



COUNCIL REPORT

Report Date: June 23, 2025
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Meeting Date: July 9, 2025
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TO: Standing Committee on Policy and Strategic Priorities

FROM: General Manager of Development, Buildings & Licensing and Chief Procurement Officer

SUBJECT: Change Orders for Consulting Services for ServiceNow Resources Augmentation

Recommendations

- A. THAT Council authorize City staff to execute two (2) change orders totalling \$3,673,500 to an existing Consulting Services contract with Deloitte Inc. for ServiceNow Resources Augmentation. bringing the new estimated contract value to \$7,637,168. The two (2) change orders will be funded from within the existing approved Technology Services Capital Budget.
- B. THAT Council delegate its authority to execute the two (2) change orders to the City's Director of Legal Services, Chief Procurement Officer, and General Manager of Development, Buildings & Licensing.

No legal rights or obligations will be created by Council's approval of Recommendations A and B unless and until the City executes and delivers the change orders.

Purpose and Executive Summary

ServiceNow has been the City's enterprise service management platform since 2017, serving the City's IT and non-IT business units. Deloitte Inc. has personnel with ServiceNow expertise to work alongside City staff to leverage the ServiceNow platform. The report seeks Council's approval for two change orders that will enable continuation of permitting and licensing digital and freedom of information (FOI) case management enhancements and expanded enterprise capabilities, efficiencies and value to citizens/customers.

Change Order #5 is for a 16-month fixed fee of \$3,175,000 CAD for Deloitte to continue with the design, development, and enhancement work on digital business services for the City's Development, Buildings & Licensing department and Technology Services department Digital Transformation Program, leveraging the City's ServiceNow platform.

Change Order #6 is for a 26-week fixed fee of \$498,500 CAD for Deloitte to provide ServiceNow expertise in the design, development, and enhancement of the Freedom of Information (FOI) case management solution leveraging the ServiceNow platform.

Council Authority/Previous Decisions

The City's Procurement Policy (ADMIN-008) requires Council approve contracts with a total value greater \$3,000,000 following review and recommendations by the City's Bid Committee. The Bid Committee has considered the two (2) change orders and recommends proceeding with the execution of the two (2) change orders.

City Manager's Comments

The City Manager concurs with the foregoing recommendations.

Context and Background

Change Order #5, permitting and licensing digital transformation work

The City, through its Development, Buildings and Licensing department ("DBL") ensures the quality and safety of buildings, and strategically leverages the use of permits, licenses, and enforcement to advance the priorities of City Council. DBL serves a diverse group of customers and stakeholders including developers, architects, small and large business owners, and Vancouver residents. DBL also works closely with City Planning, Urban Design and Sustainability, Engineering Services, Community Services, and the Vancouver Affordable Housing Agency, to support and enforce the regulations, policies, and services that shape how people build, work, and live in Vancouver.

Building on the work done thus far, starting in July 2023, Deloitte will continue to contribute to the design, development, and enhancement of the suite of tools that support the digitisation of the City's permitting and licensing services. This work is being undertaken under the City's Digital Transformation Program (DTP), being co-led by the GM, DBL and the City's Chief Technology Officer. While these digital tools are built using a number of key City platforms, ServiceNow is central to this work.

The ServiceNow Resource Augmentation team provided by Deloitte consists of a ServiceNow Architect, ServiceNow Technical lead, Functional Lead, three (3) ServiceNow developers, and other resources as needed to deliver against the statement of work which includes:

- Permitting and licensing digital enhancements
- Expanded enterprise capabilities
- Efficiencies and value to citizens/customers

This investment is quoted as a fixed fee of **\$3,175,000.00** CAD for the full duration of the extension period from July 1, 2025 to October 31, 2026.

Permitting and licensing digital enhancements

The DTP work is centred around delivering permitting and licensing service enhancements, with a focus on efficiencies and enhanced customer value. Examples of products to be delivered over the duration of the Deloitte engagement include but are not limited to:

