

# Multi Year Capital Plan - Update

July 25<sup>th</sup>, 2022

# Agenda

- ▶ Discussion: Multi-Year Capital Planning
- ▶ Review: 2022 Capital Program progress
- ▶ Input: Scoring matrix and Council Survey
- ▶ Highlight themes in the five-year capital plan
  - ▶ Allocation of formula Grants
  - ▶ Asset Management
- ▶ Present: 2023 Top 20
- ▶ Consider: Unfunded Capital Projects
- ▶ Next Steps
  - ▶ Survey
  - ▶ Next Meeting in January 2023



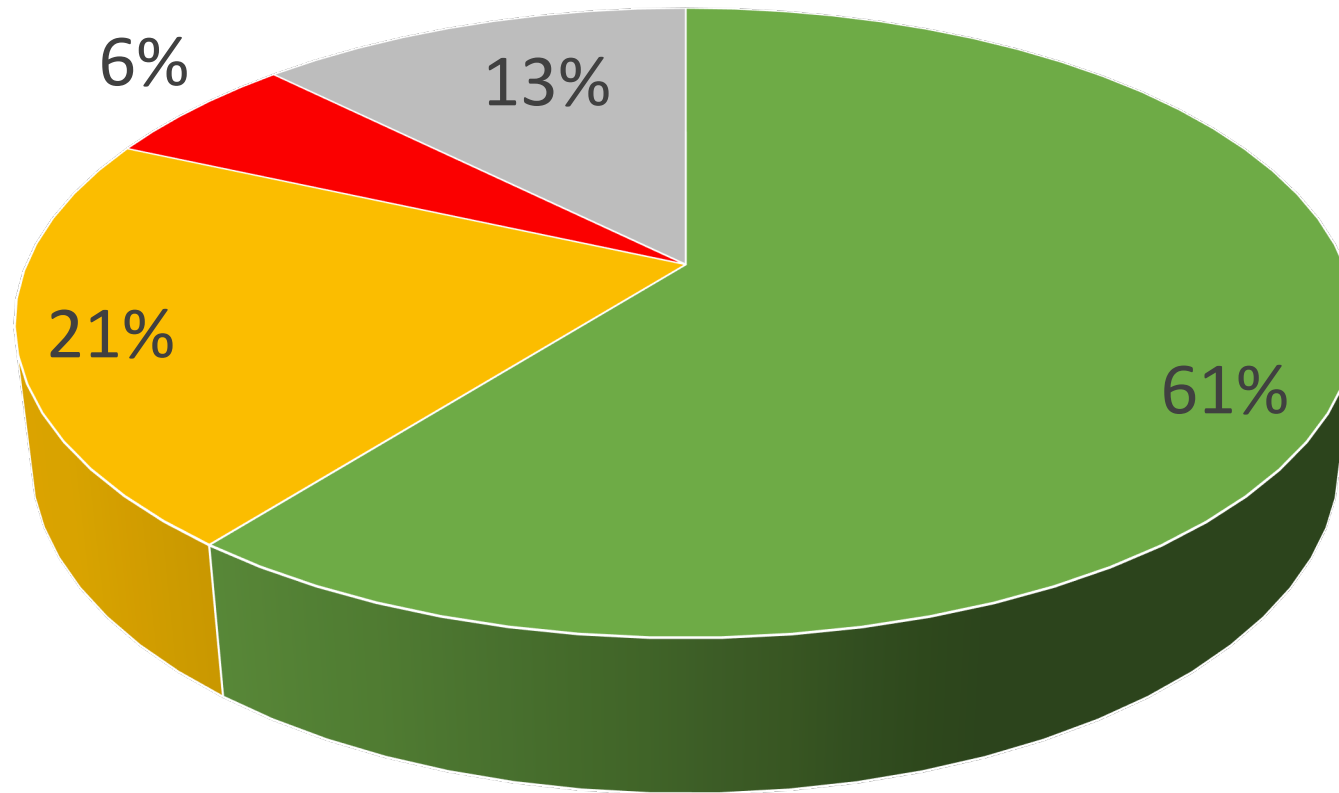
# Multi Year Capital Planning

- ▶ Relies on the Strategic Objective of providing for a dedicated 1% of the prior year's total levy to the annual capital levy
  - ▶ Total capital charges include annual debt payments and contributions to future capital reserves which include the capital reserve.
- ▶ Reviewed with Council bi-annually
  - ▶ Allows for more flexibility and responsiveness to changes both internal and external to the City
- ▶ Allows for a longer-term planning horizon and prioritizes projects over several years rather than one year at a time.
- ▶ May provide savings where projects can be tendered earlier

# 2022 Capital Update

- ▶ “Score Card” included in agenda
- ▶ Completed projects include:
  - ▶ CN Station abatement; approximately \$125,000 under budget
  - ▶ IT Needs Assessment; Software Transformation Evaluation
  - ▶ Design phase of DRP Phase 2
  - ▶ Harrison Park Pool Change House
  - ▶ Campground and Hall sewer and dumping station
  - ▶ Kelso beach trails and washroom demolition
  - ▶ Fish Cleaning Stations
  - ▶ Several roof replacements

# 2022 Capital Program



■ in progress ■ monitoring ■ red flagged ■ not started

# Next 2022 Capital Program Update

Corporate Services  
Committee October 2022

# Call to Budget Survey and Scoring Matrix

- ▶ Call to budget survey in use since 2020
- ▶ Opportunity to identify top Capital priorities
- ▶ Informs the matrix that is used to score projects
- ▶ Current Attributes
  - ▶ Number of People Directly impacted
  - ▶ Health and Safety
  - ▶ Legislative Compliance
  - ▶ Asset Management
  - ▶ Operations Performance
  - ▶ Identified through public input
  - ▶ Financing Availability
  - ▶ Environmental Impact
  - ▶ Socio Economic Factors
  - ▶ Aesthetic Value
  - ▶ Direct tie to Strategic Plan

## Bunker Gear Replacement

23U.1

Priority Score: 66.90

### Justification for Matrix Values

### Score 0 - 5

### Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	26 Suppression Firefighters & 5 support personnel
