

Town of Ajax Report



Report To: General Government Committee

Prepared By: Rick Chalmers, Supervisor of Infrastructure and Asset Management

Report #: OES-2021-11

Subject: **Corporate Asset Management Plan – Core Assets**

Ward(s): All

Date of Meeting: November 23, 2021

Reference: Ontario Reg. 588/17 Asset Management Planning for Municipal Infrastructure

Recommendation:

- 1. That Council receive for information, the Town’s Corporate Asset Management Plan – Core Assets, prepared in accordance with the requirements of Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure.**
- 2. That Council endorse, in principle, the use of the Town’s Corporate Asset Management Plan for financial planning purposes as it relates to the development of the annual Operating budget and the Ten Year Capital budget.**
- 3. That Staff be authorized to take the necessary actions as indicated in this report.**

Background:

In December 2017, the Province of Ontario published Regulation 588/17 Asset Management Planning for Municipal Infrastructure (O.Reg.588/17), under the Infrastructure for Jobs and Prosperity Act, 2015. The regulation outlines specific requirements and content to be included in future asset management plans. The regulation was amended in March 2021, with revised dates for the phased implementation over a period of time ending July 1, 2025.

This Asset Management Plan (AMP) describes our approach to effectively manage our assets to deliver the expected services in compliance with the requirements set out in the newly introduced regulation, and will replace the AMP developed in 2017.

The Town of Ajax is responsible for providing our community of approximately 122,000 residents and nearly 2000 businesses with essential services needed to realize our Strategic Plan goals of:

- Connecting Our Community
- Investing in Our Community
- Leading in Our Community

Our core infrastructure assets, with a replacement value of \$889 million, are the foundation for delivery of essential services and we must therefore ensure appropriate investment is planned to renew our assets and enhance our portfolio as needed to maintain these services. These roadway, bridge and stormwater management assets contribute to community health, wellness and satisfaction, and long-term prosperity and growth.

We have recognized the benefits of adopting leading practice with respect to asset management [Leading in Our Community]. This includes working progressively to implement leading practice approaches that support sustainable service delivery efficiently while managing risks.

With the introduction of O.Reg.588/17, we have broadened our approaches to develop an updated asset management plan that is compliant with the requirements of the regulation and its milestones, beginning with the first milestone of July 1, 2022, which is a stepping stone to meeting compliance with future regulated milestones.

Discussion:

An Asset Management Plan (AMP) is a strategic document that can be used to provide a rational framework for the effective management of all tangible capital (physical) infrastructure assets that the Town uses to deliver services. The following is a summary of core infrastructure assets used by the Town to support service delivery, included in this AMP:

Core Transportation

- Roadways
- Roadway Bridges
- Structural and Large Diameter Culverts

Stormwater Management

- Stormwater Ponds
- Storm Sewer Network including Structures

To maintain service delivery expectations, the Town must ensure that assets supporting these services are managed in a way that balances service levels, risk and sustainability. These assets require significant ongoing investment in operating, maintenance and renewal activities to ensure they are safe, structurally sound and fit for the purpose to support the delivery of services. The management of these assets is integral to the long term financial and service level planning for the Town. The majority of the Town's infrastructure has been built as a result of significant growth that has taken place in the last 65 years. As this infrastructure ages and the Town approaches build out, additional funding pressures will be placed on infrastructure renewal.

As our assets age, their condition degrades, which can ultimately impact service delivery. We continue to develop our capacity to apply proven processes and technologies for conducting condition assessment of assets, to gain an understanding of the state of our infrastructure, which informs our monitoring and management of levels of service (LoS) and planning for investment in new and existing infrastructure.

Periodic inspections and condition assessment processes for all core assets are evolving, targeting future well defined condition based assessments for all assets. Core infrastructure assets including roads, bridges and major culverts have strong condition assessment processes, while stormwater assets, for the most part, follow an aged-based approach. Condition based assessment of all stormwater assets is in various stages of future implementation.

