and scope. Respondents shall include references from clients who have obtained similar goods or service to those requested in this RFP.

### **1.9 Errors and Omissions**

The County shall not be held liable for any errors or omissions in any part of this RFP. The information contained in the RFP is supplied as a guideline for Respondents and is not necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve the Respondents from forming their own opinions and conclusions.

### **1.10 Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)**

All correspondence, documentation and information provided to the County, including the submission of Proposals, shall become the property of the County. As such, these items are

subject to the Municipal Freedom of Information and Protection of Privacy Act, and may be subject to release pursuant to the Act.

Respondents are reminded to identify in their Proposal any specific scientific, technical, commercial, proprietary, or similar confidential information, for which disclosure could cause them injury. Identification of the forgoing information as confidential does not guarantee non-disclosure. Complete Proposals are not to be identified as confidential.

### **1.11 Preparation Costs**

The County will not pay for any costs associated with the preparation, submittal, presentation, or evaluation of any Proposal.

### **1.12 Value Added Proposals**

Respondents are encouraged to identify and integrate value-added opportunities into their submission, recognizing the significance of this project. Recommendations that will help the County achieve its goals and bring innovation to the County are favourable.

## **SECTION 2 SPECIFICATIONS**

### **2.1 Background**

In Lennox and Addington County, the four local municipalities (Greater Napanee, Loyalist, Addington Highlands and Stone Mills) are responsible for development approvals. As a group, we have determined there is a need to streamline and modernize our development processes. In order to do this, we require a technology solution. A workflow tool (internal to staff and partners) and a portal (external applicants) that is utilized by all five municipalities will result in a consistent approach to development in Lennox and Addington.

The workflow tool and portal will be managed / owned by the County of Lennox and Addington and will be utilized by each local municipality. The solution must be able to support parallel customized processes, business rules and unique municipal branding across all five municipalities.

The municipalities in partnership with our consulting team will provide detailed process mapping and will feed this data to the successful proponent for implementation.

Lennox and Addington believes improved development processes will be a significant competitive advantage for our municipalities. By streamlining processes and creating a consistent approach to development it will help drive new investment to Lennox and Addington.

## 2.2 Design Elements

- The software should be easy to use with a user-friendly layout.
- The software should allow for easy data entry and editing of features.

## 2.3 Functional Requirements

The following are key functional “best practice” requirements that the County of Lennox and Addington and our local municipalities are requiring in a DAP system:

### Workflow Tool Functionality Requirements

User Configurability	We must be able to easily change process milestones, timeframe metrics and staff approval authorities internally.
User Permission Setting	We must be able to create users for internal staff and external agencies, with customizable permission settings
Local Municipal Customization	DAP Workflow Tool must be able to support parallel customized processes and business rules for participants across all five municipalities
Integration with Land Parcel Information Systems (GIS)	DAP Workflow Tool must link all Planning and Building applications back to the originating land parcel/property owner/applicant
Application Milestone Tracking / Current Status	We must be able to track the progress / status of each DAP file against standardized milestones.
Application Milestone Measuring	Have the ability to count "controllable business days" for each file based on the "custody" of the file (municipal custody + applicant custody)

System Wide Measurement (KPIs)	Ability to count "system-wide" units of work (e.g. number of pre-consults, number of complete applications, number of technical review cycles, number of approved applications, other KPIs etc.)
Timeframe Target Setting	DAP Workflow Tool must have the ability to set countdown clock performance timeframes for each milestone/application category
Timeframe Actuals Reporting	DAP Workflow Tool must be able to report actual timeframes vs targets for each individual application and system-wide by application category
File Aging/Triaging	DAP Workflow Tool must be able to provide "real time" data on files approaching timeframe target deadlines
Staff Prompting	DAP Workflow Tool must be able to prompt staff regarding file status, aging and file triage based on red, amber, green status or similar notification scheme.
Usable by all Business Units	DAP Workflow Tool must be accessible by all DAP business units in all five municipalities.
Intuitive/Friendly User Interface	DAP Workflow Tool must be easy to understand, user-friendly and intuitive for both full time users and occasional part-time users from external agencies.
Document Version Manager	Ability to keep a constant "working" version of all Submission documents, attachments and staff comments while providing access to previous versions. Documents can be "stapled" to specific milestones and creates file audits.
Fee Calculation/Processing	Workflow Tool functionality should include calculation and payment confirmation of DAP fees

	and Development Charges (at point of application or later)
Training	Vendor to provide training relevant to applicants, consultants, external agencies and municipal staff
Multiple Workflow Tool Integration	Overall Workflow Tool solution able to integrate separate Planning and Building modules supplied by different vendors (e.g. local municipalities may have different existing or procured backend tools for Building DAP) (Integration examples include BLUEBEAM, GIS, ASYST and MPAC)