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	The utmost highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.
Legislation	Is the project required for legislative/regulatory compliance?	5	NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Failure of Asset can result in critical injury.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Replacement of the asset increases reliability of operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Fund from Fire Bunker Gear Reserve
Environment	Does the project address needs impacted by climate change?	1	Minimal impact to the Environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project supports improving positive community image
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports Core service delivery.
Public Input	Has the project been identified through public engagement?	0	No public engagement for the project.



# Budget Themes

- ▶ Five year capital includes \$52 Million in Funded projects (not including water and waste water!)
- ▶ In addition the five year plan includes \$54 Million in unfunded capital.
- ▶ The capital reserve is estimated to carry a balance of \$530,000 in unallocated capital dollars at the end of the five year horizon
- ▶ 70% of the total 2023 capital program relates to asset management initiatives. This drops to roughly 60% in 2024 and averages in this range for the five year outlook.
- ▶ 2023 Capital plan includes projects totaling \$11,600,000 that could qualify for at least partial Development Charge funding, however only \$130,000 in DC's are allocated.

# Asset Management

**Table 1: Core Asset Network Overview**

Asset Category	Asset Details	Replacement Value (2022 \$)	Average Annual Deficit	Overall Rating
<b>Road Network</b>	Roads (paved and unpaved) Sidewalks Curbs Guiderails	\$ 156,238,101	\$ 390,129	B +
<b>Bridge and Culvert Network</b>	Bridges (Vehicular) Trails & Pedestrian Bridges Culverts	\$ 27,697,414	\$ 79,216	C -
<b>Stormwater Network</b>	Collection Pipes Manholes Catch Basins Ditch Inlets Leads Stormceptors Retention Ponds Drainage Channels Stormwater Services	\$ 188,901,888	\$ 2,519,184	D +
<b>Water Network</b>	Watermains Valves Water Chambers Fire Hydrants Services Pumping Stations Water Treatment Plant	\$ 422,062,133	\$ 11,407,780	D -
<b>Wastewater Network</b>	Collection Pipes Manholes Force Mains Wastewater Services Wastewater Treatment Plant	\$ 394,643,371	\$ 7,902,857	D +
<b>Total Core Assets</b>		<b>\$ 1,189,542,907</b>	<b>\$ 22,299,167</b>	<b>C -</b>

