

## ADMINISTRATIVE REPORT

**TO:** Board of Directors

**FROM:** J. Zaffino, Chief Administrative Officer

**DATE:** September 18, 2025

**RE:** **Strategic Action Status Update**

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### **Administrative Recommendation:**

THAT changes to the strategic priorities tracker as detailed in Schedules A, B and C of the Administrative Report dated September 18, 2025 be approved for the removal, deferral and scope changes.

### **Purpose:**

This report provides the Board with a summary of 2025 Actions that require updates to align with the Strategic Progress Tracker work plan. These updates reflect changes in project scope, timelines, and staffing capacity, and are necessary to ensure the work plan remains realistic and achievable given current operational conditions and available resources for the remainder of this year.

Explanations and estimated FTE hour allocations are outlined in Schedules A, B, and C of this report.

### **Recommended Adjustments:**

- Remove 1 Action from the 2025 plan
- Defer 5 Actions to 2026
- Modify 7 Actions in 2025 to reflect changes in scope and FTE hours

### **Strategic Priorities:**

Operational

### **Background & Analysis:**

The recommendation to remove the LAN wiring upgrade which enhance network performance by replacing old hardware is linked to the corporate facility move, while deferrals of Loose Bay Site Improvements and the Corporate Facilities Management Plan reflect shifts in capital priorities.

Scope changes to the Corporate Facilities Space Management Plan and Adra Tunnel project are driven by increased workload and revised requirements within the Capital Projects team. Staff transitions have also impacted capacity, requiring updates to reflect realistic time expectations. Two major factors have reduced the ability to deliver key Community and Environmental projects: the reassignment of the Projects Supervisor to Solid Waste Operations leaving the Capital Projects

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team, and the expanded scope of the Corporate Facilities Management project which now includes acquisition and fit-out of a new facility.

With regards to Protective Services, delays in the Pincushion Mountain and Blackburn Mountain 911 telecommunications projects are due to access and helicopter availability, with budget carry-forwards needed to avoid service risks.

The scope changes for the Planning Services projects include adjustments to the Electoral Area "D" Parking Review, reducing the assigned FTE hours from 255 to 75 due to comparable work in Osoyoos. The Business Licence Review for Home Occupations has been updated to increase FTE hours from 40 to 50. The West Bench SH5 Zone Review for Accessory Structures now requires 125 FTE hours, up from 10. The Action to Initiate Geotech Report Recommendations for Area "F" has been allocated 150 FTE hours, which previously had none. The Review GWB Soil Deposition Bylaw project has increased its FTE hours from 5 to 50.

**Financial:**

Two Protective Services led Actions (25.006 – 911 Communications Tower Relocation Pincushion and 25.007 – 911 Communications: Comshell Update Blackburn) will require a budget carry-forward.

**Communication Strategy:**

Communication plans have been established for the Corporate Facility Management Plan. The Strategic Progress Tracker staff workplan is intended for internal staff planning and is not publicly accessible.

**Alternatives:**

THAT the Board of Directors approve the removal, deferral and scope change for the following Actions:

Will a PowerPoint presentation be presented at the meeting?    Yes

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**Respectfully submitted:**

*"Matt Hatch"*

M. Hatch, Executive Assistant

**Endorsed by:**

*"insert digital signature; or name in italics"*

Choose an item.

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**Strategic Actions Status Update – Administrative Report – September 18, 2025**

## Schedule A

### Staff recommend the removal of one Action:

Removal #1

24.028 - Replace 65 Lan Wiring Drops to Cat 6A, Phase 1

Tracking Code	Lead division	Explanation	Current 2025 FTE hours	Proposed 2025 FTE hours
24.028 - Replace 65 Lan Wiring Drops to Cat 6A, Phase 1	Information Services	Due to corporate facility move this project should not proceed.	40	0