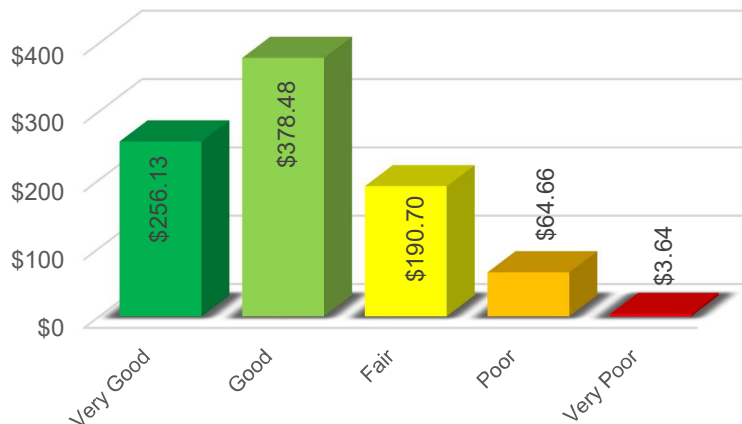
Typical for all corporate assets, in the absence of formal condition assessment information such as with stormwater assets, condition is derived from the age and lifespan of the asset. Once condition assessment information has been established for all of the assets, it is then used to support asset management decision-making at the Town.

Consistently across all asset categories, the following condition rating system is applied resulting in a condition grade between A-Very Good to E-Very Poor.

Condition Ratings						
	E	D	C	B	A	U
	0-20	21-40	41-60	61-80	81-100	--
	1	2	3	4	5	--
	Very Poor	Poor	Fair	Good	Very Good	Unknown
	Extremely Poor with Multiple Severe Defects	Poor Condition with Multiple Major Defects	Fair Condition with Multiple Minor Defects and Normal Aging	Better than Average with Few Minor Defects and Normal Aging	Very Good or Almost New	No Condition Information Available
Deterioration	Immediate Repair	Major Distress	Some Distress	Normal Weathering	No Deterioration	
Performance	Not Performing as Intended	Much Lower than Intended	Lower than Intended	Performing as Intended	Much Lower than Intended	
Age	Past End of Service Life	Nearing End of Expected Service Life	Later Stage of Expected Service Life	Within Mid-Range of Expected Service Life	New / Like New	

The Town’s core infrastructure assets are at varying stages in their lifespans and have varying conditions. The Town is in a unique position having the vast majority of the core infrastructure assets in Fair to Very Good condition. This is partially due to the relatively young age of the infrastructure but also the long service life of the core assets.

The following graph provides an overview of the condition of our core assets and the replacement values in \$Million.



The overall condition rating shows that 92.4% of our core assets included in this plan are rated in fair or better condition; however, sustained reinvestment is needed to maintain our assets in a good state of repair. Evidence of asset deterioration and reduced performance is beginning to show in the drop of overall condition of core assets from 95% in 2017 to 92.4% in 2020.

Legislated Levels of Service

Municipal government as a whole have regulations to which they are legislated to comply, including O.Reg.588/17.

O.Reg.588/17 requires Ontario municipalities to prepare an asset management plan with current levels of service, for core assets (which include roads, bridges, major culverts and stormwater management assets) by July 1, 2022, and in respect to all of its other municipal infrastructure assets by July 1, 2024; and an asset management plan with proposed levels of service, for all municipal infrastructure assets by July 1, 2025.