## Portal Functionality Requirements

Submission Configurable/Customizable	In tandem with the DAP workflow tool, portal must be able to access a checklist of submission requirements based on Pre-Consult Understanding for each required application
Submission Completeness/Filtering	Portal must be able to confirm individual Submissions contain the required pieces determined by the Pre-Consult Understanding checklist
Zero Tolerance Discipline for Incomplete Submissions	Portal must reject incomplete Submissions based on requirements of the Pre-Consult Understanding checklist and inform applicant of deficiencies
Draft Submissions	<p>Portal should allow applicants to create draft Submissions and revise as required before officially submitting.</p> <p>Portal should allow for required revisions from an unsuccessful Submission attempt.</p>

Submission Variance Report	In tandem with DAP Workflow Tool, Portal to provide variance report from submitted vs expected for application data. (eg. type of application/lot coverage/height of building/number of units, etc.)
Circulation Notification	Portal to include notifications to applicants, consultants, external agencies and municipal staff
Progress Tracking Reporting	Portal can act as DAP Workflow Tool progress tracking viewer for applicants, public or external agencies (Hydro One, MNR, MOECC or MTO)
User Friendly	Portal must be user friendly and intuitive for one-time users, sophisticated developers, external agencies/partners and internal staff
Fee Payment / Processing	Portal functionality should include payment of DAP fees at point of application or later
Training	Vendor to provide training relevant to applicants, consultants, external agencies and municipal staff
Multiple Workflow Tool Integration	Portal to integrate with a workflow tool configuration featuring a separate Planning DAP workflow tool and a Building DAP workflow tool (e.g., local municipalities may/will have different backend tools for Building. (Integration examples include GIS, ASYST, BLUEBEAM and MPAC)

## Technical Functionality Requirements

Financial Systems Interoperability	Lennox and Addington: Dynamics Addington Highlands: MuniSoft Stone Mills: MuniSoft, Greater Napanee: Vadim Loyalist: Vadim
Asset Management System Interoperability	Exchanges data with current corporate platforms.
GIS as Data Sources	ArcGIS Online and Desktop/Pro as a source of authority for key data sets such as but not limited to Parcel and Zoning data. Changes here should be reflected into DAP processes and workflows.
External Tools Data Consumption	For example, ArcGIS Desktop/Pro and Online should be able to query real-time data from DAP for extended analysis functions.
GIS Data Synchronization	Where required, certain data sets should be modifiable at their source by both DAP and external platform. For example, a custom mobile solution to update specific attributes on a specific asset.
Application access and flexibility	System should be accessible as a clientless application that is responsive to desktop and mobile access.
Office and Office 365 compatibility	Excel reporting, Outlook Scheduling
Push Notifications	At a basic level milestone or action item notification/reminders could be sent as emails. Other options for notifications could utilize SMS or mobile app notices using webhooks.

Technical Support	Explain technical support model for end users and administrator of DAP.
Hosting	Clearly demonstrate location of host's data.
Security Standards	Provide information on organizational security standards and security audits performed by third parties.
Data Retention	Demonstrate the ability to apply retention policies in line with local by-laws.
Data Security	Data should be communicated with encryption applied and should be encrypted at rest.
Access Security	Granular user access management and roles base access with the ability to separate the five participating municipalities as needed.
Backups	Regular full system backup should be provided for offline and off site storage.

## 2.4 Security

The software should include the following security elements, principles and functions:

- Granular user account security assignments
  - Administrator account access – accounts that have full rights to the solution
  - Security Administrator account access – accounts that have rights to add, remove, change account access
  - User account access – accounts that for operational usage of the solution that allow the user to enter in data, correct data and run reports but with no rights to modify the configuration settings, account settings or the creation of new fields
- Enforce password Policies including
  - Password history
  - Password age
  - Minimum password length
  - Password complexity requirements (availability to use special characters, numbers, capitals)

- Account lockout policy
  - lockout duration
  - lockout threshold
- The software should create an audit log of who changed an asset attribute.
- The software can leverage the County's LDAP security model for account purposes.

