

# CAPITAL PROFILE REPORT

PROFILE NAME: **INFRASTRUCTURE DELIVERY - GROWTH**  
 PROFILE NUMBER: **CM-99-9000**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PROGRAM NAME:  
 PARTNER: **Infrastructure Delivery**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Approved
PROFILE TYPE:	Composite
LEAD MANAGER:	Pascale Ladouceur
PARTNER MANAGER:	Jason Meliefste
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

Service Category:	Corporate Support	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	138,336
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	138,336

## PROFILE DESCRIPTION

This composite program provides funding for the delivery of Infrastructure capital growth projects. The profile includes infrastructure such as Facilities, Transportation and Open Space. This approach is consistent with Administration's implementation of the Project Development & Delivery Model (PDDM) as well as the Capital Governance Policy that was approved by Council. The work within this profile will deliver projects in this budget cycle.

## PROFILE BACKGROUND

In 2016, Administration developed the Project Development and Delivery Model (PDDM) which has been endorsed by Council through the approval of the Capital Governance Policy (C591). The PDDM is a framework for managing capital infrastructure projects, and aims to achieve the following outcomes:

- Better information to make capital investment decisions.
- Improved project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.
- Systematic evaluation of projects against the initial project business case and scope

Projects funded for delivery through this composite program are developed to PDDM Checkpoint 3 under asset specific planning and design composite programs - CM-10-1010 for Facilities ; CM-20-2020 for Transportation and CM-30-3030 for Open Spaces.

## PROFILE JUSTIFICATION

To adhere with the PDDM, planning and design work should be completed on projects prior to the project's budget being approved in its entirety by Council. The Infrastructure Delivery composite profile holds funding for the implementation so Administration can provide Council with better information regarding the scope, schedule and budget prior to funding the entire project, reducing the risk of cost overruns, schedule issues, and other unanticipated issues.

## STRATEGIC ALIGNMENT

This composite profile allows for the delivery of a wide range of projects across all asset types that further the Big City Moves in a variety of ways, including Community of Communities and Rebuildable City. The work allows for greener infrastructure, energy transition, increased accessibility and connectivity, modernization, improved mobility, healthy living, affordable housing, among a wide range of other benefits.

## ALTERNATIVES CONSIDERED

There are no alternatives for the business case as this follows the corporate process as approved by the Council to follow Project Development and Delivery Model (PDDM). In this process, multiple checkpoints occur prior to the budget approval for the delivery of a single project, including a detailed business case, ensuring that budget and schedule commitments are better informed, prior to authorization to construct.

## COST BENEFITS

PDDM provides better information to City Council to make capital investment decisions:

- Early investment in design to support detailed business cases.
- Structured process to evaluate readiness, scope and prioritization.
- Increased confidence around budget and schedule estimates.

## KEY RISKS & MITIGATING STRATEGY

One key risk of the PDDM approach surrounds what would occur should a capital project not be approved after spending resources on planning and design. Current mitigation is the ongoing reporting to City Council regarding capital priorities while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

## RESOURCES

Projects identified to be funded from the Infrastructure Delivery composite profiles will be delivered using a combination of internal and external resources. All procurement of external resources will follow relevant corporate procurement directives and policies.

**CONCLUSIONS AND RECOMMENDATIONS**

Capital funds are required to be secured to fund the delivery of capital growth projects once PDDM Checkpoint 3 is reached (after planning and design) in order to adhere to the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.

**CHANGES TO APPROVED PROFILE**

2022 Fall SCBA (#22-31, DCM.7): Transfer of unutilized funding back from 20-12-0220 Confederation Leisure Centre and Arena Renewal profile to CM-12-0000 Facility: Service Delivery - Renewal profile (original fund source of \$250,000) to be utilized for the Occupational Health and Safety (OH&S) Ozone Gas Detection System. As well, there is a transfer from CM-12-0000 Facility: Service Delivery - Renewal profile to CM-99-9000 Infrastructure Delivery - Growth profile (\$32,948) to cover costs for the Valley Zoo Ozone Systems improvements.

2022 Fall SCBA (#22-31, CFO.12): To transfer operating budget (Cost Center 244363 Cost Element 654321) to CM-10-1010/CM-99-9000 to fund the Racetrack planning and design costs.

