

ADMINISTRATIVE REPORT

TO: Board of Directors

FROM: J. Zaffino, Chief Administrative Officer

DATE: December 19, 2024

RE: **Gantt Chart Projects Removal and Carry Forward request**

Administrative Recommendation:

THAT the Board of Directors approve the removal and carry forward projects from the 2024 RDOS Projects Gantt Chart, as listed in Appendix A and B of the administrative report dated December 19, 2024.

Purpose: The Senior Management Team and RDOS Fire Chiefs reviewed and identified the removal or forward forward of projects that were:

1. listed as in-progress and will be carried forward into a future year,
2. listed and are being recommended for removal due to explanations provided below from SMT and Fire Chiefs.

Reference:

RDOS Projects 2024

Gantt Progress Tracking (started July 4, 2024)

Business Plan Objective:

Goal 1.1: To be an effective, fiscally responsible organization

Background:

Jim Zaffino, CAO, introduced the Gantt as a tracking tool in December 2023 to assist staff in planning work around deadlines and effectively allocating resources. This tool enhances communication and collaboration by simplifying progress of tracking and enabling informed decision-making.

On June 13, 2024, the Board of Directors approved the following:

- removal of 17 projects
- carry forward of 48 projects

As of December 19, 2024, there are 226 active RDOS projects listed in the Gantt Chart tracking system.

The recommendation to remove and carry forward projects is based on a thorough assessment of project feasibility, resource allocation, strategic alignment, and extended timelines.

Analysis:

There are **5** RDOS Projects in Appendix A have been identified to be **removed**.

There are **38** RDOS Projects in Appendix B are identified to be **carried over** (ongoing) into 2025.

Alternatives:

1. THAT all projects remain on the RDOS Gantt Chart tracking.
2. THAT the Board of Directors approve the removal of following projects from the RDOS Gantt Chart tracking:, and,
3. THAT the Board of Directors approve the carry forward of the following projects from the RDOS Gantt Chart:

Communication Strategy:

The Gantt Chart was introduced in December 2023 using Microsoft 365 Project. Access was provided to Senior Managers, Section Managers, Fire Chiefs, and Directors in February 2024, offering a hands-on tool to track the progress of capital projects, internal initiatives, and various other projects.

RDOS Projects were first presented to the Board in March 2024. Directors have received a monthly update, either in printed or electronic form, detailing projects filtered by all electoral areas, individual electoral areas, by department, corporate projects, electoral area administration, and recoverable. This update ensures comprehensive visibility and facilitates informed decision-making across the organization.

Completion percentages have been extracted bi-weekly since July 4, 2024 and provide a detailed ongoing assessment of progress for all RDOS projects. This data has been available to the Senior Management Team through Q3 and Q4.

Appendix A – Remove

The following five projects are being recommended for **removal**.

List #	Project Task #	Project Name	Explanation	Division
1	19	Firehall construction	Removal was discussed and agreed to last year, with the head of CS who the Director and Fire Chief understood was responsible for the project at that time.	OK Falls Fire
2	20	Firefighting equipment	Is an annual operating activity- not project.	OK Falls Fire
3	21	Firefighting hoses	Is an annual operating activity- not project.	OK Falls Fire
4	22	Protective equipment	Is an annual operating activity- not project.	OK Falls Fire
5	268	Regional Housing Strategy	Currently listed as carry forward.	Planning

Appendix B – Carry Forward into 2025

The following 38 projects are being recommended for carry forward:

List #	Project #	Project Name	Explantation	Division
1	12	Server Replacement	The Server replacement will be combined with the larger "Data Center Storage" Project for overall operational efficiency , improved data integrity and performance.	Information Systems
2	13	Wan Infrastructure Phase 2	The Wan Infrastructure Phase 2 project is in mid-stream. VPN equipment has already been delivered and a work plan for 2025 will be created with the applicable resources for implementation and completion in 2025.	Information Systems
3	14	Workstations	The majority of the preparation work is done, hardware is delivered and implementation will be mostly completed in Dec 2024. There may be a few loose ends to tie up in January 2025 for full completion of the project	Information Systems
4	15	Data Center Equipment	the Data Center Equipment will be combined with the larger "Data Center Storage" Project for overall operational efficiency , improved data integrity and performance.	Information Systems
5	16	Data Center Storage	the Data Center Storage will be combined with the following projects,	Information Systems

