

## Detailed Summary of Options and Implications

### C1. Options for Further Consideration

#### Option 1 – Develop a Regional Collaboration Framework

No funding commitment at this stage.

Under this option, the Board would:

- Receive the questionnaire findings and acknowledge the cross-island interest in collaboration.
- Direct staff to work with interested municipalities to co-develop a regional digital and technology collaboration framework that:
  - Defines priority operational and service areas (e.g., telecom/network resiliency, cybersecurity, Artificial Intelligence/Large Language Model (AI/LLM) pilots, provincial call-downs);
  - Outlines governance, participation and decision-making structures;
  - Identifies shared benefits, efficiencies and risk-reduction opportunities; and
  - Describes potential cost-sharing models without committing any party to funding or staffing.
- Require that any future pilots, shared services, or group-buy initiatives return through separate business cases/Investment Business Cases (IBCs) with clear financial, legal and operational implications.

This option advances planning and strategy only, recognizing that partners require more detail and internal approvals before committing resources.

#### Option 2 – Focus on Advocacy and Knowledge-Sharing

No structured framework at this time.

Under this option, the Board would direct staff to:

- Use questionnaire findings to support CRD's advocacy with Union of BC Municipalities (UBCM), the province and sector partners on opportunities such as:
  - Provincial cooperative buying programs;
  - AI/LLM guidance and ethical frameworks; and
  - Municipal and regional cybersecurity funding.
- Support a light-touch island Chief Information Officer/Information Technology leadership network focused on sharing best practices and templates (e.g., AI guardrails, procurement language, Privacy Impact Assessment/Security Threat and Risk Assessment approaches), without developing a formal consortium or shared-service model.

This option maintains CRD's role as a convener and collaborator while avoiding structured shared-service work until partners signal readiness.

### Option 3 – Refer Report Back for Further Analysis

The Board may request additional analysis, including:

- Scenario modelling of potential shared initiatives (telecom group-buy, security tools, AI sandbox);
- A preliminary resourcing model outlining capacity requirements if partners proceed; and
- A phased roadmap sequencing work based on partner readiness, procurement windows and internal capacity.

This option delays decisions while more detailed options are developed.

## **C2. Implications**

### Alignment with Board and Corporate Priorities

- Aligns with Board priorities around cost containment, risk reduction, modernization and regional collaboration
- Shared procurement, AI guardrails and common cybersecurity standards directly support these objectives

### Alignment with Existing Plans and Strategies

The work is aligned with the CRD Digital & Technology Strategy and supports CRD's role as a regional collaborator and convener.

It also aligns with modernization efforts across core platforms widely used by Island municipalities, including:

- Enterprise Resource Planning: SAP, Workday, Oracle
- Geographic Information Systems: ESRI ArcGIS
- Productivity suites: Microsoft 365, Google Workspace
- Human Resources Information Systems/Payroll: SuccessFactors, Dayforce, ADP
- Asset management: CityWide, Cartegraph, IBM Maximo
- Licensing/Permitting: Tempest, Amanda, CloudPermit
- Customer service/CRM: Dynamics 365, Salesforce
- Financial/Budgeting: Qwestica, CaseWare

### Financial Implications

At this stage, all work is exploratory. There are:

- No financial commitments;
- No operating or capital funding requirements; and
- No obligations for partners.

Any future pilots, shared services, or group-buy initiatives will require:

- Separate business cases/IBCs outlining Return on Investment, Total Cost of Ownership and Proof of Value;
- Council/Board approvals; and
- Clear governance and cost-sharing structures.

### Intergovernmental Implications

- Strong willingness among island municipalities and regional districts to collaborate, with CRD acting as a convener
- Governance must remain shared and participation opt-in

- Creates opportunities to align with provincial frameworks and sector bodies such as Municipal Information Systems Association of BC and UBCM.

### Service Delivery Implications

If advanced through future approvals, regional collaboration could:

- Reduce duplication of effort;
- Improve access to specialized tools and expertise;
- Strengthen resiliency and cybersecurity; and
- Improve consistency and quality of service delivery across the region.

There are no direct operational changes at this stage.