End-to-End Review of the Development Process

Standing Policy Committee on Property and Development

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March 5th, 2026



Project Background

Context

The City of Winnipeg retained KPMG to conduct an end-to-end review of its development review process.

The work is supported with funding from the Housing Accelerator Fund.

Oversight of the review is provided by a dedicated City Working Group.

Objectives

The objectives of this review are to improve the efficiency and effectiveness of Winnipeg's development review process. This includes:

1. Identify opportunities to streamline processes and procedures within development review.
2. Increase City service levels in development review.
3. Reduce the time spent by staff processing applications and increase processing capacity.
4. Improve the applicant experience through the development review process.
5. Maintain the City's commitment to excellence in the built environment.

Scope

The review includes an assessment of:

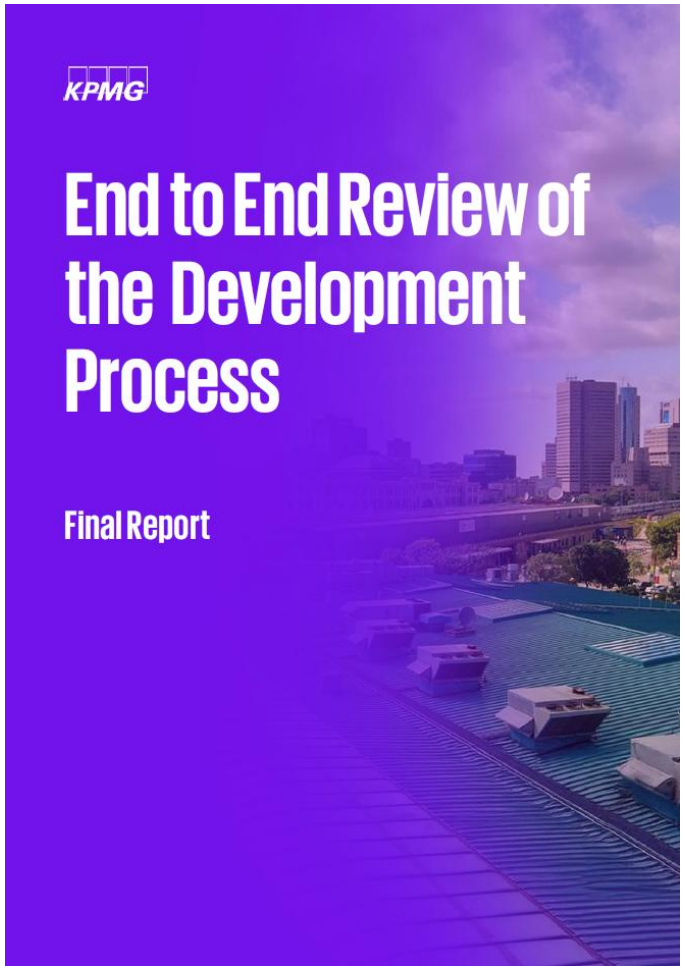
- Current development application review processes.
- Roles & responsibilities of staff and departments.
- Staff resources and skillsets.
- Development application management and governance practices.
- Current technology systems in place.
- Review timelines and KPIs.
- Recent initiatives (i.e., red tape reduction, online permit expansions, amended zoning bylaws, variance changes, etc.) and potential impacts.

The following application types are in scope:

- Development Application for Subdivision & Rezoning (DASZ)
- Development Application for Variance (DAV)
- Development Application for Conditional Use (DCU)
- Development permit applications
- Short Form Plan of Subdivision (DASSF)
- Building permits (inclusive of occupancy permits; focus on Part 3 multi-family permit applications)

Administrative Report

- **Summary of KPMG's Final Report**
- **Next Steps – Implementation Phase**



KPMG's Recommendations

The report includes 27 final recommendations. These recommendations have been grouped into 3 different categories.

1. Accelerating Changes

Recommendations that accelerate initiatives already underway.

- Impact = Moderate in alignment with existing initiatives.
- Effort = Varied based on current initiatives (policy adjustment, small configuration, training).
- Timing: Varied based on current initiatives.

2. Transformative Changes

Significant transformational recommendations that will fundamentally alter the city's service delivery.

- Impact = High (city-wide or multi-department, structural improvement to service delivery, outcomes or experience)
- Effort = High (new tech/platforms, operating-model change, significant capital/resourcing)
- Timing: Long-term (18 months+) with phased milestones

3. Supporting Changes

Less transformative recommendations that support larger transformational opportunities in category 1.

- Impact = Moderate to high, often prerequisites that unlock larger value.
- Effort = Medium (process redesign, integrations, targeted hires).
- Timing: Mid-term (6-18 months)

Next Steps – Implementation Phase

- **Project Working Group – High Level Assessment**
  - Recommendations Implemented/Addressed in the past year
  - Recommendations to Implement/Advance in 2026
  - Recommendations for Future Consideration

Recommendations Implemented/Addressed in Past Year

Examples	
• In December 2025, the City engaged consultants to undertake the Comprehensive Zoning By-law re-write.	✓
• The digitization of development applications.	✓
• The introduction of a Rapid Response Process to facilitate quicker response times to Water and Waste development inquiries.	✓
• The expansion of the Permits Online customer portal to include all residential and commercial building and trade permits as well as all development permits.	✓
• PPD mentorship program was launched in late 2025.	✓

Recommendations to Implement/Advance in 2026

Examples
• Work with industry to review post approval processes for development applications and identify opportunities for efficiencies.
• Expand the use of digital dashboard reporting to incorporate additional development review metrics
• Adopt a fully integrated digital workflow management system to improve efficiency and consistency in the processing of development applications
• Refresh and increase use of digital templates in AMANDA system.
• Require an upload memo be used to accompany a re-submitted application.

Recommendations for Future Consideration

- 14 Recommendations require further review/assessment.
  - Example, all 5 Transformative Changes.
- Can be considered by Departmental staff along with process Improvement Teams and brought back for Council direction in future as appropriate.

Recommendations for Future Consideration

- 3 Recommendations should only be addressed after Zoning By-law re-write:
  - *#16: Adopt technological solutions to enable automatic application screening and support preliminary review;*
  - *#17: Establish a Planning Commission to delegate approval authority for development applications;*
  - *#21: Develop clear public-facing user guides and terms of references for all the City's development application types*

Public Service Recommendation

RECOMMENDATIONS

1. That the Public Service be directed to report back no later than September 2026 on the feasibility of implementing Recommendation #19: *Implement a Voluntary Pre-Submission Consultation process*, in time for referral to the 2027 budget process.

2. That the Proper Officers of the City of Winnipeg be authorized to do all things necessary to implement the intent of the foregoing.

- Considered leading practice.
- Old pre-application process removed by Council in 2024.
- Available to more application types and involve a meeting.
- Strictly voluntary.