Service 110 Administration and General Government

PURPOSE

To provide a high-level overview of the rapidly evolving technology environment and the directions for the CVRD's Information Services Department. This briefing note is intended to provide additional information in support of the proposed five-year financial plan for Function 116 – Information Technology.

OVERVIEW

- Technology is a critical organizational support element assisting all CVRD functions in the delivery of their services. The CVRD has computing resources in 35 different facilities with approximately 350 personal computers and application servers, and over 250 related peripheral equipment.
- In 2025, the CVRD completed an IT Strategic Plan (the 'Plan') to advance technology modernization, including operational tools, processes, standards and structures, to better enable the organization to meet the needs and expectations of employees and the residents we serve.
- In a modern technology environment, there are commonly nine core technology functions, as follows:

Core Technology Functions	Examples
Technology Leadership & Oversight	Technology strategy and governance, risk and financial management, oversight
Business Solutions & Applications	Enterprise business applications (e.g. Microsoft 365, financial applications including human resources and payroll, agenda/minutes, computerized maintenance management system, land management and recreation)
Enterprise Architecture & Planning	Disaster recovery and business continuity, facility connection planning, data center, server software and hardware
Modern Workplace	Remote work, productivity tools (e.g. Teams)
Security & Privacy	Cybersecurity program management, training, incident response, access management, digital facility security management (e.g. radio ID fobs, security cameras)
Infrastructure	Asset management, optimization of hardware, software, and cloud infrastructure
Service Management	Service desk and management, documentation management

Core Technology Functions	Examples
Technology Project & Change Management	Program and project management, engagement, relationship management
Operational Technology	Supervisory Control and Data Acquisition (SCADA) for industrial processes related to water, sewer and solid waste infrastructure as well as recreation facility technology for ice, swimming pool and HVAC system control

- The Plan has provided a roadmap to enhance and mature the CVRD's technology environment and service delivery through the above-noted core technology functions.
- Not unlike other local governments, the CVRD's Information Services Department employs a combination of internal staff resources, external contractors, and tools to deliver these functions. The Plan recognizes that additional resources, combined with shifts in the structure, are required to effectively execute core technology functions and support the organization in the modern digital world. It is noted that new staff positions were only recommended within the infrastructure and service management functions.
- Rapid technological advancements are bringing forward a wide range of new digital practices, impacting how the CVRD operates, how employees collaborate, and how services are delivered. With consideration to these forces, and the work underway to implement the IT Strategic Plan, the following key themes and initiatives are highlighted:
    - **Digital Collaboration and Productivity Tools**
      Digital collaboration and productivity platforms, such as Microsoft 365 and its suite of apps and services, are recognized as vital tools to foster workplace collaboration and engagement, and to streamline processes.

      The CVRD is working to modernize key corporate processes using Microsoft 365 tools such as Outlook, Teams, SharePoint, and workflow automation. Major initiatives, including digitization of procure to pay processes, permitting, licensing and land management, asset management, and electronic records management, all depend on these platforms to streamline communication, document sharing, and approvals. Replacement of legacy human resource and financial systems (ERP) will further rely on secure, integrated and well-governed digital tools. To support this transformation, the CVRD requires internal capacity to configure, maintain, support and optimize these tools.
    - **Remote Work**
      Technology has enabled new remote work opportunities that are shifting organizational behavior and support employee engagement and productivity. In order to maintain a cohesive and efficient workforce, technology must be leveraged for collaboration and continuity. Internal IT resources are required to

configure, maintain and troubleshoot issues to limit user disruptions and ensure seamless integration with organizational systems.

- **Data-Driven Decision-Making**
  With digital transformation comes data that can empower the CVRD to make better, faster, and more strategic decisions through the leveraging of analytics. The CVRD is advancing this work through improved access to corporate data in M365/SharePoint and new asset management software. Leveraging this data will help shape policy, improve service delivery, and identify opportunities for cost efficiencies.

- **Artificial Intelligence (AI)**
  Artificial Intelligence (AI) is a transformational technology that has the potential to reshape all aspects of the workplace. The CVRD is planning for the implementation of generative AI-powered assistants to support process efficiencies and productivity. These systems require IT support for customization and further support to optimize their use and benefits across the organization.

- **Cybersecurity and Privacy**
  As a public authority, the CVRD has a statutory duty to protect private and sensitive information, and to provide a secure and private digital environment. The proliferation of digital services, together with the availability of commercial cyber tools, have forced organizations of all types to develop robust cybersecurity programs to maintain the integrity of their data and safeguard it against potential threats. The CVRD is rapidly expanding its digital footprint through various means, including remote work, cloud computing, and online payment systems. Though many systems are in place to monitor the flow of data and detect possible threats, IT staff resources are required to defend, safeguard, and respond within this increasingly complex environment. The CVRD's cybersecurity program is taking a major step forward through the recruitment of a dedicated resource to advance our security systems and posture.

- **Cloud Computing**
  Cloud computing is way for organizations to store data and run applications over the internet, as opposed to using hardware infrastructure owned and located within an organization's facility. Use of cloud services is accelerating due to reduced costs (i.e. no servers or maintenance costs), and enhanced accessibility and reliability. However, cloud computing does often result in increased licensing costs and does not fully replace all infrastructure requirements for the CVRD, as various applications and data must continue to be stored on-premise. Cloud services also place demands on IT resources through ongoing management, monitoring, and optimization to ensure security, compliance, and cost efficiency.

- **Infrastructure Automations**
  Supervisory Control and Data Acquisition (SCADA) systems are digital automation devices for industrial processes that improve efficiency, ensure regulatory compliance, and enhance the security and reliability of critical infrastructure. With significant upgrades and expansions occurring within the CVRD's water, sewer, and solid waste infrastructure, operational technology systems are also undergoing similar changes, placing increased demands on internal resources. The CVRD has approximately 25 facilities now equipped with such control systems and this figure is projected to increase through new facility development and acquisition (i.e. improvement districts, private utility systems). SCADA systems are vital to the CVRD's operations and will ensure reliable operations, timely upgrades, and sustainable system management.