Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
     Friday, February 25, 2022 Meeting

FROM: Michael Tolensky, Chief Financial and Operating Officer
     Sameer Dhalla, Director, Development and Engineering Services

RE: **REQUEST FOR PROPOSAL FOR PLANNING APPLICATION REVIEW AND ENFORCEMENT SYSTEM (PARES)**
     RFP No. 10033543

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KEY ISSUE
Award of Request for Proposal (RFP) No. 10033543 for modernizing TRCA's planning, application review and enforcement processes. PARES will be a one-stop-shop for TRCA planning workflows, reporting, customer service, and communications needs. The selected vendor will provide training, configuration, and recommendations for the system implementation.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires a modern planning, application review, and enforcement system.

AND WHEREAS TRCA solicited proposals through a publicly advertised process and evaluated the proposals based on the criteria;

THEREFORE LET IT BE RESOLVED THAT Request for Proposal (RFP) No. 10033543 for PLANNING APPLICATION REVIEW AND ENFORCEMENT SYSTEM (PARES) be awarded to Tyler Technologies Inc's EnerGov solution at a total cost not to exceed $1,118,741 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized be authorized to approve additional expenditures to a maximum of $111,874.10 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted proposals, beginning with the next highest ranked Proponent meeting TRCA specifications;

AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

BACKGROUND

TRCA's processes, and tools for planning application review and enforcement need to be modernized in order to provide an improved user experience for both internal and external clients. Current processes utilize legacy systems with technologies over 30 years old. The planning process demands a significant amount of staff time on daily tasks to resolve issues occurring from existing systems, double-entering data, and manually tracking planning applications. Due to outdated technology and the challenge of funding technological and corporate investments through limited available municipal funding, much of the current process is manual, with little synergy between steps, having much duplication and overlap. Internal users manage through a multitude of different filing, tracking, and circulation tools and clarifications are communicated through messages and emails, instead of through a centralized platform. There is also inefficiency in communications, often resulting in unnecessary emails from and phone calls from both clients, staff and consultants. It is intended that PARES will function as an efficiency-tool that will significantly reduce inefficiencies in TRCA's planning process while at the same time increasing transparency.

TRCA is proposing to adopt an enterprise solution purchased from a vendor that is designed to improve user experience. As referenced in prior Board Reports, PARES will be a commercial off-the-shelf web-based cloud solution that is accessible anywhere where Internet connectivity is available. Cloud servers will be managed by the successful Proponent or vendor. The platform will be customer-facing with all inquiries being handled by the platform to improve tracking, communication and customer satisfaction.

It is further intended that TRCA will have on-staff support for minor updates and adjustments and that the vendor will be retained for major maintenance and contracts for subsequent integrations with additional TRCA and municipal partner systems, subject to agreements and approvals. A resource plan is required to support the system with one full-time-equivalent staff resource at TRCA to act as technical lead and primary liaison to the Proponent.

To reduce costs and save time, TRCA is looking for an existing system to be configured to TRCA's requirements, ideally with minimal modifications. TRCA will provide all documentation prior to the vendor hiring to expedite the discovery and implementation phases.

RATIONALE

For the last two years, TRCA staff have been consulting with municipal partners and stakeholders including the BILD/Industry TRCA Working Group to identify system requirements and user needs in support of streamlining the permit review process. After obtaining stakeholder buy-in on the proposed specifications, TRCA issued a Request for Proposal for the PARES solution on the public procurement website www.biddingo.com on July 28, 2021, and closed on August 20th, 2021 at 11:59 p.m. EST. Two (2) addendums were issued to respond to questions received. A total of fourteen (14) firms downloaded the documents and Five (5) proposals were received from the following Proponent(s):

- • Avocette Technologies Inc.
- • ESRI Canada
- • Granicus, Inc.

- Speridian Technologies
- Tyler Technologies

An Evaluation Committee comprised of staff from Development Planning & Permits, Infrastructure Planning & Permits, Enforcement & Compliance, Information Technology & Records Management, Policy Planning, Planning Ecology, and Engineering Services reviewed the proposals.