			Data Center Equipment and Server Replacement Projects. Combining these projects will benefit the RDOS with an improvement to overall operational efficiency , improved data integrity and performance.	
6	32	Kaleden – Pumper Truck	Delivery of the truck has been delayed and is now due to be delivered in April 2025	Kaleden Fire
7	33	Kaleden – Fire Fighting Equipment	The purchase of this equipment is being done under the CEPF Grant, which they are still waiting for approval on, however, it is highly likely the grant will be approved and they will be purchasing the equipment in 2025	Kaleden Fire
8	34	Kaleden – Training Ground Addition	Anticipate having the building permit signed off by the end of the year.	Kaleden Fire
9	36	Naramata – Storage Room Addition	Work is well underway, but not complete	Naramata Fire
10	38	Naramata - PPE	Waiting for product delivery	Naramata Fire
11	47	Okanagan Falls – WWTP UV System Upgrades	UV system is on order and will not arrive to the site until the new year	Public Works Utilities
12	49	Ok Falls Water dedicated watermain, valve upgrade and new well	This project was anticipated to be multiyear and ongoing until 2027	Public Works Utilities
13	50	OK Falls Water Operational and Safety Upgrades	Various works are still being completed with the operations and additional time is required to complete all of the work anticipated	Public Works Utilities
14	51	OK Falls water priority water mains	Project anticipated to be multiyear until 2026	Public Works Utilities
15	52	OK falls Water SCADA	Several items have delayed this project with equipment purchasing, available capacity of the teams and some communications upgrades required. Work is still underway and will be completed in the new year.	Public Works Utilities
16	53	OK falls pumphouse and communications	Similar to the SCADA delays, this has taken longer than expected. However work in underway and will be completed in the new year.	Public Works Utilities
17	54	OK Falls Water Office relocation	The building is ready, the final inspections are to be completed soon, site preparation has started but the	Public Works Utilities

			work will not be likely completed until early in the new year.	
18	63	Naramata PRV Replacement	PRV kiosk is complete and will be stored until the new year as the construction permit from IHA is still pending; MOTI permit has been received; after all permits in place, the installation work requires a procurement for a contractor. Work will be completed in the new year.	Public Works Utilities
19	64	Naramata Raw Water Pumpstation – Pump rebuilds	Work is underway but second raw water pump to be completed in new year.	Public Works Utilities
20	67	Olalla Critical Updates/Service Valves	Other priorities were acted upon in 2024 and this valve replacement was deemed able to wait until 2025.	Public Works Utilities
21	71	West Bench Water System Modeling and Master Plan	Already anticipated to be completed into 2025 as it started in Q4 of 2024	Public Works Utilities
22	111	RGS Bylaw Review	Active and on-going	Planning
23	116	Housing Needs Report	Active and on-going	Planning
24	128	CML Design operations and closure plan	A multiyear plan that will continue into 2025	Public Works
25	131	Organics Processing Centre	Initial design work is completed for a reduced footprint; A new ALC application is being prepared by consultants to enable the use of the ALR lands for the facility; work is anticipated to continue to 2026	Public Works Solid Waste
26	136	CML – HHW area upgrades	This was put on hold until 2025 after discussion with staff. Work will be completed in 2025	Public Works Solid Waste
27	137	CML – Security cameras	Work has been initiated; approvals for using cameras by the board has been received; currently reviewing quotes and anticipate installation in early 2025	Public Works Solid Waste
28	138	OK Falls landfill – security cameras	Work has been initiated; approvals for using cameras by the board has been received; currently reviewing quotes and anticipate installation in early 2025	Public Works Solid Waste
29	139	Keremeos Transfer Station – security cameras	Work has been initiated; approvals for using cameras by the board has been received; currently reviewing quotes and anticipate installation in early 2025	Public Works Solid Waste
30	140	Oliver landfill – security cameras	Work has been initiated; approvals for using cameras by the board has been received; currently reviewing quotes and anticipate installation in early 2025	Public Works Solid Waste

31	143	Oliver landfill – Marketing study	RFP was unsuccessful at obtaining a consultant; staff are still determining the next steps so project will continue into 2025	Public Works Solid Waste
32	145	Osoyoos Landfill takeover review	Pending discussions with town of Osoyoos; this project would begin in 2025 if proceeding	Public Works Solid Waste
33	147	Solid Waste Management plan	Already planned to go into 2025, however the current schedule will see the plan finished in Q1 of 2026	Public Works Solid Waste
34	160	DCC/CEC Bylaws	This project has not yet started other than initial preparations for a RFP scope of work. It was received after business plan was full for 2024. Work is anticipated to begin in 2025	Public Works Utilities
35	201	Clarity Software Public Roll Out	Currently in UAT testing, scheduled to go live March 2025.	Building Inspection
36	223	Building Permit Files Scanning	Nearing the end and will be completed early 2025.	Building Inspection
37	267	Vacation Rental Review	Active and on-going. Currently listed as carry forward.	Planning
38	269	Okanagan Valley OCP Bylaw Consolidation	Active and on-going. Currently listed as carry forward.	Planning

Respectfully submitted:

“Matt Hatch”

M. Hatch, Administrative Assistant, Legislative Services

Endorsed by:

“Christy Malden”

Christy Malden, Corporate Officer