The levels of service requirements for Asset Management Plans, current levels of service are as follows (O.Reg.588/17, section 5.(2)):

(2) A municipality's asset management plan must include the following:

- 1. For each asset category, the current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan:*
 - i. With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.*
 - ii. With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.*
- 2. The current performance of each asset category, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency, and based on data from at most two calendar years prior to the year in which all information required under this section is included in the asset management plan.*

By July 1, 2025, the levels of service requirements for Asset Management Plans, proposed levels of service are as follows (O.Reg.588/17, section 6.(1)):

- 1. For each asset category, the levels of service that the municipality proposes to provide for each of the 10 years following the year in which all information required under section 5 and this section is included in the asset management plan, determined in accordance with the following qualitative descriptions and technical metrics:*
 - i. With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 3, 4 or 5, as the case may be.*
 - ii. With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.*
- 2. An explanation of why the proposed levels of service under paragraph 1 are appropriate for the municipality, based on an assessment of the following:*

- i. *The options for the proposed levels of service and the risks associated with those options to the long term sustainability of the municipality.*
 - ii. *How the proposed levels of service differ from the current levels of service set out under paragraph 1 of subsection 5 (2).*
 - iii. *Whether the proposed levels of service are achievable.*
 - iv. *The municipality’s ability to afford the proposed levels of service.*
3. *The proposed performance of each asset category for each year of the 10-year period referred to in paragraph 1, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency.*

The above-referenced tables from the Regulation are as follows:

Table 3 - Stormwater Management Assets

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	1. Percentage of properties in municipality resilient to a 100-year storm. 2. Percentage of the municipal stormwater management system resilient to a 5-year storm.

Table 4 - Roads

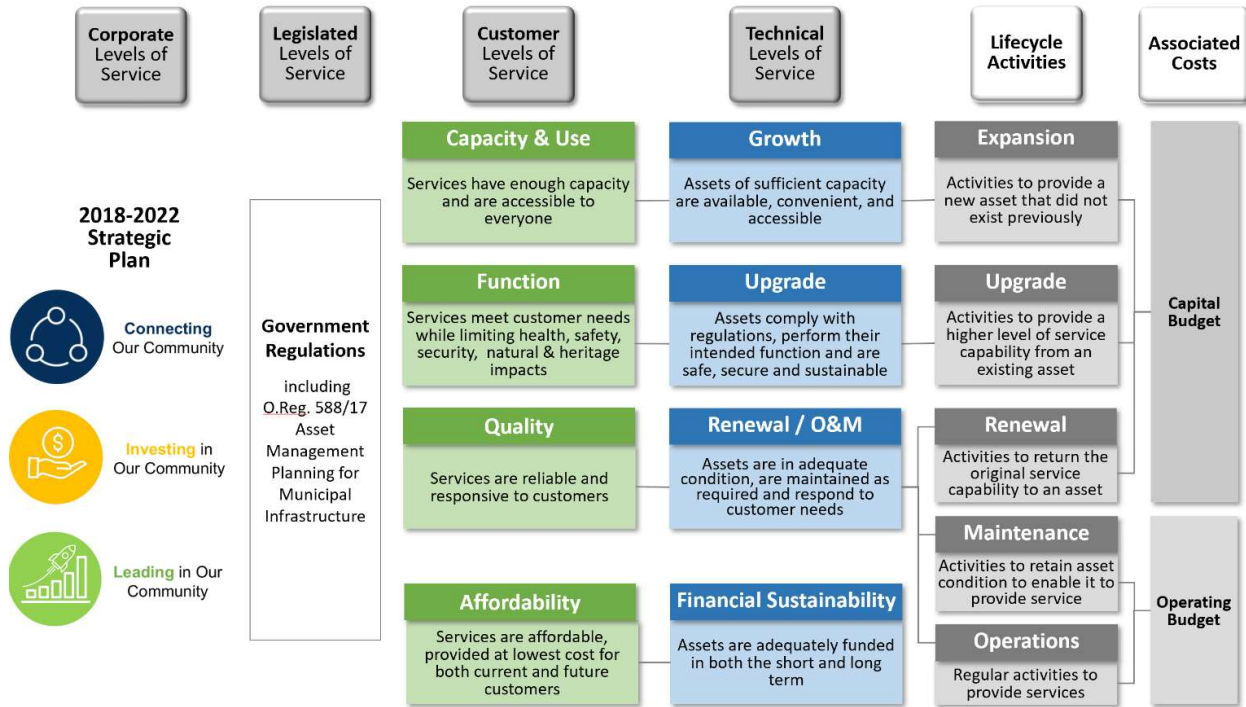
Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality.
Quality	Description or images that illustrate the different levels of road class pavement condition.	1. For paved roads in the municipality, the average pavement condition index value. 2. For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair or poor).