# Grants

- ▶ Capital Budget anticipates and allocates several funding programs
- ▶ One time funding for ICIP streams, RT07 grants and other projects that hinge on the approval of a grant application (i.e. Connecting Link) are noted in the detail sheets.
- ▶ Multi Year allocation funding programs are included as per the recommendation of staff and previous direction from Council.
  - ▶ Modernization Grant - Provincial Program. \$50,000 is allocated to the Strategic Plan 2050 Vision project. There remains approximately \$150,000 in unallocated funds in reserves
  - ▶ Canada Community Building Fund - Formerly Gas Tax - allocates \$700,000 annually to the Annual Roads Rehabilitation Program.
  - ▶ OCIF - Ontario Community Infrastructure Fund - Allocates over \$2M annually to asset management core infrastructure projects.

# Canada Community Building Fund

Estimated annual funding: \$706,260

## Proposed Projects:

Projects	2022	2023	2024	2025	2026	2027
Funding 10th Street Bridge	\$460,000					
10th Street Bridge Contingency	\$500,000					
Annual Road Rehabilitation	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Timber McCarthur Trail		\$100,000				
Road to Pool (Harrison Park)			\$200,000			
<b>Total Planned Spending</b>	<b>\$1,660,000</b>	<b>\$800,000</b>	<b>\$900,000</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$700,000</b>
<b>Surplus/Deficit</b>	<b>-\$983,166</b>	<b>-\$93,739</b>	<b>-\$193,739</b>	<b>\$6,260</b>	<b>\$6,260</b>	<b>\$6,260</b>
<b>Reserves</b>						
Opening Balance	\$1,521,643	\$557,496	\$470,726	\$282,870	\$292,667	\$30,586
Annual Funding Surplus	-\$983,166	-\$93,739	-\$193,739	\$6,260	\$6,260	\$6,260
Interest Earned 1.75%	\$19,020	\$6,968	\$5,884	\$3,535	\$3,658	\$3,782
<b>Closing</b>	<b>\$557,496</b>	<b>\$470,726</b>	<b>\$282,870</b>	<b>\$292,667</b>	<b>\$302,870</b>	<b>\$312,629</b>

