

# Toronto 2017 BUDGET



## CAPITAL BUDGET NOTES



## Toronto Employment & Social Services

### 2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Employment & Social Services (TESS) manages the third largest social assistance delivery system in Canada. Under the authority of Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to Torontonians to strengthen their social and economic well-being in their communities through its 19 Employment and Social Services offices.

The 10-Year Capital Budget and Plan of \$2.850 million includes funding to complete the renovation of the *Wellesley Place Employment & Social Services Office* which will provide clients with multiple closely connected services in one location, including the provincial Ontario Disability Support Program (ODSP), thereby improving the client experience.

Funding is also included for the first phase of the multi-year *Human Services Integration (HSI)* project which will transform the current service delivery model for the delivery of services across the primary income support programs, namely Rent Geared to Income (Shelter Support & Housing Administration), Child Care Fee Subsidy (Children's Services), and Ontario Works (Toronto Employment & Social Services) into an integrated, client-centred model.

### CONTENTS

#### Overview

- 1: Preliminary 10-Year Capital Plan [5](#)
- 2: Issues for Discussion [13](#)

#### Appendices:

- 1. 2016 Performance [16](#)
- 2. Preliminary 10-Year Capital Plan Summary [17](#)
- 3. 2017 Preliminary Capital Budget; 2018-2026 Preliminary Capital Plan [18](#)
- 4. 2017 Cash Flow & Future Year Commitments [19](#)
- 5. 2017 Capital Projects with Financing Detail [20](#)
- 6. 2017 Reserve / Reserve Fund Review [21](#)

### CONTACTS

#### Program:

**Patricia Walcott**  
General Manager  
Tel: (416) 392-8952  
Email: [Patricia.Walcott@toronto.ca](mailto:Patricia.Walcott@toronto.ca)

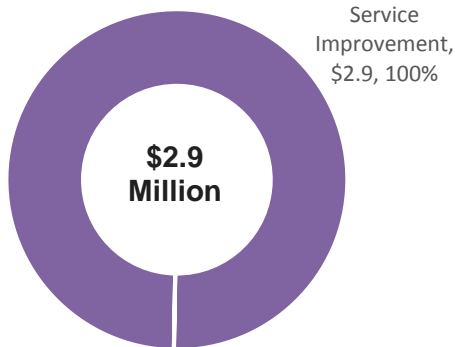
#### Corporate:

**Ritu Sadana**  
Manager, Financial Planning  
Tel: (416) 395-6449  
E-Mail: [Ritu.Sadana@toronto.ca](mailto:Ritu.Sadana@toronto.ca)

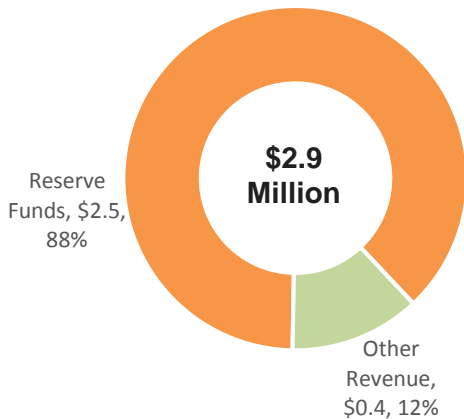
**Capital Spending and Financing**

**2017-2026 Capital Budget and Plan**

**By Project Category**



**By Funding Source**



**Where the money goes:**

The 2017 – 2026 Preliminary Capital Budget and Plan totalling \$2.850 million provides funding for 2 Service Improvement projects:

- Renovation and modernization of the *Wellesley Place Employment & Social Services Office*. Once completed in 2017, TESS and the Provincial office for ODSP will be co-locating at this office.
- Research and planning for the implementation of the Channel and Identity Management Strategies for the *Human Services Integration* project.

**Where the money comes from:**

The Preliminary 10-Year Capital Plan is funded from two sources:

- Reserve Funding of \$2.500 million or 87.7% from the Social Assistance Stabilization Reserve fund.
- Other Revenues of \$0.350 million or 12.3% representing equal Operating Budget funding contributions from the three partner City Programs: Children's Services, Shelter, Support and Housing Administration, and Toronto Employment and Social Services.