Table 5 - Bridges And Culverts

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Percentage of bridges in the municipality with loading or dimensional restrictions.
Quality	1. Description or images of the condition of bridges and how this would affect use of the bridges. 2. Description or images of the condition of culverts and how this would affect use of the culverts.	1. For bridges in the municipality, the average bridge condition index value. 2. For structural culverts in the municipality, the average bridge condition index value.

The most fundamental principle of performance measurement is the need for agreement on high-level objectives or outcomes because they drive the design of the levels of service framework, including the selection of key performance indicators (KPI). The levels of service framework that links performance indicators to service levels to ultimate objectives must be built from the “top down.”

Following leading practices, the levels of service framework for the Town includes a hierarchy of corporate, legislated, customer and technical levels of service, as shown in the framework below. Asset lifecycle activities are undertaken to close gaps between current performance and target service standards throughout the hierarchy of technical, customer, legislated and corporate levels of service.



Asset Lifecycle Management Strategies

Asset Lifecycle Management Strategy refers to the activities undertaken to ensure maximum value and service delivery is obtained from assets through all stages of the asset life. Asset lifecycle activities can be categorized into the following main areas and funding sources:

- Create or Acquire (Capital)
- Upgrade (Capital)
- Operate (Operating)
- Maintain (Operating)
- Refurbish or Rehabilitate (Capital)
- Replace (Capital)
- Dispose or Decommission (Capital)

O.Reg 588/17 requires that asset management plans include the lifecycle activities that would need to be undertaken to maintain the current level of service for each asset category. The Provincial regulation also requires that asset management plans include the estimated capital

expenditures and significant operating costs related to the lifecycle activities required to maintain the current level of service in order to accommodate demand of growth projections.

The AMP details our approach to lifecycle management of assets in each stage of the lifecycle and is discussed in their respective appendices.

A fully optimized asset lifecycle strategy is the lowest cost strategy for the specified levels of service. The asset lifecycle strategies outlined in the AMP are those generally applied and adjusted by Town staff based on knowledge of variation in asset construction materials and methodologies and operating environments. The lifecycle strategies are to be improved over time as the Town gains more data and knowledge on the benefits of treatments and the true lifecycle costs of its assets.

Risks relating to asset infrastructure failure are mitigated through condition and risk assessments, proactive maintenance programs that include predictive, preventative and corrective maintenance, and capital renewal programs to ensure that the work required to achieve the established LOS is identified and implemented. Annual maintenance and capital programs and associated budgets provide the funding to undertake the necessary works.

A significant risk for the Town to consider is inadequate resources to undertake programmed maintenance and renewal works, including funding, business processes, staffing, and supporting technology. The Town is required to discuss how the risks of funding shortfalls will be managed as per the July 1st, 2025 requirements of O.Reg. 588/17.

Growth Demand

It is expected that Ajax will grow by approximately 26,300 persons from 2011 to 2031. Expressed in terms of dwelling units, it is estimated that approximately 11,300 households will be added to the Town during this period. Town's population is expected to level off between 2021 and 2031 with a modest increase reaching approximately 137,600 residents by 2031

Where Ajax is transitioning from greenfield development to infill development, the majority of development applications, whether residential, commercial or employment, are in the form of site plans. There are only a few subdivisions left to be constructed in the Town. These will have stormwater management infrastructure, roads, sidewalks and all of the other associated services required to support development and will ultimately be assumed by the Town.