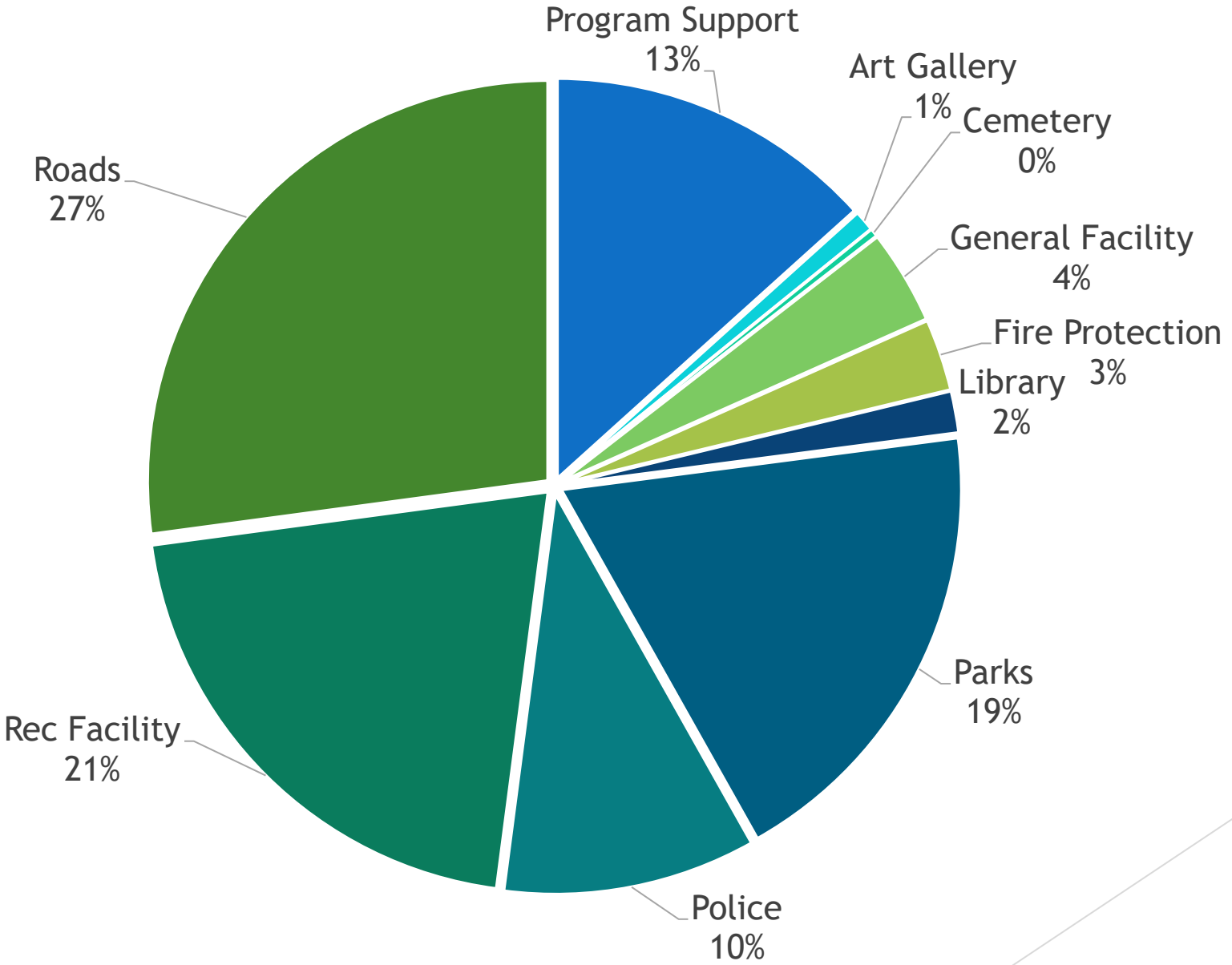
# Ontario Community Infrastructure Fund OCIF

Estimated annual funding: \$ 2,180,470

## Proposed Projects:

Closing Projects	2022	2023	2024	2025	2026	2027
River Precinct Phase 2	\$1,776,000					
River Precinct Phase 3		\$180,000	\$1,800,000			
River Precinct Phase 4			\$200,000	\$2,000,000		
9th Ave E (North)						\$4,000,000
4th Ave West				\$4,500,000		
Moore's Hill					\$2,500,000	
<b>Total Planned Spending</b>	<b>\$1,776,000</b>	<b>\$180,000</b>	<b>\$2,000,000</b>	<b>\$6,500,000</b>	<b>\$2,500,000</b>	<b>\$4,000,000</b>
<b>Less Other Funding Sources Applied to Projects</b>						
Tax Levy	\$676,000		\$550,000	\$1,000,000		
Water Rates				\$2,250,000		
<b>Surplus/Deficit</b>	<b>\$1,080,470</b>	<b>\$2,000,470</b>	<b>\$730,470</b>	<b>-\$1,069,530</b>	<b>-\$319,530</b>	<b>-\$1,819,530</b>
<b>Reserves</b>						
Opening	\$1,462,309	\$2,568,369	\$4,613,786	\$5,424,997	\$4,450,404	\$4,208,756
Annual Funding Surplus	\$1,080,470	\$2,000,470	\$730,470	-\$1,069,530	-\$319,530	-\$1,819,530
Interest Earned (1.75%)	\$25,590	\$44,946	\$80,741	\$94,937	\$77,882	\$73,653
<b>Closing</b>	<b>\$2,568,369</b>	<b>\$4,613,786</b>	<b>\$5,424,997</b>	<b>\$4,450,404</b>	<b>\$4,208,756</b>	<b>\$2,462,880</b>

# Allocation of Capital Levy





Break?