**State of Good Repair Backlog**

Toronto Employment & Social Services' Preliminary 10-Year Capital Plan does not include any SOGR projects. TESS's facilities SOGR capital funding requirements were previously transferred and consolidated within the Facilities, Real Estate, Environment & Energy (FREEE) Capital Budget and Plan.

**Our Key Issues & Priority Actions**

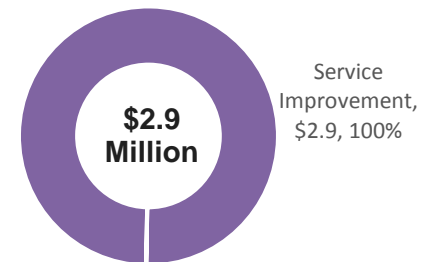
- **Existing physical layout of the Wellesley Place Employment & Social Services Office** is obstructing efficient service delivery. As part of the office transformation and modernization exercise undertaken by TESS in the past couple of years, a majority of its offices have been transformed through physical redesign allowing co-location of social, employment and financial services which has radically improved customer service and experience.

  - ✓ The Preliminary 10-Year Capital Plan provides funding to complete the renovation and modernization of 111 Wellesley facility to better represent, align, and deliver services by integrating employment, financial and social supports within one reception area.
  - ✓ Leveraging opportunities to more efficiently delivery services, TESS and the Provincial Ontario Disability Support Program (ODSP) will be co-locating at the office.
  
- **An assessment of City's income support programs completed in 2015 identified a need to enhance the delivery of human services programming to better meet client needs.**

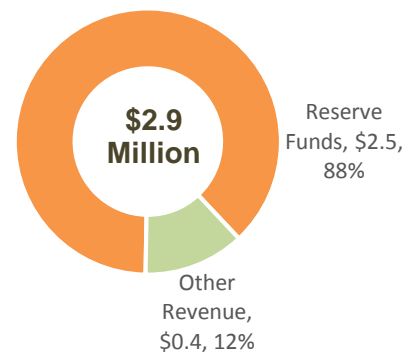
  - ✓ Funding of \$0.350 million is included for Phase 1 of a multi-year Human Services Integration (HSI) project that will transform the way services are delivered across three City income support programs: Child Care Fee Subsidy, Rent Geared to Income and Ontario Works.
  - ✓ HSI will implement an integrated service delivery model that will place the clients at the centre through creating easy to navigate pathways to service, accessible and intuitive information about City programs.
  - ✓ The potential impact is significant with more than 477,000 people (approx. 20% of Toronto's population) applying for or in receipt of at least one of the income support programs on an annual basis.



**2017 Capital Budget By Project Category**



**By Funding Source**



**2017 Capital Budget Highlights**

The 2017 Preliminary Capital Budget for Toronto Employment & Social Services of \$2.850 million, excluding carry forward funding, will:

- Complete the renovation of the *Wellesley Place Employment & Social Service Office* (\$2.500 million).
- Begin research and planning for the implementation of the Channel and Identity Management Strategies with the funding to develop telephony requirements and complete a gap analysis as well as to identify digital tools that will enhance the delivery of human services through the *Human Services Integration* project (\$0.350 million).

## Actions for Consideration

Approval of the 2017 Preliminary Capital Budget as presented in these notes requires that:

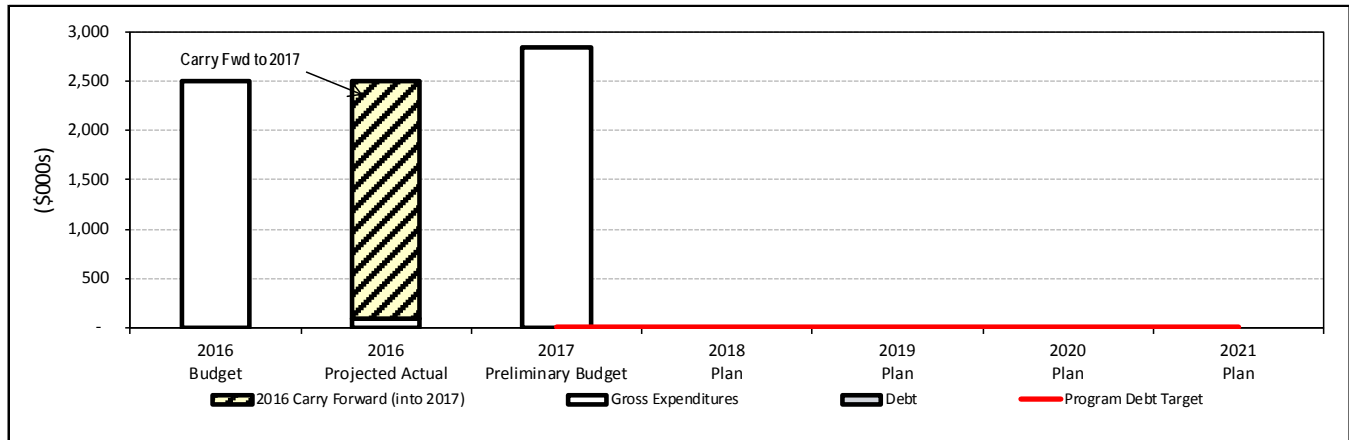
1. City Council approve the 2017 Preliminary Capital Budget for Toronto Employment & Social Services with a total project cost of \$0.350 million, and 2017 cash flow of \$5.250 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 1 new sub-project with a 2017 total project cost of \$0.350 million that requires cash flow of \$0.350 million in 2017;
    - ii. 1 previously approved sub-projects with a 2017 cash flow of \$2.500 million;
  - b) 2016 approved cash flow for 1 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$2.400 million.
2. City Council consider the operating savings of \$0.150 million net in 2017 resulting from the approval of the 2017 Preliminary Capital Budget for inclusion in the 2017 and future year operating budget.