## **SECTION 3 BID OPENING AND EVALUATION**

### **3.1 Bid Opening**

Bids are not being opened in public. They will be opened at the submission office following submission of Proposal(s).

### **3.2 Evaluation**

The County of Lennox & Addington without liability, cost or penalty, in its sole, absolute and unfettered discretion, may disqualify any Proposal before evaluation is completed if:

- It contains false information;
- The Proposal, on its face, reveals a conflict of interest;
- The Respondent misrepresents any information provided in its Proposal.

Submissions will be evaluated based on Respondents who have conformed with all aspects of the RFP and who are capable of performing the Contract requirements.

Respondents must include in their submissions any relevant information that would allow the County of Lennox & Addington to accurately assess their organization with regards to evaluation criteria. No assumptions will be made.

The County of Lennox & Addington shall consider each submission and after such consideration, shall have the right to do one, more or none of the following:

- Require any/all of the Respondents to attend individual interview(s)/presentation(s) to clarify their submission.
- Develop a short list and conduct negotiations with all short-listed Respondents.
- Examine/test products contained in the Proposals.

The County of Lennox & Addington reserves the right to waive formalities and accept a Proposal, which, in the County of Lennox & Addington's sole and absolute discretion, is substantially compliant. Should the County of Lennox & Addington receive non-compliant Proposal(s), the County of Lennox & Addington, in its discretion, may re-bid the project. The County of Lennox & Addington may contact any one or more Respondents to request information without any obligation to contact or request the same information from any other Respondent.

### 3.3 Evaluation Criteria

Each Proposal will be evaluated based on the following factors listed (not necessarily in this order).

<b>Evaluation Criteria</b>	<b>Weighting (Points)</b>
Completeness of submission	Pass/Fail
References	Pass/Fail
Company Profile, Experience, Qualifications	50
Functional Requirements	300
Implementation and Schedule	50
Training/Support	75
Security & Technical Functional Requirements	125
Pricing (project implementation costs & ongoing annual costs)	50
<b>Total Available Points Per Review</b>	<b>650</b>

Final scoring **will not** be provided to the Respondents.

#### **Short Listed Respondent Demonstration and Negotiation**

The Respondents will be shortlisted based on the proposal submissions. Shortlisted Respondents will be requested to make formal presentations of their Proposal and will be required to complete a demonstration to the Evaluation Team. The County of Lennox & Addington may provide scenarios or use cases that must be used in the demonstration, if provided. These demonstrations will be made at no cost to the County of Lennox & Addington and will be scored separately from the proposal.

The short-listed Respondent demonstrations may not require direct face-to-face interaction with the County of Lennox & Addington; however video conferencing will be required at a minimum.

The following is the scoring for the demonstration / interview

Demonstration	150
Best and Final Offer Pricing	25
<b>Total Available Points Per Review</b>	<b>175</b>

Final scoring will **not** be provided to the Respondents.

Following the demonstrations, the top-ranked Respondent(s) will receive a written invitation to enter into direct contract negotiations to finalize the terms and agreement with the County of Lennox & Addington.

### 3.4 Award

Unsuccessful Respondents may request a debriefing from the RFP Coordinator.

It is not the intent of the County of Lennox & Addington to award this RFP to any Respondent that does not furnish satisfactory evidence of possessing the ability and experience in this class of requirement, and sufficient capital and resources to ensure acceptable performance and completion of the service.

By submitting a Proposal, the Respondent acknowledges that it has read this RFP, understands it, and agrees to be bound by its requirements. The Respondent also agrees that the RFP together with the Successful Respondent's Proposal will be the complete and exclusive statement of the agreement between the County of Lennox & Addington and the Successful Respondent and will supersede all other documents including contracts, purchase orders and invoices. Any negotiations will be included as Addenda.

The County of Lennox & Addington reserves the right to reject any or all Proposals for any reason or to accept any Proposal should it be deemed in the interest of the County of Lennox & Addington to do so. In addition, the County of Lennox & Addington may elect to reject any or all Proposals for the following reasons:

- All the Proposals are outside the budget for this project.
- Council does not approve the purchase.

### **NO RESPONDENT CONTRACT WILL BE SIGNED**

The County of Lennox & Addington reserves the right to reject any submitted Proposal from any Respondent, who in the County of Lennox & Addington's reasonable opinion, is deemed incapable of providing the necessary labour, materials, equipment, financing and management resources to perform the work in a satisfactory manner.