In many locations, the existing road network will not be able to accommodate predicted future traffic flows. Considering the projected growth in Ajax to build out, numerous road and trail network improvements are required. The Town's Transportation Master Plan outlines the impact of planned growth on the Town's transportation system and provides a plan to address the growth in a sustainable manner. The Transportation Master Plan includes recommendations on infrastructure development for vehicular, active, and public transit transportation. The 2018 DC Background Study identifies improvements to the road and trail network out to 2031.

Climate Change

Climate change has been causing an impact on maintenance/rehabilitation activities and budgets for many years now. Changes in the climate affect activities such as:

- Surcharged storm sewer systems dislodging manhole covers
- Increased frequency of water storage on the roadways
- Blocked catchbasin lids due to storm debris
- Stormwater management ponds overflowing
- Pothole repairs due to more frequent freeze/thaw cycles
- Pavement heaving due to extreme cold winter temperatures
- Shoulder erosion due to increased frequency of heavy rain events
- Concrete heaving due to extreme hot summer temperatures
- Streetlight wiring repairs due to increased frequency of freezing rain
- Winter maintenance increased use of salt due to more frequent freeze/thaw cycles, and increased frequency of freezing rain

In 2019, the Town of Ajax developed the Ajax Climate Risk Resiliency Plan, which set out high-level objectives to be actioned from 2019 to 2029.

Five of the eight objectives identified in the plan have a direct relationship with transportation and stormwater management assets.

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- 2 Existing and future critical and social infrastructure is adapted to withstand the impacts of climate change.
 - 4 Emergency plans are in place for transportation and accessibility within the Town.
 - 5 Naturalized urban areas and green infrastructure within the Town are enhanced to be resilient and supportive of biodiversity, to help protect critical and social infrastructure from climate change impacts, and are planned and maintained to limit conflicts with critical infrastructure.
 - 7 Town staff are equipped with improved decision making tools to identify areas of high vulnerability and risk of flooding and erosion.
 - 8 Stormwater infrastructure resiliency has been enhanced across areas of known high flooding risk.

The Ajax Climate Risk and Resiliency Plan represents an important tool that will be used to directly support the Town of Ajax's Asset Management Plan and long term budget forecast, specifically for issues related to natural systems, stormwater flooding and erosion, and emergency preparedness and response plans.

The Town has initiated a process to chart a course in adaptation planning; whereas mitigation is about doing our part to prevent unmanageable climate changes, adaptation planning is about equipping our community to adapt to the degree of change that can no longer be avoided. The Ajax Official Plan was the first in Ontario to integrate climate adaptation policies into local land use planning. The policies ensure the climate change lens is used in the decision making

process so that development is resilient. The Official Plan policies also direct the Town to “develop and implement an integrated Climate Change Action Plan”.

The Ajax Climate Risk and Resiliency Plan in conjunction with the Asset Management Plan are powerful tools in ensuring that our infrastructure assets are upgraded and rehabilitated through the climate change lens and supported by the long term budget forecast, specifically for issues related to natural systems, stormwater flooding and erosion, and emergency preparedness and response plans.

Financial Implications:

The Province’s regulation set out specific requirements related to financial management of municipal assets. This regulation is phased in, to allow municipalities to develop the foundation data sets and business processes required for successful asset management over time.

The Town is currently in the process of establishing the current and desired Levels of Service, and once these have been finalized and approved by Council, a detailed financial strategy will be put in place to support the approved service levels. This will be finalized no later than July 2025 as required by the regulation.

This AMP provides sufficient information to establish the Town’s investment needs at a high level. Accordingly, the AMP includes a financial projection of acquisition, renewal, and operations needs based on the data and assumptions made to support the state of the infrastructure and asset renewal strategies. The AMP also describes the Town’s current approach to asset management funding and outlines the strategies that may be required to address identified funding gaps.

The table below summarizes the Town’s needs and current funding levels for Core Transportation and Stormwater assets on an annual basis.