# Part 1:

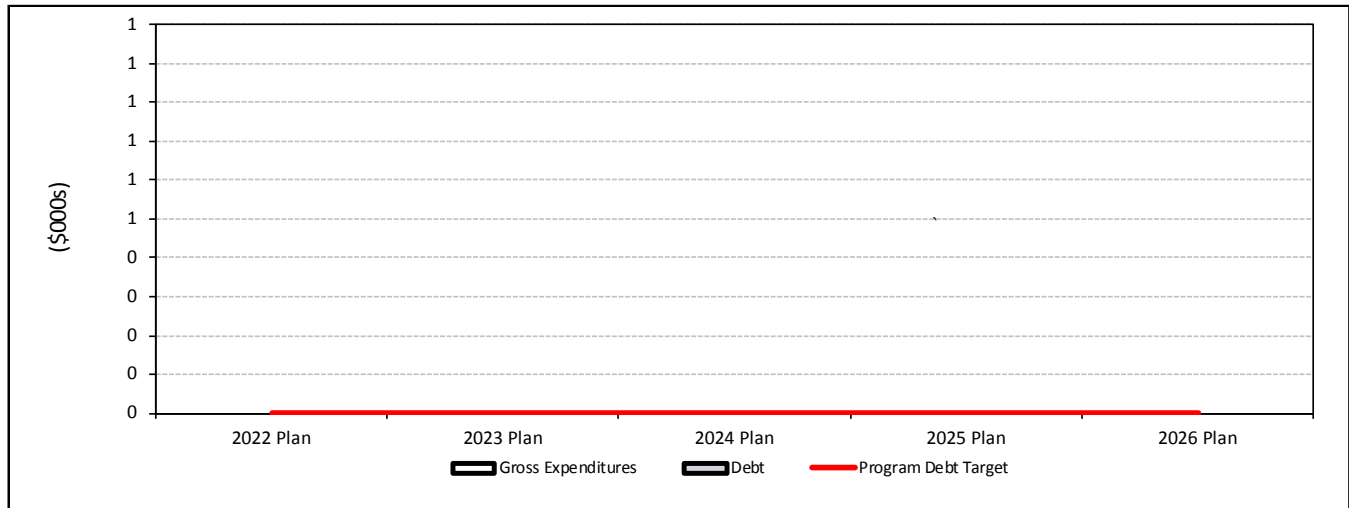
## Preliminary 10-Year Capital Plan

**Figure 1a  
10-Year Capital Plan  
2017 Preliminary Capital Budget and 2018 - 2021 Preliminary Capital Plan**



		2017 Prelim. Capital Budget and 2018 - 2021 Prelim. Capital Plan								
		2016		2017	2018	2019	2020	2021	2017 - 2021	5-Year Total Percent
		Budget	Projected Actual							
<b>Gross Expenditures:</b>										
2016 Capital Budget & Approved FY Commitments		2,500	100	2,500					2,500	87.7%
Changes to Approved FY Commitments										
2017 New/Change in Scope and Future Year Commitments				350					350	12.3%
2018 - 2021 Capital Plan Estimates										
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2017			2,400							
<b>Total Gross Annual Expenditures &amp; Plan</b>		<b>2,500</b>	<b>100</b>	<b>2,850</b>					<b>2,850</b>	<b>100.0%</b>
<b>Program Debt Target</b>										
<b>Financing:</b>										
<b>Debt</b>										
Reserves/Reserve Funds		2,500	100	2,500					2,500	87.7%
Development Charges										
Provincial/Federal										
Debt Recoverable										
Other Revenue				350					350	12.3%
<b>Total Financing</b>		<b>2,500</b>	<b>100</b>	<b>2,850</b>					<b>2,850</b>	<b>100.0%</b>
<b>By Project Category:</b>										
Health & Safety										
Legislated										
SOGR										
Service Improvement		2,500	100	2,850					2,850	100.0%
Growth Related										
<b>Total by Project Category</b>		<b>2,500</b>	<b>100</b>	<b>2,850</b>					<b>2,850</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>										
Yearly SOGR Backlog Estimate (not addressed by current plan)										
Accumulated Backlog Estimate (end of year)										
<b>Backlog: Percentage of Asset Value (%)</b>										
<b>Debt Service Costs</b>										
Operating Impact on Program Costs										
New Positions										

**Table 1b  
10-Year Capital Plan  
2022 - 2026 Preliminary Capital Plan**



	2022 - 2026 Preliminary Capital Plan						10-Year Total Percent
	2022	2023	2024	2025	2026	2017 - 2026	
<b>Gross Expenditures:</b>							
2016 Capital Budget & Approved FY Commitments						2,500	87.7%
Changes to Approved FY Commitments							
2017 New/Change in Scope and Future Year Commitments						350	12.3%
2022 - 2026 Capital Plan Estimates							
2-Year Carry Forward for Reapproval							
<b>Total Gross Annual Expenditures &amp; Plan</b>						<b>2,850</b>	<b>100.0%</b>
<b>Program Debt Target</b>							
<b>Financing:</b>							
<b>Debt</b>							
Reserves/Reserve Funds						2,500	87.7%
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue						350	12.3%
<b>Total Financing</b>						<b>2,850</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety							
Legislated							
SOGR							
Service Improvement							
Growth Related						2,850	100.0%
<b>Total by Project Category</b>							<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
<b>Backlog: Percentage of Asset Value (%)</b>							
Debt Service Costs							
Operating Impact on Program Costs							
New Positions							