The proposals from ESRI Canada, and Speridian Technologies did not meet the minimum score of 50 for technical criteria and were not evaluated further. In addition, the proposal from Avocette Technologies Inc. did not meet the minimum score of 10 for pricing and was not considered for award of the contract.

Criteria	Weight	Minimum Score
Proponent's Information and Profile	10	
Key Personnel Experience and Qualifications	10	
Understanding of Project, Requirements, and Scope of Work	40	
Approach and Schedule	20	
Sub-Total	80	50
Pricing	20	
Sub-Total	20	10
Total Points	100	/60

DEMONSTRATION OF SOLUTION

The top three highest scoring proponents were invited to demonstrate their solution. There was a one-hour presentation that showcased how the proponent's solution met TRCA's needs. The product demo was used to confirm solution's core features and capabilities in a live setting and was used as the final scoring for proponent selection.

Scoring was based on understanding of project, requirements, and scope of work and was scored with the below evaluation table.

Criteria	Weight	Minimum Score
Understanding of Project, Requirements, and Scope of Work	**100**	**60**
TOTAL	**/100**	**/60**

The highest ranked proponent demonstrated a solution that further validated technical score from proposal review and demonstrated their ability to meet TRCA's requirements. The proponent also demonstrated a robust, modern user interface. The user interface will enhance user experience

and improve staff throughput, quality of work, quality of communication, and well-begin.

Therefore, it is recommended that contract No. 10033543 be awarded to Tyler Technologies Inc. for the EnerGov solution's implementation at a total cost not to exceed $1,118,741, plus 10% contingency, plus applicable taxes, being the highest ranked Proponent meeting TRCA specifications. Proponent's scores and staff analysis of the evaluation results can be provided in an in-camera presentation upon request.

Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan
This report supports the following strategic priority set forth in the TRCA 2013-2022 Strategic Plan:
Strategy 9 – Measure performance
Strategy 10 – Accelerate innovation
Strategy 11 – Invest in our staff

DETAILS OF WORK TO BE DONE
The key deliverables and project schedule as per proponent's proposal are outlined below:
- Initiate & Plan (April 2022)
    - Formally launch project
    - Establish project governance
    - Define and communicate governance for Tyler
- Assess & Define (July 2022)
    - Provide basic understanding of system functionality
    - Prepare for current and future state analysis
- Prepare Solution (November 2022)
    - Licensed software is installed and operational
    - TRCA is able to access software
- Production Readiness (January 2023)
    - Validate that the solution performs as indicated in the solution validation plan
    - Ensure TRCA organization is ready to move forward with go-live and training
- Production (February 2023)
    - Execute day to day processing in Tyler software
    - Make client data available in production environment
- Close (March 2023)
    - Agreement between Tyler and TRCA that activities are complete

The Proponent staff resources dedicated to the project implementation are as follows:

Consultant Project Team (Role)
Project Manager
Executive Sponsor
Training Manager
Implementation Manager
Senior Implementation Consultant

The TRCA staff resources dedicated to the project implementation are as follows:

TRCA Project Team (Role)
Project Manager
Executive Sponsor

Development Planning & Permits Lead
Infrastructure Planning & Permits Lead
Policy Planning Lead
Enforcement Lead
Technical Review Lead
Finance Lead
Internal Project Review Lead
Information Technology & Records Management Lead

TRCA staff will also be working with the Province, municipalities and industry stakeholders to determine if other funding sources can be leveraged to fund this project.

FINANCIAL DETAILS
Funds for the contract are identified in the 2022 Development & Engineering Services capital budget and at this point the project will rely on user fees and reserves. Staff are also approaching our high-growth municipal partners and the Province on whether this project could be eligible for the recently announced Streamline Development Approval Fund announced on January 19, 2022 so that the use of reserves can be avoided for the initial capital investment. Funds for the contract term of 2023 and beyond are planned to be covered through existing user fees as per the approved TRCA fee schedule and service level agreements. Surcharges are built into fee schedule to account for upkeep costs, support, and staffing. Upgrades and maintenance are included in the Proponent's proposal at an annual fee.

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