**Strategic Actions Status Update – Administrative Report – September 18, 2025**  
**Schedule B**

**Staff recommend the deferral of five Actions to 2026:**

Deferral #1

24.074 - Loose Bay Site Improvements CF

Tracking Code	Lead division	Explanation	Current 2025 FTE hours	Proposed 2026 FTE hours
24.074 - Loose Bay Site Improvements CF	Parks	Capital works to be delivered in early 2026.	144	144

Deferral #2

25.029 - Corporate Facilities Management Plan

Tracking Code	Lead division	Explanation	Current 2025 FTE hours	Proposed 2026 FTE hours
25.029 - Corporate Facilities Management Plan	Facilities	Focus on existing corporate facility buildings, however with a change in corporate facilities, the management plan should be deferred to 2026.	410	410

Deferral #3

25.067 - Similkameen Recreation Centre Green and Accessible Retrofit

Tracking Code	Lead division	Explanation	Current 2025 FTE hours	Proposed 2026 FTE hours
25.067 - Similkameen Recreation Centre Green and Accessible Retrofit	Facilities	Contingent on grant funding, yet to be confirmed. Due to the nature of the project this will likely commence in 2026.	909	909

Deferral #4

25.006 – 911 Telecommunications: Tower Relocation Pincushion (Keremeos) – Phase 1 of 2

Tracking Code	Lead division	Explanation	Current 2025 FTE hours	Proposed 2026 FTE hours
25.006 – 911 Telecommunications: Tower Relocation Pincushion (Keremeos) – Phase 1 of 2	Protective Services	Delays due to land issues and the costs associated with site preparation at the top of Pincushion Mountain. Required road upgrades and the removal of existing towers and road upgrades exceed the current budget allocation. Staff are exploring alternative Crown land sites. Without the carry forward, the region risks further delay in strengthening the 911 telecommunications network for Keremeos and surrounding areas.	216	216

Deferral #5

25.007 – 911 Telecommunications: Comshell Update Blackburn (Tulameen/Coalmont)

Tracking Code	Lead division	Explanation	Current 2025 FTE hours	Proposed 2026 FTE hours
25.007 – 911 Telecommunications: Comshell Update Blackburn (Tulameen/Coalmont)	Protective Services	Due to the site’s remoteness and difficult road access, helicopter support is necessary for construction. Helicopter availability in 2025 was limited as resources were prioritized for BC Wildfire operations. As a result, RDOS was unable to mobilize construction within the planned window. Without this carry forward, the communications shelter will remain in a deteriorated state, creating risk of service interruption for the Tulameen/Coalmont area.	119	119

## Strategic Actions Status Update – Administrative Report – September 18, 2025 Schedule C

### Staff recommend a scope change and change in FTE hours for seven Actions:

#### Scope change #1

- 24.031 - Corporate Facilities Management: Corporate Facility Space Management Plan and Capital Project Planning. Recently this project changed from a corporate facility search to a corporate facility design and fit out project, the scope and workload of staff has changed from the original estimate. Increased workload will be expected of Capital Projects and Facilities.
- Estimated increase in FTE hours: 685 hours (e.g., from 1,095 to 1,780 hours)

Staff are requesting the Corporate Facilities Management project be modified to better reflect staff time expectations:

Time Allocated	Financial Services	Corporate Services	Development & Infrastructure	Community & Environmental Services	CAO Office	Communications	Protective Services
Original	170	30	30	805	30	10	20
Proposed	210	30	30	1450	30	10	20
Change	+40	0	0	+645	0	0	0

#### Scope change #2

- 25.083 - Adra Tunnel Project. This project has changed in scope and workload since the Strategic Priority list was finalized. Increased workload with managing the Adra Tunnel opening, tenure management and increased effort for project delivery for design and construction.
- Estimated increase in FTE hours: 391 hours (e.g., from 149 to 540 hours)

Staff are requesting the Adra Tunnel project be modified to better reflect staff time expectations:

Time Allocated	Financial Services	Corporate Services	Development & Infrastructure	Community & Environmental Services	CAO Office	Communications	Protective Services
Original	5	0	0	134	0	10	0
Proposed	20	0	0	500	0	20	0
Change	+15	0	0	+366	0	+10	0

#### Scope change #3

- 25.916 - Electoral Area “D” Parking Review: as a result of comparable work undertake in support of the Town of Osoyoos, a parking review in Okanagan Falls was commenced in 2025, and, due to the current scope of the project, is unlikely to require the 255 FTE hours assigned to it. In

response, it is recommended that this project be updated with a 2025 start date with 75 FTE hours assigned.