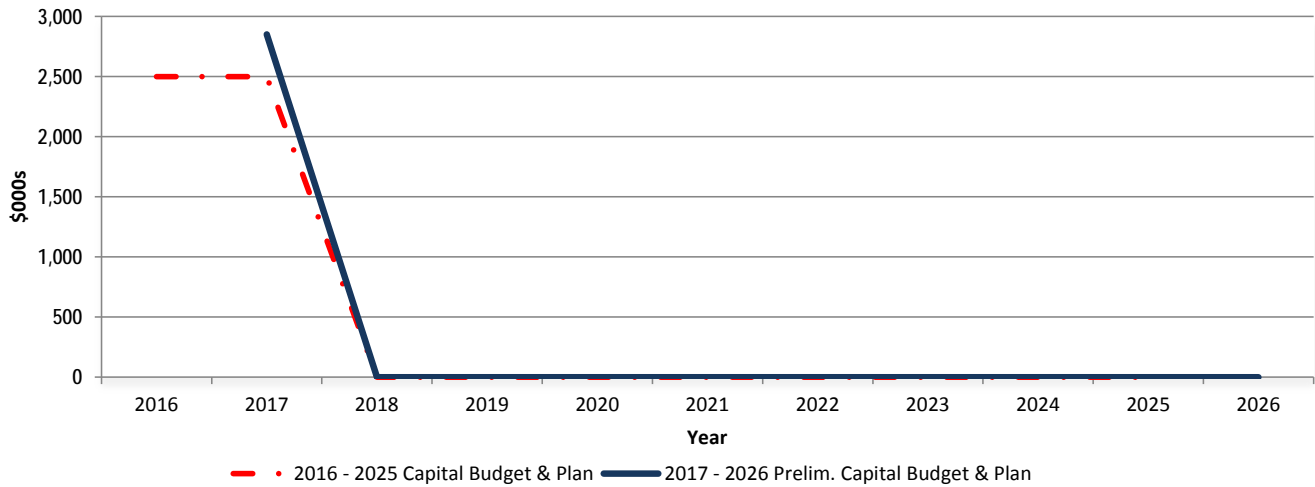


### Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Preliminary Capital Budget and the 2018 – 2026 Preliminary Capital Plan reflects a decrease of \$2.150 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the \$2.150 million or 43.0% decrease in the Capital Program on an annual basis from 2016 to 2026.

**Chart 1**  
**Changes to the 2016 - 2025 Approved Capital Plan (In \$000s)**



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	2,500	2,500	0	0	0	0	0	0	0	0	0	5,000
2017 - 2026		2,850	0	0	0	0	0	0	0	0	0	2,850
Change %		14.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(43.0%)
Change \$		350	0	0	0	0	0	0	0	0	0	(2,150)

As shown in the chart above, the \$2.150 million decrease in the Capital Program reflects the completion of funding for the first Phase renovation project of the *Wellesley Place Employment & Social Service Office*.

As reflected in Table 2 below, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$0.350 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2026) is attributed to the inclusion of a new capital project in the Capital Plan.

A summary of project changes for the years 2017 to 2025 totalling \$0.350 million are provided in Table 2 below:

**Table 2**  
**Summary of Project Changes (In \$000s)**

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	2,500	2,500										2,500
2017 - 2026 Prelim. Capital Budget & Plan		2,850										2,850
<b>Capital Budget &amp; Plan Changes (2017 - 2025)</b>		350										350

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
<b>New</b>													
Human Service Integration	350	350									350		
<b>Total New</b>	350	350									350		
<b>Total Changes</b>	350	350									350		

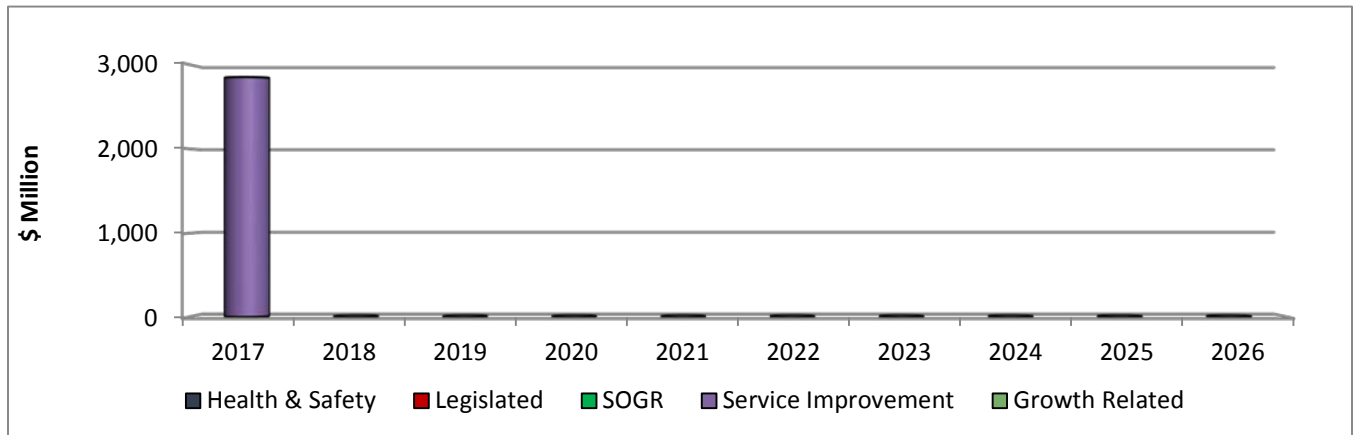


**Significant Capital Project Changes in Toronto Employment and Social Services:**

Cash flow funding in the amount of \$0.350 million has been added to the 2016 – 2025 Approved Capital Plan for a new project *Human Services Integration (HIS)*.