2023 Spring SCBA (#23-10, 4.1-2): The Imagine Jasper Avenue (114 Street - 124 Street) project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile. The total estimated cost of the project is \$36,000,000. \$27,300,000 of this cost will be funded with transfers from existing approved budgets "CM-20-2020 Transportation: Planning and Design - Growth" (\$757,000), "CM-22-0000 Transportation: Goods Movement - Arterial Renewal" (\$13,680,000) and "CM-99-9000 Infrastructure Delivery - Growth" (\$12,863,000). The additional \$8,700,000 will be funded by a new federal grant received under the Active Transportation Fund. Growth money related to this project had previously been held in abeyance, subject to the City being successful in obtaining this grant. This budget adjustment releases that funding from abeyance now that the condition has been met.

2023 Spring SCBA (#23-10, 4.1-6): The Secord South Park Development project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile. The total estimated cost of the project is \$3,703,993, with \$177,864 of this amount having been already incurred in 2022 and prior years under "CM-30-3030 - Open Space: Planning and Design- Growth". The new funding request for this profile is \$3,526,129, and will be funded with transfers of existing approved budgets from "CM-99-9000 - Infrastructure Delivery - Growth" (\$3,500,000) and "CM-30-3030 -Open Space: Planning and Design - Growth" (\$26,129).

2023 Spring SCBA (#23-10, 4.1-7): The Edmonton Exhibition Lands Racetrack Infield Improvements project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile. The total estimated cost of the project is \$3,000,000, with \$572,033 of this amount having been already incurred in 2022 and prior years under "CM-10-1010 - Facility: Planning and Design - Growth". The new funding request for this profile is \$2,427,967, and will be funded with transfers from existing approved budgets "CM-99-9000 - Infrastructure Delivery - Growth" (\$2,304,000) and "CM-10-1010 - Facility: Planning and Design - Growth" (\$123,967).

2023 Spring SCBA (#23-10, 4.2-1): This scope change is required to add the Scona Pool demolition project to "CM-99-9000 - Infrastructure Growth - Delivery". The total estimated cost of the project is \$2,000,000. This project is consistent with recommendations and next steps outlined in the August 24, 2022 Executive Committee Integrated Infrastructure Services Report "IIS01425 - Scona Pool Recommendations". The funding source being recommended for this adjustment is Pay-As-You-Go.

2023 Spring SCBA (#23-10, 4.2-9): This scope change is required to add \$50,000 of additional grant funding that was approved under the federal Active Transportation Fund program to "CM-99-9000 - Infrastructure Delivery - Growth" This funding will be used for growth delivery related to missing sidewalk connections.

2023 Spring SCBA (#23-10, 4.2-13): This scope change is required to fund Phase 2 of the Peter Hemingway Fitness & Leisure Centre Rehabilitation project. Phase 2 activities include site drainage, building envelope, further mechanical and electrical life cycle needs, and integration of accessibility & sustainability of the facility. The total estimated cost of the scope change is \$32,200,000, and will be funded with transfers from existing approved budgets "CM-12-0000 - Facility Service Delivery Renewal" (\$16,200,000), "CM-99-9000 - Infrastructure Delivery - Growth" (\$200,000), and "21-12-0330 - Kinsmen Sports Centre Facility Rehabilitation" (\$14,000,000). The estimated completion date of the profile will be changed to June, 2026 to reflect the Phase 2 scope being added and coincide with the timing of completion of the Coronation Park Sport and Recreation Centre.

The transfer of \$14,000,000 of funding from the Kinsmen Sports Centre Facility Rehabilitation project will result in a scope reduction to that project. The replacement or upgrade to end of life mechanical, electrical and architectural components of the Kinsmen project that were originally approved by Council will no longer be proceeding if this adjustment is approved. This includes, but is not limited to replacement of boilers, air handling units and plumbing, electrical panels, transformers, exterior doors and windows, flooring and lighting. The remaining funding in the Kinsmen Sports Centre Facility Rehabilitation project will be used to complete the pool headwall and critical safety, code, and policy requirements only. The scope that is being removed would be re-assessed by Administration against other priorities within the next 2027-2030 capital budget.

2023 Spring SCBA (#23-10, 4.2-14): The City has an approved Federal Building Canada Fund grant for the Fort Edmonton Expansion Project. With the expansion completed, there are Federal Building Canada Fund approved funds remaining of \$9.37 million. The City is requesting an amendment to the agreement so that approximately \$1.0 million of the remaining funds can be reallocated to complete the Fort Edmonton Train Station Redevelopment. This funding will be combined with \$2.0 million partnership dollars from the Fort Edmonton Foundation to deliver the project. This scope change adjustment is required to transfer a portion of the previously approved grant and partnership funds to the appropriate planning and delivery composite profiles, in order for the project to proceed through the PDDM process. Additional City funding will not be required.