# ▶ 2023 Capital Plan

Top 20



# Top 20

- ▶ Annual Roads Rehabilitation
- ▶ Alpha Street Reconstruction
- ▶ 9<sup>th</sup> Ave E (south) water main
- ▶ Bunker Gear Replacement
- ▶ Downtown River Precinct Phase 3
- ▶ Development Charges Update
- ▶ Tree Inventory Renewal
- ▶ Software Transformation Implementation
- ▶ Annual Streetlight Replacements
- ▶ IT Strategic Review
- ▶ OSPS Roof Replacement
- ▶ Storm Water Masterplan Update
- ▶ Strategic Plan 2050
- ▶ Bayshore Chiller Replacement
- ▶ Timber McArthur Trail
- ▶ Thermal Imaging Cameras
- ▶ Harrison Park Master Plan
- ▶ Bayshore Condenser Replacement
- ▶ Bayshore Humidifier
- ▶ Animal Control Facility Upgrades

# Annual Roads Rehabilitation Program

Annual program to rejuvenate hot mix asphalt surfaces and maintain the expected service life of roads throughout the City. The project also includes the replacement or rehabilitation of concrete structures associated with asphalt resurfacing including catch basins, maintenance structures, curb, gutter and sidewalks.



# Alpha Street Reconstruction

This project involves reconstructing Alpha Street from 6th Avenue West to 9th Avenue West. This project is identified to reconstruct the Alpha Street roadway, providing slope stabilization, replacing all the failing municipal underground infrastructure and fully reconstructing the road, curbs/gutters, sidewalks and possibly including streetlight upgrades.

The road will be rehabilitated and the storm sewer may be upgraded from 14th St W to 6th Ave W.

In 2022, an RFP has been awarded for design and project engineering. An RFT is anticipated for Phase 1 construction in 2023. There are two additional construction phases planned in 2024 and 2025.

All phases of reconstruction will be funded by debenture with the anticipated first payment in 2028. The City will self-fund construction.





## 9<sup>th</sup> Ave East (South) water main replacement

This project involves replacing or constructing new City infrastructure along with rehabilitating the 9th Ave E (Highway 6/10) road. The primary focus of the project is to improve municipal water security of supply to part of the East Hill and all of the East Hill Reduced Pressure Zones by constructing a new East Hill Pressure Zone "looping" watermain first, followed by replacing the existing watermain on 9th Avenue East.

# Bunker Gear Replacement

▶ NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting requires the replacement of PPE assets every ten years or as required.

▶ 2023 Assets requiring replacement include:

▶ 5 x bunker gear replacements

▶ 11 x replacement fire boots

▶ 25 year - PPE replacement schedule has recently been created. This document will forecast future replacement needs



# Downtown River Precinct Phase 3

- ▶ This is the third of four phases of construction to implement the Downtown River Precinct Plan. This project will be focused on rehabilitating 1st Ave W - 900 block - replacing infrastructure in the road while also enhancing the streetscape along this section of road to match the theme of the previous River Precinct projects.
- ▶ 2023 Includes \$180,000 for design engineering with anticipated construction in 2024.