**2017 – 2026 Preliminary Capital Plan**

**Chart 2  
2017 – 2026 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the Preliminary 10-Year Capital Plan for Toronto Employment & Social Services of \$2.850 million provides 100% funding for two Service Improvement projects including the completion of the *Wellesley Place Employment & Social Services Office Renovation* as well as the *Human Services Integration* over the 10-year period.

The following table details, by project category, the capital projects in the 2017 – 2026 Preliminary Capital Budget and Plan for Toronto Employment & Social Services:

**Table 3  
2017 - 2026 Capital Plan by Project Category (In \$000s)**

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Service Improvements</b>													
<i>Wellesley Place Renovation</i>	2,500	2,500										2,500	5,000
<i>Human Service Integration</i>		350										350	350
<b>Sub-Total</b>	<b>2,500</b>	<b>2,850</b>										<b>2,850</b>	<b>5,350</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>2,500</b>	<b>2,850</b>										<b>2,850</b>	<b>5,350</b>

**2017 – 2026 Capital Projects**

The Preliminary 10-Year Capital Plan supports Toronto Employment & Social Services' objectives of transforming and modernizing the existing facilities by creating an open inviting environment and removing physical barriers between clients and staff as well as achieves the City's objectives of co-locating related social and financial services thereby improving client's experience.

*Service Improvements*

- Service Improvement projects account for \$2.850 million or 100% of the total Preliminary 10-Year Capital Plan.

- *Wellesley Place Renovation* (\$2.500 million) – The project will provide funding for the renovation of the second phase of the Wellesley Place office, which services a caseload of approximately 5,500 annually and houses 150 staff. The renovation will remove structural barriers to make the facility more accessible, open and inviting. As part of the modernization, the facility will be re-designed by the creation of a human service centre to provide clients with multiple, closely connected services to improve the client experience.
  - The objective of this project is to transform the front end of City locations to better align and deliver services by integrating employment, financial and social supports within one reception area, creating an open inviting environment and removing physical barriers between clients and staff.
  - 111 Wellesley has plexi-glass at the front reception desk and in all the interview booths separating staff from clients and two distinct/separate functional areas (financial vs. employment). To get to the office on the second floor, clients must use the elevator, which is small and unreliable.
  - As approved by Council in 2016, the \$5.0 million project will see the first, second and third floors renovated to create a human service centre that will provide clients with multiple, closely connected services in one location to improve the client experience.
  - The renovated facility will be co-located with Shelter, Support & Housing Administration and the Provincial ODSP office to improve and streamline services to mutual clients. The Province will pay the City \$0.150 million for rent in 2017, rising to \$0.300 million in 2018. The revenue has been included in the 2017 Preliminary Operating Budget for TESS.
  - The project will be completed in two phases to minimize the impact on clients. In phase one, the first and third floor will be renovated. Once the work is completed, the office on the second floor will relocate to the first floor and the second floor will then be renovated.
- *Human Services Integration* (\$0.350 million) – The HSI project will transform service delivery, creating easy to navigate pathways to service, accessible and intuitive information about City programs, and 'no wrong door' to access services. The \$0.350 million will provide seed money to develop telephony requirements and complete a gap analysis between requirements and existing technology as well as to identify Digital Tools that will enhance the delivery of human services.
  - The Human Services Integration project is a partnership between Children's Services, Shelter, Support and Housing Administration, and TESS that is focused on transforming delivery of services across the primary income support programs: rent geared to income (RGI) housing subsidies (SSHA), Child Care Fee Subsidy (TCS), and OW (TESS).
  - Currently, the income support programs are delivered in silos. Each program has a set of common functions (information, application, eligibility, waitlist management, placement, and case management) that are largely delivered separately from each other. As a result, the same clients are forced to navigate multiple and distinct service pathways to access the services that they need, must repeat their story multiple times within and across these Program areas, and are not informed of the broad range of human services available.
  - Integrating access and intake functions across the three income support programs will require the implementation of a robust telephony, a knowledge base, a client information management data base and a single human services account with a single client identifier.
  - Based on the results of the project, an implementation business case will be prepared for submission in time for the 2018 Budget process.