2023 Spring SCBA (#23-11, 3.10-2): This transfer from operating to capital is to fund a new project. This request can be approved administratively because it is under \$1 million, and is funded with a transfer from an existing budget. The PARS Safety & Security Improvements project has reached Checkpoint 3 of the PDDM at Central and Huffman Yards. The total funding request is \$554,000 Pay-As-You-Go budget in CM-99-9000 Infrastructure Delivery - Growth, and will be funded by a transfer of funds from Operating - PC/CC660641 - Cost Element - 410004.

2023 Fall SCBA (#23-31, CFO 3.9-2): This budget adjustment is required to transfer (\$2,000,000) Pay-As-You-Go from "CM-99-9000 Infrastructure Delivery - Growth" to operating for the Scona Pool demolition because, by accounting standards, demolitions are an operating

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expenditure.

2023 Fall SCBA (#23-31, CFO 3.12-12): This funding source adjustment is required to swap funding sources between profiles in order to consolidate Munc Sustain. Initiative - MSI in less profiles. The adjustment to MSI in each profile is offset with Pay-As-You-Go.

2023 Fall SCBA (23-30, 6.1-6): The Kennedale snow storage site is nearing Checkpoint 3 of the PDDM and requires approval of a standalone capital profile. The site requires environmental upgrades as well as additional infrastructure to allow for the future installation of a tipping fee system. Total costs of the project are \$27,073,751 and will be funded with existing approved budget from "CM-10-1010 Facility: Planning and Design - Growth" (\$2,112,147) and "CM-99-9000 Infrastructure Delivery - Growth" (\$24,961,604) profiles.

2023 Fall SCBA (#23-30, 6.2-5): This scope change is required to fund delivery (PDDM Checkpoints 3-5) for base level development (grade, level, seed, playground) for the future Edgemont school/community park, as required under the Joint Use Agreement: Land. This \$4,200,000 adjustment will be funded with Pay-As-You-Go (PAYGO). This project was previously identified as an Emerging Item for the Spring 2023 SCBA.

2023 Fall SCBA (#23-30, 6.2-2): The Petrolia Housing Complex (70 townhouse units) is currently vacant and cannot be occupied due to structural issues. To mitigate safety risks and to prepare the site for redevelopment abatement and demolition is required. The demolition activities will be included as part of "CM-99-9000 Infrastructure Delivery - Growth" profile.

2024 Spring SCBA (#24-11, DCM-6): Transfer \$99,728 Pay-As-You-Go to capital profile "15-21-3400 Kihciy Askiy Sacred Earth" from capital profile "CM-99-9000 Infrastructure Delivery Growth - Composite" to fund revisions to the two sweat lodge circles.

2024 Spring SCBA (#24-10, Council 7.1-7): The Fire Station 7 (Highlands) Building Rehabilitation project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile with an overall estimated costs of \$11,860,000. Out of these estimated costs, \$361,293 was already incurred in 2023 and prior years. The new funding request for this profile is \$11,498,707 and will be funded with \$54,486 from capital profile "CM-10-1010 Facility: Planning and Design - Growth", \$4,840,646 from capital profile "CM-11-0000 Facility: Safety and Security - Renewal", and \$6,603,575 from capital profile "CM-99-9000 Infrastructure Delivery - Growth".

2024 Spring SCBA (#24-10, 7.2-18): This scope change adjustment is for the demolition of the Holyrood Golden Homes. Demolition has been deemed necessary following a facility condition assessment and the units are currently vacant. Demolition also prepares the site for securing funding for redevelopment. Total project estimate of \$1,454,000 is budgeted in capital profile "CM-99-9000 Infrastructure Delivery - Growth".

2024 Spring SCBA (#24-10, 7.2-7): This scope change adjustment adds \$20,000 Pay-As-You-Go to capital profile "CM-20-2020 Transportation Planning and Design - Growth" and \$5,000,000 Pay-As-You-Go to capital profile "CM-99-9000 Infrastructure Delivery - Growth" composite profiles for the road and servicing work in support of the new Glenriding school site. The project scope is planning, design and construction for road and utility servicing for the school site.

2024 Spring SCBA (#24-11, CF0-18): Based on the 2023 Carryforward process and as a result of reconciliation, the funding shortfalls in various IIS profiles are being funded by releases in various IIS profiles.