- Estimated decrease in FTE hours: 180 hours (e.g., from 255 hours to 75 hours)

Staff are requesting the “Area "D" zoning changes to review and reduce number of parking spots required by businesses” project be modified to better reflect staff time expectations:

Time Allocated	Financial Services	Corporate Services	Development & Infrastructure	Community & Environmental Services	CAO Office	Communications	Protective Services
Original	0	0	250	0	5	0	0
Proposed	0	0	70	0	5	0	0
Change	0	0	(180)	0	0	0	0

#### Scope change #4

- 25.935 - Business Licence Review - Home Occupations: In reviewing the Strategic Projects Work Plan, Administration became aware of several projects with FTE hour estimates that are unlikely to result in a project scope that reflects Board expectations.
- Estimated increase in FTE hours: 10 hours (e.g., from 40 hours to 50 hours)

Staff are requesting the “Business Licence Review (Home Occupations)” project be modified to better reflect staff time expectations:

Time Allocated	Financial Services	Corporate Services	Development & Infrastructure	Community & Environmental Services	CAO Office	Communications	Protective Services
Original	0	0	40	0	0	0	0
Proposed	0	0	50	0	0	0	0
Change	0	0	+10	0	0	0	0

#### Scope change #5

- 25.936 - West Bench SH5 Zone Review – Accessory Structures: In reviewing the Strategic Projects Work Plan, Administration became aware of several projects with FTE hour estimates that are unlikely to result in a project scope that reflects Board expectations.
- Estimated increase in FTE hours: 115 hours (e.g., from 10 hours to 125 hours)

Staff are requesting the “West Bench SH5 Zone Review – Accessory Structures” project be modified to better reflect staff time expectations:

Time Allocated	Financial Services	Corporate Services	Development & Infrastructure	Community & Environmental Services	CAO Office	Communications	Protective Services
Original	0	0	10	0	0	0	0
Proposed	0	0	125	0	0	0	0
Change	0	0	+115	0	0	0	0

#### Scope change #6

- 25.937 - Initiate Geotech Report Recommendations Area "F": In reviewing the Strategic Projects Work Plan, Administration became aware of several projects with FTE hour estimates that are unlikely to result in a project scope that reflects Board expectations.
- Estimated increase in FTE hours: 150 hours (e.g., from 0 hours to 150 hours)

Staff are requesting the “Initiate Geotech Report Recommendations Area "F" (revised report requirements for Geotech Reports, create a Geotech library, etc)” project be modified to better reflect staff time expectations:

Time Allocated	Financial Services	Corporate Services	Development & Infrastructure	Community & Environmental Services	CAO Office	Communications	Protective Services
Original	0	0	0	0	0	0	0
Proposed	0	0	150	0	0	0	0
Change	0	0	+150	0	0	0	0

#### Scope change #7

- 25.938 - Review GWB Soil Deposition Bylaw: In reviewing the Strategic Projects Work Plan, Administration became aware of several projects with FTE hour estimates that are unlikely to result in a project scope that reflects Board expectations.
- Estimated increase in FTE hours: 45 hours (e.g., from 5 hours to 50 hours)

Staff are requesting the “Review GWB Soil Deposition Bylaw” project be modified to better reflect staff time expectations:

Time Allocated	Financial Services	Corporate Services	Development & Infrastructure	Community & Environmental Services	CAO Office	Communications	Protective Services
Original	0	0	5	0	0	0	0
Proposed	0	0	50	0	0	0	0
Change	0	0	+45	0	0	0	0