### 2017 Preliminary Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2017 Preliminary Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

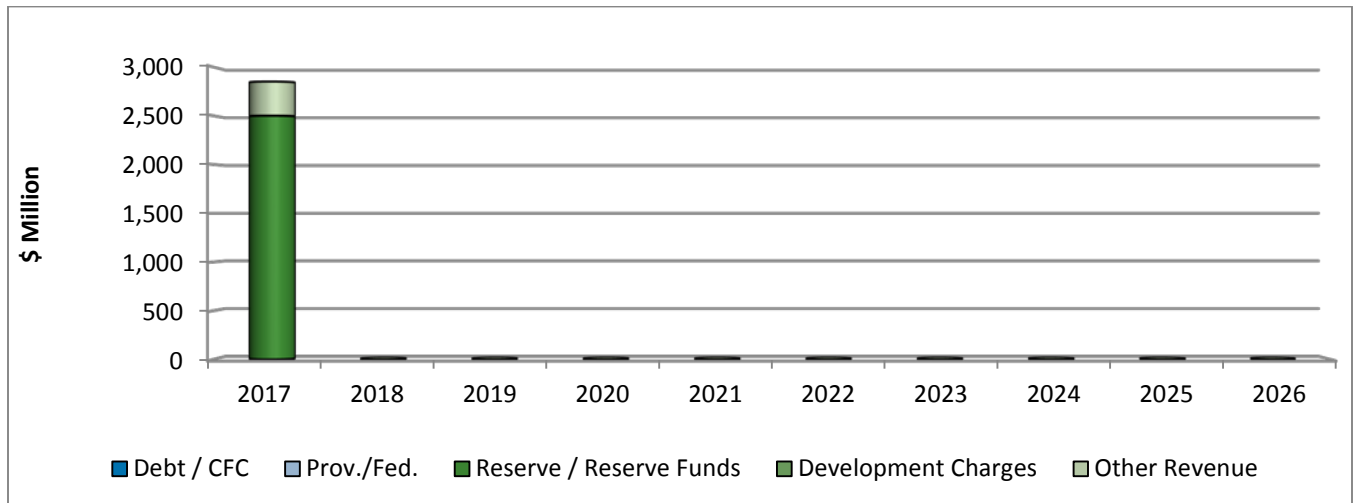
- Table 3a below lists the 2017 Preliminary Capital Budget and Future Year Commitments for Toronto Employment & Social Services:

**Table 3a  
2017 Cash Flow & Future Year Commitments (In \$000s)**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Wellesley Place Renovation</i>	2,500										2,500
Subtotal	2,500										2,500
New w/Future Year											
<i>Human Service Integration</i>	350										350
Subtotal	350										350
<b>Total Expenditure</b>	<b>2,850</b>										<b>2,850</b>
<b>Financing:</b>											
Debt/CFC											
Debt Recoverable											
Other	350										350
Reserves/Res Funds	2,500										2,500
Development Charges											
Provincial/Federal											
<b>Total Financing</b>	<b>2,850</b>										<b>2,850</b>

- As indicated in the above Table 3a, no future year commitments are required from the approval of the 2017 Preliminary Capital Budget of \$2.850 million.

**Chart 3**  
**2017 – 2026 Preliminary Capital Plan by Funding Source (In \$000s)**



The Preliminary 10-Year Capital Plan of \$2.850 million cash flow funding will be financed by the following sources:

- Reserve and Reserve Funds constitute \$2.500 million or 87.7% of required funding over 10 years for the following major project:
  - The *Wellesley Place Renovation* project is fully funded by the Social Assistance Stabilization Reserve with cash flows in 2017 for the renovation and redesign of Wellesley Place Employment & Social Services office.
- Other revenues, which account for \$0.350 million or 12.3% will be utilized for the following new project:
  - The *Human Services Integration* project is fully funded equally by the operating budget contributions from Toronto Employment & Social Services, Children's Services and Shelters, Support & Housing Administration.