2024 Spring SCBA (#24-11, CFO-27): Pay-As-You-Go / Municipal Sustainability Initiative (MSI) / Local Government Fiscal Framework funding swap to align with 2023 year-end capital funding; which maximized MSI usage since that grant program is ending soon.

2024 Fall SCBA (#24-31, BM-1): This transfer of \$120,000 to "15-21-3400 Kihciy Askiy Sacred Earth" is required to deal with a water well abandonment found on site during the warranty phase. Funding will come from "CM-99-9000 Infrastructure Delivery Growth".

2024 Fall SCBA (#24-30, 4.1-6): The Poundmaker Snow Storage site is nearing Checkpoint 3 of the Project Development and Delivery Model and requires approval of a standalone capital profile. The capital work includes a redesign of the site, installation of underground infrastructure to support the future installation of telecommunications, and to upgrade the site servicing. The overall estimated cost is \$28,793,352. The funding will come from the "CM-10-1010 Facility: Planning and Design - Growth" profile (\$1,802,818) and "CM-99-9000 Infrastructure Delivery - Growth" profile (\$21,016,534). Funding will also come from "23-10-9317 Kennedale Snow Storage Site Upgrades" profile (\$5,974,000) because the construction tender for this projected was lower than initially estimated resulting in a favourable variance.

2024 Fall SCBA (#24-30, 4.3-2): This recosting adjustment is required to add \$508,737 Alberta Infrastructure funding in "CM-99-9000 Infrastructure Delivery - Growth" for signalization improvements and modifications for all directional access and transit station access to Castle Downs Road. This work is to support the development of Castle Downs High School.

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PROFILE NAME: **Infrastructure Delivery - Growth**  
 PROFILE NUMBER: **CM-99-9000**  
 BRANCH: **Infrastructure Planning and Design**

**FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2024	2025	2026	2027	2028	2029	2030	2031	2032	Beyond 2032	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	70,108	-	-	-	-	-	-	-	-	-	70,108
	2019 Cap Administrative	-436	-	-	-	-	-	-	-	-	-	-436
	2019 Cap Council	-33,341	-	-	-	-	-	-	-	-	-	-33,341
	2019 Cap Capital Budget Adj (one-off)	-1,823	-	-	-	-	-	-	-	-	-	-1,823
	2019 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2020 Cap Administrative	-1,730	-	-	-	-	-	-	-	-	-	-1,730
	2020 Cap Council	-14,589	-	-	-	-	-	-	-	-	-	-14,589
	2020 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Administrative	350	-	-	-	-	-	-	-	-	-	350
	2021 Cap Council	3,985	-	-	-	-	-	-	-	-	-	3,985
	2021 Cap Capital Budget Adj (one-off)	1,624	-	-	-	-	-	-	-	-	-	1,624
	2021 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Release to Corp Pool	-3,500	-	-	-	-	-	-	-	-	-	-3,500
	2022 Cap Administrative	-43	-	-	-	-	-	-	-	-	-	-43
	2022 Cap Council	-654	-	-	-	-	-	-	-	-	-	-654
	2022 Cap Budget Request for Next Cycle	9,264	58,313	42,642	46,985	12,000	2,000	-	-	-	-	171,204
	2022 Cap Capital Budget Adj (one-off)	-1,051	-	-	-	-	-	-	-	-	-	-1,051
	2022 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2022 Cap Release to Corp Pool	-245	-	-	-	-	-	-	-	-	-	-245
	2023 Cap Administrative	-1,446	-	-	-	-	-	-	-	-	-	-1,446
	2023 Cap Council	-1,264	-22,887	409	-5,637	200	-	-	-	-	-	-29,179
	2023 Cap Carry Forward	-9,143	9,143	-	-	-	-	-	-	-	-	-
	2024 Cap Administrative	-	-241	-	-	-	-	-	-	-	-	-241
2024 Cap Council	-	5,727	-13,006	-13,379	-	-	-	-	-	-	-20,657	
<b>Current Approved Budget</b>	<b>16,067</b>	<b>50,055</b>	<b>30,045</b>	<b>27,969</b>	<b>12,200</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,336</b>
APPROVED BUDGET	Approved Funding Sources											
	Developer Financing	421	-	-	-	-	-	-	-	-	-	421
	Federal - Active Transportation Fund	50	-	-	-	-	-	-	-	-	-	50
	Federal Bldg Canada Fund	-	500	-	-	-	-	-	-	-	-	500
	Financial Stabilization Resrv.	62	-	-	-	-	-	-	-	-	-	62
	Land Fund Retained Earnings	1,056	-	2,750	8,800	6,600	1,100	-	-	-	-	20,306
	Local Government Fiscal Framework	-	9,387	3,637	6,033	-	-	-	-	-	-	19,057
	Local Improvements Property Share	-	-	-	-	-	-	-	-	-	-	-
	MSI Replacement	-	-	-	-	-	-	-	-	-	-	-
	Munc Sustain. Initiative - MSI	6,961	-	-	-	-	-	-	-	-	-	6,961
	Operating Revenues	1,067	-	-	-	-	-	-	-	-	-	1,067
	Operating Surplus (FSR)	3	-	-	-	-	-	-	-	-	-	3
	Other	-	-	-	-	-	-	-	-	-	-	-
	Other Grants - Provincial	-	-	509	-	-	-	-	-	-	-	509
	Partnership Funding	-	2,000	-	-	-	-	-	-	-	-	2,000
	Pay-As-You-Go	6,446	32,068	22,700	13,136	5,600	900	-	-	-	-	80,850
Tax-Supported Debt	-	6,100	450	-	-	-	-	-	-	-	6,550	
<b>Current Approved Funding Sources</b>	<b>16,067</b>	<b>50,055</b>	<b>30,045</b>	<b>27,969</b>	<b>12,200</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,336</b>