Per Year	Total		
	Acquisition	Capital	Operating
Existing	--	\$19,246,394	\$6,385,285
New Construction	--	\$8,022,094	\$63,366
New Assumed	\$10,170,695	\$234,883	\$76,927
Total Investment	\$10,170,695	\$27,503,372	\$6,525,578
Funding	\$10,170,695	\$13,635,454	\$5,064,000
Funding Gap	--	(\$13,867,917)	(\$1,461,578)

Capital Needs

Existing Core Asset Renewals

The estimated long term renewal investment needs to sustain the Town’s existing core transportation and stormwater assets are forecast based on the schedule of lifecycle activities and associated costs outlined in Appendix A – Core Transportation and Appendix B – Stormwater Management of the AMP.

The forecasts represent the first long-term financial projections produced by the Town for renewal of its infrastructure assets. AM Plans are updated in accordance with O.Reg 588/17 and future iterations will be produced using improved data and processes to refine these financial projections.

Over the lifetime of the existing core assets included in this AM Plan, it is estimated that the Town requires annual capital expenditures of \$19.2 million to sustain the replacement and major rehabilitations of core assets. Major expenditures are forecast in 2050s and again in 2070s as the assets with longer service life begin to deteriorate over time and reach the end of life.

Capital Needs Forecast to Service Growth

The Town is investing \$80.2 million between 2021 and 2031 in new assets (average \$8.0 million annually). This forecast is based on the DC Study’s forecast for Transportation and Stormwater Management requirements through to 2031.

In addition, the Town will be assuming assets through greenfield development that are currently under construction or already constructed but unassumed. The estimated reinvestment needs for the assets is \$173,000 per year which is unaccounted for in the existing budget.