- **Document submissions.** An improved application document submission process for applicants.
- **Document handling/storage.** Enhanced document handling and storage.
- **Multiplex permits.** An expanded suite of multiplex permit application services.
- **Residential renovation permits.** A new digital application service for residential renovation permit applications.
- **Laneway and single detached house permits.** Support laneway house and single detached house permit applications.
- **Digital plan checking.** Integrating digital plan checking into the application process.
- **Applicant feedback mechanisms.** Create easy-to-use mechanisms for applicants to provide feedback throughout the service journey, and then allow staff to use that feedback to inform future iterations of the service.
- **Single unified user account.** Expand the services that a business owner can access through a single online business account, e.g., obtain a copy of a licence, close a business, change a business name or location.
- **Digital credentials.** Allow the use of digital credentials through the BC Wallet application to streamline experience for customers and reduce manual verification steps for staff, e.g., for proof of business ownership and proof of home ownership.
- **Staff efficiencies.** Improved/more efficient staff application handling processes.
- **Improved applicant and staff experience.** Improved customer and staff support processes/experience.
- **Digital signatures.** Enable the acceptance and validation of digital signatures on drawings and plans.
- **Improvements to already-launched components.** Iterative improvements of already-launched digital permitting and licensing services, with focus on helping applicants find, navigate and use the services in place.
- **Enterprise platform upgrades.** Support to the City during major ServiceNow platform upgrades (currently two per year), to ensure that the services that sit on this platform are thoroughly tested in the various environments before the platform itself undergoes an upgrade, to avoid any potential service outages.

Expanded enterprise capabilities

There is substantial opportunity to leverage ServiceNow as a platform in order to enable the development of future digital services.

To realize this potential, the City must develop the following enablement capabilities.

1. **Increase internal capacity.** Strengthen internal capabilities by growing internal ServiceNow skills, expertise and delivery capacity.
2. **Establish effective governance structures.** Establish a clear governance model and platform strategy to guide priorities, standards and usage.

3. **Develop a suite of reusable components.** Continue to develop reusable components and service delivery patterns that can be scaled and adopted across multiple municipal services.

A portion of the Deloitte engagement described in this report will be dedicated to focusing on these three activities. While early services required substantial investment in design, coordination, and change, as these investments are made, they will result in faster, lower-effort onboarding of future services that are built using the ServiceNow platform.

Efficiencies and Value to Citizens and Customers

The permitting and licensing improvements outlined in this report will deliver measurable benefits through enhanced customer experiences, increased staff efficiency, and strengthened enterprise technology.

For Customers and Applicants

- Simplified digital experiences for permits, licenses, and service requests.
- Faster processing and fewer in-person visits through smart forms and online submissions.
- Greater transparency into application status, decisions, and timelines.
- More consistent service across departments through standardized processes and shared systems.

For Staff Efficiencies

- Less manual work and duplication thanks to centralized data and reusable workflows.
- Quicker service rollouts using shared tools like rules engines and document management.
- Role-based tools and automation to support faster, more accurate decision-making.
- Built-in analytics and feedback to drive continuous improvement.
- Increased confidence and agility as teams gain platform expertise.

For the City's Technology Platform

- Scalable digital services that extend across departments with minimal extra effort.
- Shift to ongoing service stewardship, enabling iterative, citizen-centered design.
- Modern, resilient architecture that supports collaboration and long-term sustainability.

Change Order #6, Freedom of Information case management system & expanded enterprise capabilities

Work has already been initiated to develop a Freedom of Information case management services using the ServiceNow platform. A ServiceNow architect/functional lead was contracted through Deloitte per Change Order #4, for a period of 12 weeks to enable the first release.

The scope of this work has now been extended to build the complete end-to-end system on ServiceNow, and to deliver reusable technology components that will accelerate the City's ability to modernize other case management use cases for both public- and staff-facing services within

internal resources. Per the proposed plan, there is a requirement to secure expertise (1 Functional Lead + 2 ServiceNow Developers) to complete the build of the fully functional end-to-end FOI case management system within 26 weeks.

It is proposed that Deloitte provide ServiceNow expertise and contribute to the iterative design, development, and enhancements of the FOI case management solution, leveraging key City of Vancouver platforms, primarily focused on ServiceNow.

In addition to Deloitte's support in developing the City's FOI case management service, Deloitte will support the City in work currently underway to assess the viability of using the ServiceNow platform to deliver an enterprise case management capability that could support many use cases across business units, with the goal of reducing costs and maintenance overhead for case management capabilities across the City, improving staff efficiencies, and enhancing service modernization.

Deloitte will support the City in assessing the use of ServiceNow as a more broadly-applied enterprise case management platform as an alternative to the City's current multiple and separate digital case management systems (EM Pro, ServiceNow, Resolver, Parklane, as well as a great number of manual or email-based processes that support case management).

This investment is quoted as a fixed fee of **\$498,500** CAD for the duration of 26 weeks from June 30, 2025 to December 24, 2025.

Financial Implications

Funding is available from within the approved multi-year Technology Services Capital Budget with underlying funding for the permitting and licensing digital transformation program coming from the Housing Accelerator Fund (HAF).

Legal Implications

The City's Procurement Policy (ADMIN-008) requires the Director of Legal Services to execute all contracts with a total value greater than \$3,000,000 that have been awarded by the Bid Committee and Council.

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