# Development Charges Update

- ▶ Development Charges are one-time fees charged by municipalities on new residential and non-residential properties to help pay for all or a portion of growth-related capital costs. Without development charges in place or where insufficient development charges are collected, the cost of growth-related capital must be raised through taxation and/or water, wastewater or stormwater rates.
- ▶ The Development Charges Act requires that the City review the Development Charges By-law every five years through the preparation or update of a background study.
- ▶ The City of Owen Sound last completed a background study on October 7, 2019, and the by-law was passed on September 28, 2020. New in the 2020 by-law was the inclusion of an exemption from Development Charges for Rental Housing Developments often referred to as Purpose Built Rental. In order to qualify as a rental development, a property must be adding more than four new units. The addition of a single new unit is exempt under Development Charges legislation.

# Tree Inventory Renewal



- ▶ The City's tree inventory completed in 2015 is an essential tool for managing trees on City Lands. 10,000 trees located in parks, boulevards and open spaces are captured by the inventory.
- ▶ As trees are always in a state of change through growth, disease, propagation, maintenance and removal, Industry best practices and risk management recommendations are to update a tree inventory every 5 years.
- ▶ This capital would be used to inventory all trees on City boulevards, and within the body of parks lands. Trees in hazard lands, and forest lands in parks would not be included in the scope for this project.
- ▶ The 2023 budget includes \$50,000 for this project.





# Software Transformation Implementation

- ▶ In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.
- ▶ Based on the assessment recommendations, the City will be looking at moving ahead with procuring an asset management solution starting in 2023, followed by the replacement or enhancement of a number of other systems over the next 5 years.

# Replacing Conventional Streetlights

► This funding is required to replace conventional streetlight poles and luminaires throughout the City. The planned projects in 2023-2025 include replacement of poletrans poles (streetlight poles with electrical distribution step-down transformers in them) by Hydro One in the south-west and south-east quadrants of the City. This results in the City having to install new streetlight poles in residential areas south of 5th Street West and west of 4th Avenue West and south of 6th Street East and west of 7th Avenue East.



# IT Strategic Review

► The 2022 core systems review identified not only the need to implement systems changes and acquire new software, but also the need to improve IT maturity within the City moving it from being reactive to proactive. The IT Division has operated in the same way since the early 2000's with no review of its core services, technology stack, or staffing skill sets to support operating in the current environment that we work today.

► The Strategic Review will look at current state of hardware and software management, vendor management, staffing, service levels and security and provide a framework with measurable targets. This framework will focus on the short to medium term and assist IT in better aligning itself to organization's business needs.



# Owen Sound Police Services Roof Replacement

► The total square footage of the three roof sections is 2,200. The installation year of the existing roofs are unknown. Leaks have occurred in each of these sections. Existing roof types are: Section 4 - EPDM Ballasted, Section 5 - 4 ply BUR & EPDM Ballasted, Section 6 - EPDM Ballasted. All three sections will be replaced with 2 ply vapor barrier, 4" insulation, fibreboard, 2 membrane applications and hot applied asphalt top coat with gravel ballast. New metal flashing will also be installed.





# Stormwater Masterplan Update

- ▶ This project involves conducting a storm water management and drainage study for the entire City.
- ▶ The purpose of the study is to review the City's existing storm water infrastructure, complete analysis and assessment and identify deficiencies in the system and areas that are prone to sewer surcharging and flooding. This will provide the basis for a capital plan to address maintenance and capital priorities that will reduce flooding in and liability for the City and increase resiliency and/or provide adaptation in response to climate change.
- ▶ The consultant will be retained after a Request for Proposals is issued in early 2023. Work on the study will be commenced on or by the third quarter of 2023 and continue through into 2024 with completion planned by the end of the third quarter of 2024.