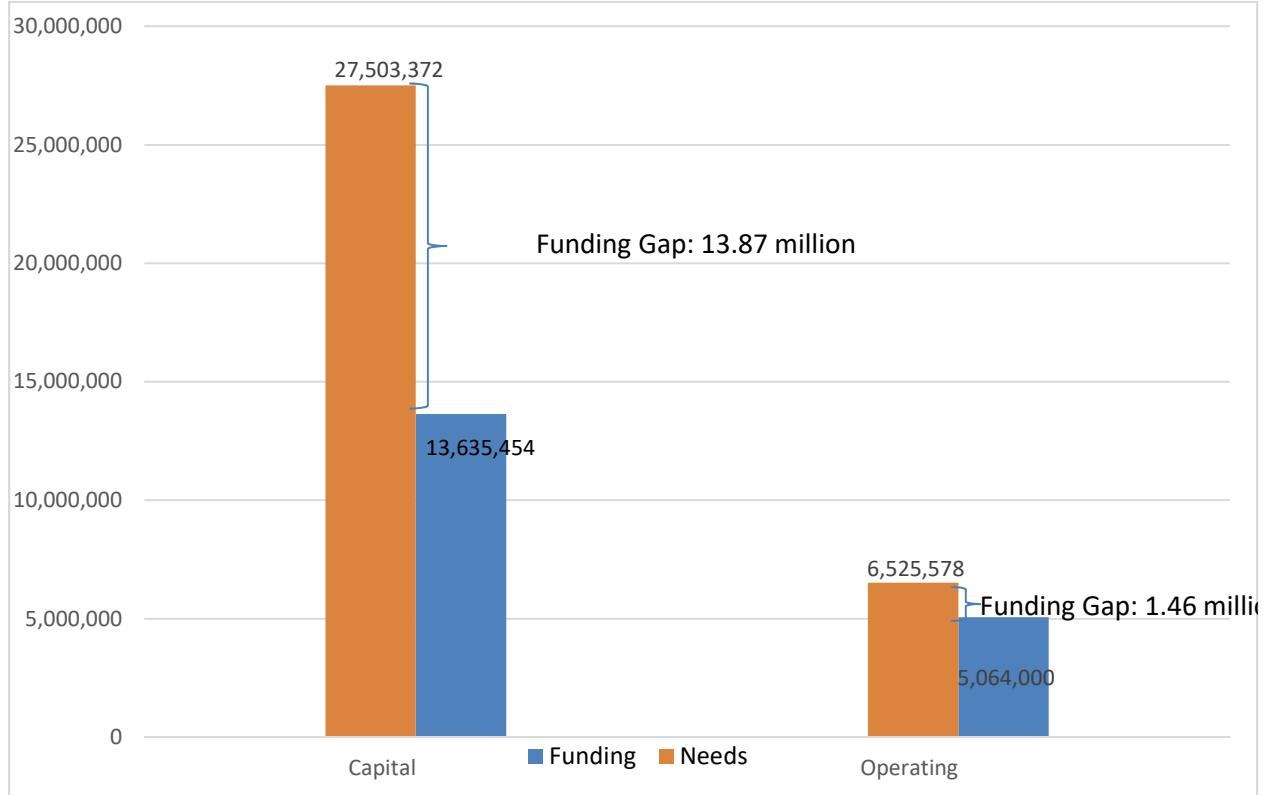
Operating Needs

The Town undertakes regularly programmed lifecycle activities for operating and maintaining its assets. Expected growth in population and asset portfolio growth will place pressure on the capacity of existing operations and maintenance needs. The following table represents the annual operating needs for Road, Structures and Stormwater Management related services.

	Roads	Bridges	SW Linear	SWM Ponds	SW Other
Existing Needs	\$4,689,000	\$11,719	\$1,592,665	\$34,604	\$57,297
New Construction	\$56,288	\$7,078	--	--	--
New Assumed	\$55,829	--	\$17,659	\$1,211	\$2,227

Current Funding Gap

The total funding gap for core transportation and stormwater assets is \$15.4 million per year of which \$13.9 million is Capital and \$1.5 million is Operating as shown on the graph below.



The majority of the capital funding gap consists of roads (\$10.1 million per year), stormwater linear (\$1.8 million per year) and stormwater management ponds (\$1.0 million per year). The majority of the operating funding gap is stormwater linear (\$1.2 million per year) which consists of conditional assessments and inspections.

Furthermore there is no future capital and operating funding allocations for the assumed and newly constructed assets.

Renewal Investment

The Town’s recommended reinvestment in existing assets for core transportation and stormwater is aligned with the Canadian Infrastructure Report Card (CIRC) targeted rate with minor differences in the infrastructure mix as shown on the table on the next page. The Town’s current investment rate does not meet the recommended reinvestment rate in both the Town and the CIRC Targeted Rate. The underinvestment of stormwater and road assets will lead to a declining asset condition.

Infrastructure	Recommended Town Reinvestment Rate	Canadian Infrastructure (CIRC) Targeted Rate	Current Reinvestment Rate
Storm Sewers	1.07 - 2.00%	1.0% - 2.0%	0.00%
Stormwater Ponds	5.67%	1.7% - 2.0%	0.00%
Roads	1.93% - 2.49%	2.0% - 3.0%	0.28%
Bridges and Culverts	1.50 - 1.81%	1.0% - 1.5%	0.28%

Funding Strategies

Staff recognize that the Town’s current infrastructure funding framework will likely be insufficient to maintain the core transportation and stormwater assets in a state of good repair. To address the identified funding gap, the following strategies may/will be brought forward for consideration.

Reserve Optimization

A reserve optimization review should be conducted at the completion of the Asset Management Plan Level of Service study, to rebalance the Town’s capital reserves and re-align them with the funding requirements set out in the plan. The Post Growth Capital reserve should also be included in this review and consideration given to dissolving this reserve into the other capital reserves.

Dedicated Stormwater Fee

The Stormwater feasibility study is currently in the process of Council endorsement. The study recommends a strategy to help fund the stormwater maintenance and rehabilitations program.