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	16,067	50,055	30,045	27,969	12,200	2,000	-	-	-	-	138,336
	Requested Funding Source											
	Developer Financing	421	-	-	-	-	-	-	-	-	-	421
	Federal - Active Transportation Fund	50	-	-	-	-	-	-	-	-	-	50
	Financial Stabilization Resrv.	62	-	-	-	-	-	-	-	-	-	62

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REVISED BUDGET (IF APPROVED)	Land Fund Retained Earnings	1,056	-	2,750	8,800	6,600	1,100	-	-	-	-	-	-	20,306
	Local Government Fiscal Framework	-	9,387	3,637	6,033	-	-	-	-	-	-	-	-	19,057
	Local Improvements Property Share	-	-	-	-	-	-	-	-	-	-	-	-	-
	MSI Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
	Munc Sustain. Initiative - MSI	6,961	-	-	-	-	-	-	-	-	-	-	-	6,961
	Operating Revenues	1,067	-	-	-	-	-	-	-	-	-	-	-	1,067
	Operating Surplus (FSR)	3	-	-	-	-	-	-	-	-	-	-	-	3
	Other	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other Grants - Provincial	-	-	509	-	-	-	-	-	-	-	-	-	509
	Partnership Funding	-	2,000	-	-	-	-	-	-	-	-	-	-	2,000
	Pay-As-You-Go	6,446	32,068	22,700	13,136	5,600	900	-	-	-	-	-	-	80,850
	Tax-Supported Debt	-	6,100	450	-	-	-	-	-	-	-	-	-	6,550
	<b>Requested Funding Source</b>	<b>16,067</b>	<b>50,055</b>	<b>30,045</b>	<b>27,969</b>	<b>12,200</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,336</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2024	2025	2026	2027	2028	2029	2030	2031	2032	Beyond 2032	Total
	Construction	-885	51,479	25,938	16,279	200	-	-	-	-	-	-	-
Contingency	6,359	-50	-	-	-	-	-	-	-	-	-	-	6,309
Design	6,283	-394	-276	-118	-	-	-	-	-	-	-	-	5,495
Equip FurnFixt	1,734	-	-	-	-	-	-	-	-	-	-	-	1,734
Follow Up Warranty	1,337	-54	-	-49	-	-	-	-	-	-	-	-	1,234
Land	-	-	5,000	16,000	12,000	2,000	-	-	-	-	-	-	35,000
Land Improvements	1,089	-	-	-	-	-	-	-	-	-	-	-	1,089
Other Costs	-198	-926	-616	-4,142	-	-	-	-	-	-	-	-	-5,883
Percent for Art	347	-	-	-	-	-	-	-	-	-	-	-	347
<b>Total</b>	<b>16,067</b>	<b>50,055</b>	<b>30,045</b>	<b>27,969</b>	<b>12,200</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,336</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact: External Services, Personnel

Branch:	2024				2025				2026				2027			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Fire Rescue Services	-	-	-	-	-	-	-	-	-	6,719	6,719	36.5	-	-	-	-
Fleet and Facility Services	-	-	-	-	-	-	-	-	-	240	240	-	-	-	-	-
Parks and Roads Services	-	400	400	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>-</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,959</b>	<b>6,959</b>	<b>36.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>