VISION  
2050

## Strategic Plan 2050 Vision

- ▶ The current Strategic Plan was a "bridge" from 2021-2023 to better align the long term vision of the organization with terms of Council.
- ▶ This work undertakes the development of a long term 2050 vision - informed by the viewpoints of City Council, community, stakeholders, and staff.
- ▶ The process of creating a long-term Strategic Plan is part of a broader transformation planning initiative. We are building a city where people want to live, raise families, invest, work and enjoy tourism and recreational opportunities. Fostering a shared vision and priorities will enable service excellence throughout the organization.
- ▶ Once approved, the 2050 Vision will enable the development of "Term of Council Priorities" after each election.
- ▶ Project North Star

# Bayshore Chiller Replacement

► This project would see the replacement of the shell and tube chiller replaced with a more efficient plate and frame heat exchanger. This is an important function of the refrigeration system, that along with the replacement of the compressors would see an increase in the overall efficiency of the refrigeration plant. The plate and frame heat exchanger has more surface area coverage for heat transfer, resulting in more heat being removed from the secondary system which will translate into improved ice quality. The design of a plate and frame opposed to the shell and tube also allows for a reduction in ammonia charge, this will make for a much safer refrigeration room and improved efficiency.

► This project is underway and is partially funded by a Trillium Grant



# Timber McArthur Trail

► Timber McArthur Park is a linear park located on the west side of 5th Ave. East between 15th St. East and 23rd St. East. This capital is proposed to construct a new stone dust trail link within Timber McArthur Park connecting the stairwell at 16th St East to existing trails at 21st St. East.

► Providing a trail link between Stoney Orchard Park and Timber McArthur Park along the Eastside escarpment would better link the Bayshore and Regional Recreation Centre to attractive trail destinations. A simple stone-dust trail from the southern end of McArthur Park to the edge of the Stoney Orchard Property would provide a direct link from major City destinations, a paved catwalk and the Bayshore. This project would aid in “completing” missing links in trail systems.







# Thermal Imaging Cameras

- ▶ Thermal Imaging Cameras (TIC) are an integral piece of firefighting technology. The use of TIC increases firefighter effectiveness and safety. NFPA 1801 is the standard for TIC use. Replacement of TIC units is recommended not greater than 12 years of service life.
- ▶ The current asset is 17 years old and no longer supported by the manufacturer.

# Harrison Park Master Plan



- ▶ The Harrison Park Master Plan was last updated in 2002. In order to align Capital planning and parks operations with the Strategic Plan, the Recreation, Parks and Facilities Master Plan, current trends, best practices and community input for the designated heritage landscape, a new plan is recommended.
- ▶ Harrison Park is the largest park in the City of Owen Sound, and the only regional park, consisting of over 40 hectares of land. The park is located at the southeast end of the City and contains trails, campgrounds, and the City's only outdoor pool.
- ▶ The Park is bounded by Grey Sauble Conservation Area lands which extend the public open space.
- ▶ Many of the actions identified in the 2002 plan have been completed and it is time to ensure the plan is updated.
- ▶ This plan would be completed by City staff and include public consultation and stakeholder input.

# Bayshore Condenser Replacement

▶ This project would see the current Bayshore condenser replaced with a newer unit that would be sized correctly for the footprint of the facility. Engineers have reported that the current unit is undersized and is unable to reject the heat removed from the ice and the secondary system adequately, creating warmer ice temperatures and less than ideal playing conditions for users. With the installation of new compressors and plate and frame heat exchanger along with this condenser the refrigeration plant would be modernized and sized correctly to the building. Overall the replacement of these major components will allow for increased energy efficiency and a large decrease in operating costs, mainly utilities and maintenance.

▶ \$130,000 is funded by Ontario Trillium Grant





# Bayshore Dehumidifier

► This project would see the replacement of the existing two mechanical style dehumidifiers replaced with a new gas-fired desiccant wheel dehumidification unit. The current units are original to the building and are sized for the original footprint of the facility from 1983. These units are unable to remove the necessary amounts of moisture from the air based on the increased area since renovations have taken place. The increased amounts of moisture and heat in the air will affect the users, and spectators, and increase the refrigeration plant run times as this heat and moisture is drawn to the ice surface increasing the load on the refrigeration system. A newer unit would increase the indoor air quality, decrease the load on the refrigeration plant and decrease the fog on the glass as seen during warmer seasons.