Dedicated Capital Levy

A dedicated annual capital levy of 1% could provide new capital funding of approximately \$759,000 per year to replace the lost Slots revenues. If added annually, this levy will compound to steadily fill the gap. This is a long-term commitment as it would take 10 years of increased levies to replace the projected total lost revenues of \$8 million per year. Higher or longer-term increases will be needed to bridge the structural funding gap related to lost funding, inflation and growth. The need for a capital levy has been recognized and introduced by several municipalities to address their infrastructure gaps.

Development Funding

The Development Charge Background Study enables the Town to recover growth-related capital expenditures from new development to the extent possible through Development Charges. Any additional growth needs that cannot be funded from Development Charges are typically funded through the Development Reserve. Currently the Town does not have a dedicated stormwater category.

Debt Financing

Strong debt management practices balance the need to finance longer life infrastructure and infrastructure related to growth that is not fully recovered through development charges with the need to minimize interest costs and maintain future financial flexibility.

The Ministry of Municipal Affairs & Housing recognizes 3 debt metrics in assessing a municipality's financial risk associated with debt. Ajax's Debt per Capita, Debt Servicing Cost and Debt to Reserves metrics are all considered to be in the very low risk range, indicating capacity to finance a broader range of high priority capital projects if required. The low interest rate environment and inflationary trends on construction projects also suggest that debt financing could provide a net-benefit to the community by accelerating projects that otherwise could not be funded with available and projected revenues and reserves.

In 2021 Council approved a revised Debt Management policy to broaden the eligible uses and financing terms for debt-funded projects. Community consultation processes should continue to be employed to ensure that taxpayers support the recommended timing and scope of proposed investments.

Leveraging Grant Funding Opportunities

The federal and provincial governments often offer grant opportunities for projects that are "shovel-ready". The Town should continue to identify priority projects and complete the related design preparation in order to take advantage of these opportunities as they arise. Healthy reserve balances will also ensure that the Town has sufficient capital available to contribute its share where the funding requires local contributions.

Prioritized Capital Planning

Projects are informally assessed based on Risk. Future iterations of the Asset Management Plan will include a risk matrix.

All municipalities are required to have a 10 year long range capital forecast in place in order to meet the Financial Strategy requirements under O.Reg 588/17 . For the 2022 Capital Budget, the Town will be moving to a 10 year long range capital forecast.

The Financial Sustainability Plan will be updated upon completion of the Asset Level of Service Strategy in 2025, which is being undertaken as a requirement of O.Reg 588/17.

Relationship to the Strategic Plan:

The Town of Ajax provides a community of approximately 122,000 residents and nearly 2000 businesses with essential services needed to realize our Strategic Plan goals of:

- Connecting Our Community
- Investing in Our Community
- Leading in Our Community

Our core infrastructure assets, are the foundation for delivery of essential services and we must therefore ensure appropriate investment is planned to renew our assets and enhance our portfolio as needed to maintain these services.

Conclusion:

Town's 2021 Corporate Asset Management Plan – Core Assets is being presented for information and Council endorsement to satisfy the July 1, 2022 reporting requirements of Ontario Reg. 588/17 Asset Management Planning for Municipal Infrastructure.

This Asset Management Plan has been prepared in accordance with the requirements of Ontario Reg. 588/17. As asset management at the Town matures, the implementation of leading asset management practices will see the adoption of an integrated asset management planning process across all stages of the asset lifecycle to deliver numerous benefits. These benefits will include improved line of sight of our needs, improved response times, as well as clarity on opportunities for project coordination with both internal and external stakeholders. This approach will enable us to be more efficient in the delivery of the operation and maintenance of assets as well as identify our capital needs in a sustainable plan.

Attachments:

ATT-1: Corporate Asset Management Plan – Core Assets

Prepared by:

Rick Chalmers - Supervisor of Infrastructure and Asset Management

Submitted by:

Dave Meredith – Director of Operations and Environmental Services

Approved by:

Shane Baker – Chief Administrative Officer