### 10-Year Capital Plan: Net Operating Budget Impact

**Table 4**  
**Net Operating Impact Summary (In \$000s)**

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
<i>Wellesley Place Renovation</i>	(150.0)		(300.0)								(450.0)	-	(450.0)	-
<b>Total (Net)</b>	<b>(150.0)</b>	<b>-</b>	<b>(300.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(450.0)</b>	<b>-</b>	<b>(450.0)</b>	<b>-</b>

The Preliminary 10-Year Capital Plan will bring additional revenues of \$0.150 million in 2017 and \$0.300 million in 2018 from the Province for its use of the office for ODSP. These additional revenues have been included in the 2017 Preliminary Operating Budget for Toronto Employment and Social Services.



## Part 2:

### Issues for Discussion

## Issues Impacting the 2017 Capital Budget

### *Review of Capital Projects and Spending*

- The Preliminary 10-Year Capital Plan does not require any cash flow requirements beyond 2017. Funding for the next phase of the *Human Services Integration* project including purchasing of equipment, testing of tools and technology, staff training, and implementation of new processes will be submitted for Council's consideration with the 2018 and future year budget processes, once preliminary work funded in 2017 has been completed.
- The existing capital project of *Wellesley Place Renovation* capital project which has been approved by Council during the 2016 Budget process for a total project cost of \$5.000 million over two years, was delayed due to the need to have a lease arrangement with Province for the co-location with its ODSP function before an RFP for a designer could be issued. The leasing arrangement between the City and Province will be completed and submitted to Council for approval as soon as the design plans are finalized. The project will be completed in two phases to minimize impact on clients.
- New sub-projects will be submitted in future years should any changes in technology and requirement arise based on the results of the gap analysis for the *Human Services Integration* project.



# Appendices



## Appendix 1 2016 Performance

### 2016 Key Accomplishments

In 2016, Toronto Employment and Social Services made progress and/or accomplished the following:

- ✓ A preliminary lease arrangement for the co-location with Province at Wellesley Place has been completed.
- ✓ The design phase of the Wellesley Place renovation is underway.

### 2016 Financial Performance

#### 2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
2,500	-	0.0%	100	4.0%	2,400	96.0%

\* Based on 2016 Third Quarter Capital Variance Report

The existing capital project of Wellesley Place Renovation experienced delays due to the need to have a lease arrangement for co-location with the Province before an RFP for a designer could be issued.

For information regarding the 2016 Q3 capital variances and year-end projections for Toronto Employment & Social Services, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.5>

### Impact of the 2016 Capital Variance on the 2017 Preliminary Capital Budget

- As a result of the delays described in the 2016 Q3 Capital Variance Report, funding of \$2.400 million is being carried forward to the 2017 Preliminary Capital Budget to continue the capital work.

## Appendix 2

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
<b>Service Improvements:</b>														
<i>Wellesley Place Renovation</i>	5,000	2,400	2,500					4,900						4,900
<i>Human Service Integration</i>	350		350					350						350
<b>Sub-Total</b>	<b>5,350</b>	<b>2,400</b>	<b>2,850</b>					<b>5,250</b>						<b>5,250</b>
<b>Total</b>	<b>5,350</b>	<b>2,400</b>	<b>2,850</b>					<b>5,250</b>						<b>5,250</b>

## Appendix 3

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

## Appendix 4

### 2017 Cash Flow and Future Year Commitments

## Appendix 5

### 2017 Preliminary Capital Budget with Financing Detail

## Appendix 6

### Reserve / Reserve Fund Review

#### Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)	
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan		
Social Assistance	Beginning Balance	21,643	21,543	15,572	12,101	8,629	8,629	8,629	8,629	8,629	8,629	8,629	8,629	
Stabilization Reserve (XQ1054)	Withdrawals (-)													
	Wellesley Place Renovation	(100)	(2,500)											(2,500)
	Operating Budget Withdrawals		(3,471)	(3,471)	(3,471)									(10,414)
	<b>Total Withdrawals</b>	<b>(100)</b>	<b>(5,971)</b>	<b>(3,471)</b>	<b>(3,471)</b>	-	-	-	-	-	-	-	-	<b>(12,914)</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>21,543</b>	<b>15,572</b>	<b>12,101</b>	<b>8,629</b>	<b>8,629</b>	<b>8,629</b>	<b>8,629</b>	<b>8,629</b>	<b>8,629</b>	<b>8,629</b>	<b>8,629</b>	<b>8,629</b>	

\* Based on the 2016 Q3 Variance Report