### **3.5 Default by the Successful Respondent**

In the event that the Successful Respondent(s) is found in non-compliance with the terms/requirements hereof, or in supplying and delivering the goods and/or services in accordance with the terms/requirements, the Contract may be cancelled at the full discretion of the County of Lennox & Addington.

### **3.6 Clarification/Waiver**

Without prejudice to this right, the County of Lennox & Addington may seek clarification and request additional information in relation to the Proposal after the submission deadline where any Respondent's intent is unclear and may waive or request or amend where, in the opinion of the County of Lennox & Addington, there is a minor irregularity or omission in the information that is to be submitted in a required document.

### **3.7 Right to Negotiate**

After the Contract has been awarded to the Successful Respondent, the County of Lennox & Addington reserves the right to negotiate changes, amendments or modifications to the Successful Respondent's submission, without offering the other Respondents the opportunity to amend their submissions.

### **3.8 Settlement of Disputes**

In the event of any dispute or claim arising between the County of Lennox & Addington and the Respondent as to their respective rights and obligations under the Contract, either party may give the other written notice of such dispute or claim. The notification of dispute or claim shall be made **within 14 days** of the dispute or cause of action arising. If the dispute or claim cannot be resolved through negotiation to the satisfaction of both parties, the parties may between themselves agree to submit the particular matter to arbitration in accordance with the laws of Ontario. If no agreement is made for arbitration, then either party may refer such dispute to the appropriate judicial tribunal as the circumstances may require.

### **3.9 News Release/Publicity**

The Successful Respondent shall not make any news release concerning the RFP, submitted Proposal or awarding of the same or resulting Contract without the express written consent of the County of Lennox & Addington.

An award of Contract to a Successful Respondent does not constitute a general endorsement of the Respondent's products or services, and the award of Contract cannot be used by the Successful Respondent to promote the sale of products or services, without the express written approval of the County of Lennox & Addington. For example, the Successful Respondent shall not use the County of Lennox & Addington name, or logo, in sales presentations, marketing material, or websites, without the express written approval of the County of Lennox & Addington.

### 3.10 Right to Reject any/all Submissions

Notwithstanding any other provision in this Contract, The County of Lennox and Addington reserves the right in its sole, absolute and unfettered discretion to:

- a. make public the names of any or all Bidders and their quoted price;
- b. request written clarification or the submission of supplementary written information in relation to the clarification request from any bidder and incorporate such response to that request for clarification into the RFP;
- c. consider during the evaluation of Bids and/or adjust a Bidder's scoring and/or reject a Bidder's Bid on the basis of:
  - i) a financial analysis;
  - ii) information provided by references;
  - iii) the bidder's past performance on previous contracts awarded by the County of Lennox and Addington;
  - iv) the information provided by a Bidder pursuant to the County of Lennox and Addington exercising its clarification rights under this Bid process; or
  - v) Any other information deemed relevant by the County of Lennox and Addington that arises during the Bid process;
- d. verify with any Bidder or with a third party any information set out in a bid;
- e. check references other than those provided by any Bidder;
- f. disqualify any Bidder whose Bid contains misrepresentations or any other inaccurate or misleading information, or any qualifications;
- g. disqualify any Bidder or the Bid of any Bidder who has engaged in conduct prohibited by this Bid process;
- h. make changes, including substantial changes, to this RFP, provided that those changes are issued by way of addenda in the manner set out in this RFP;
- i. select the Bidder other than the Bidder whose bid reflects the lowest cost to the County of Lennox and Addington or the highest overall score;
- j. cancel this RFP at any stage or any point in time;
- k. cancel this RFP at any stage and issue a new RFP for the same or similar deliverables;
- l. accept or reject any or all Bids in whole or in part;

- m. accept any irregular or non-compliant Bid;
- n. discuss with any Bidder different or additional terms to those contemplated in this RFP; or
- o. if a single Bid is received, reject the Bid of the sole Bidder and cancel this RFP or enter into direct negotiations with the sole Bidder.

These reserved rights are in addition to any other expressed rights or any other rights which may be implied in the circumstances. The Bidders acknowledge that the County of Lennox and Addington may rely upon the criteria it deems relevant, even though such criteria may not have been disclosed to the Bidders. By submitting a Bid, the Bidder acknowledges the County of Lennox and Addington's rights under this Section and absolutely waives any right or cause of action against the County of Lennox and Addington or its agents arising in any way from or relating to this RFP, whether such right arises at law, equity, in contract, negligence or otherwise