# Animal Control Facility Updates



▶ The Owen Sound Animal Shelter has recently gone through a Facility Audit. Results of the Audit determined four immediate needs.

▶ 1) Installation of a Second Larger HVAC unit to increase fresh air intake throughout the building. This will greatly reduce health concerns. (Budget \$10,000)

▶ 2) Combination of Repair/Replacement of four Exhaust fan units in various rooms. Again, to address health concerns. (\$9,000)

▶ 3) Removal of trees and shrubs causing damage to the building. Overgrown trees and Shrubs need to be removed that are causing damage to the buildings exterior. (\$10,000)

▶ 4) The current reception/greeting area is a combination space used to house cats, feed supplies and office space. Construction of a single use reception space would create a more welcoming space for visitors/potential adopters of pets. (\$25,000)

# 2024 Top 20

- ▶ Annual Roads Rehabilitation
- ▶ River District Streetlights
- ▶ DRP Phase 3 Construction
- ▶ Alpha Street Construction
- ▶ Bunker Gear Replacement
- ▶ Update slope study (TROW)
- ▶ Sports field Waste and Recycling
- ▶ Bayshore Roof Repairs
- ▶ Public Works RTU replacement
- ▶ 27<sup>th</sup> St West Storm Outflow
- ▶ School Crossing 10<sup>th</sup> & 6<sup>th</sup> Ave W
- ▶ Comme-R-ette Playground
- ▶ Adult Learning Centre Entrance
- ▶ Owen Heights Playground
- ▶ Pool Entrance Road
- ▶ Network Infrastructure Replacements
- ▶ Wayfinding Signage
- ▶ HP Community Hall Parking Lot
- ▶ Duncan McLellan North Field Reno
- ▶ 11<sup>th</sup> Ave East Sidewalk

# Unfunded Capital

- ▶ Tom Williams Change house \$100,000
- ▶ Street Furniture River District \$20,000
- ▶ Service Counter Updates OSPS \$25,000
- ▶ TTAG Ventilation Improvement \$25,000
- ▶ Telfer Creek Development Support \$200,000
- ▶ **Fire Renovation Design and Cons. \$4,225,000**
- ▶ HP Senior's Centre Accessibility \$30,000
- ▶ HP Senior's Centre Improvements \$80,000
- ▶ Waterfront trail- FHT to Launch \$100,000
- ▶ DRP Phases 3 and 4 non-core \$1,500,000
- ▶ City Hall roof (off atriums) \$300,000
- ▶ Bayshore Parking Lot \$1,000,000
- ▶ Arena Slab and Boards \$1,500,000
- ▶ Bayshore Backup Generator \$250,000
- ▶ JMRRC Roof Replacements \$830,000
- ▶ JMRRC Backup Generator/Switch \$285,000
- ▶ Caboose Roof and Siding \$25,000
- ▶ OSPS Air Handling Unit \$1,200,000
- ▶ TTAG Upgrades to Current Facility \$320,000
- ▶ TTAG Rebuild \$20,000,000
- ▶ Salt and Sand Storage Dome \$750,000
- ▶ **Brooke Basin Capital Items \$1,260,000**
- ▶ 26<sup>th</sup> St W Storm \$330,000
- ▶ 17<sup>th</sup> St E Storm Outflow \$1,800,000
- ▶ Kenny Drain Pond 4 cleanout \$1,100,000
- ▶ **2<sup>nd</sup> St W Ravine \$1,200,000**
- ▶ Garafraxa Ravine \$1,200,000
- ▶ 9 Bends Ravine \$2,350,000
- ▶ Intersection Upgrades \$750,000
- ▶ Waste Processing Facility \$2,000,000
- ▶ Corporate Website \$100,000
- ▶ Replacing River District Streetlights \$300,000 (future years)

- ▶ Council survey to verify matrix scoring
- ▶ 2022 Capital update in the fall and at year end
- ▶ 2023 Levy presentation to new term in early 2023
- ▶ 2023 Comprehensive Bi-Annual Capital Review early 2023

## Next Steps