

A decorative graphic on the left side of the slide, composed of a grid of blue triangles of varying sizes, some pointing up and some pointing down, creating a pixelated or mosaic-like effect.

Driving Performance Improvement Initiatives using the PI System and iT*i*'s Ekho Solution Framework

Presented by
Mark Collins and Parag Paleja



Presentation Abstract

- Inexcon Technologies Inc (iTi) is the developer of the Ekho Performance Management System – an application solution for industrial customers, built on the PI System. The software has been widely installed in Pulp & Paper, Mining & Metals, Food & Beverage, Chemicals, and Alternative Energy. Joint customers with OSIsoft include major corporations like Tembec, Appleton, Newpage, Algoma, AbitibiBowater, Mittal, Novelis, BP, Philip Morris, Essar and Smurfit.
- This presentation will focus on how BP Alternative Energy has utilized the PI System, and how they have used Ekho as an application layer on top of the PI System, to address specific application requirements. Examples will be given from other customers, to show how the same Ekho platform can be applied in any industrial environment.
- PI System components in use by these customers include: PI ProcessBook, PI DataLink, PI AF, PI ACE, PI MDB, PI Notifications and PI WebParts.
- PI was chosen by iTi and our customers because of the ability of the software to handle large volumes of real time data in a high performance manner; the value the PI System brings for real-time monitoring and alerting, reporting, and performance analysis; and the ability to easily integrate real time performance and event data into 3rd party applications such as iTi's Ekho software.



Speakers

Mark Collins


- Inexcon Technologies Inc
- Vice President

Parag Palega

- BP Alternative Energy
- Project Consultant



Agenda

- Introduction & Presentation Overview
 - Inexcon Technologies Inc (iTl) and Ekho
 - The use of the PI System and Ekho in BP Wind
 - BP Alternative Energy
 - Challenges in Wind Energy, in Operations and with Systems
 - Required Functionality in Wind Farm Management Systems
 - The Importance of the PI System
 - Implementation of the PI System and Ekho-for-Wind at BP
 - The business case for a WFMS
 - Use case examples from other industries
 - Summary, and Q&A
- 


About Inexcon Technologies



- 12 year old Software Company
- Focused on Process Industries and Renewables
- Established customer base in Europe and North America
- Head office in Montreal, Sales offices in USA, UK and Europe



More About iTi

- iTi is the developer of the Ekho Performance Management software suite.
 - Software is installed in Pulp & Paper, Mining & Metals, Food & Beverage, Chemicals and Renewable Energy
 - In conjunction with the PI System, Ekho provides real time operational intelligence for driving performance management initiatives and increasing ROI
 - iTi is a developer partner with OSIsoft and one of the early adopters of Event Frames
- 

iTi's Solution Framework

The Ekho Performance Management Suite for Manufacturers				
INPUTS	FOCUSED APPLICATION AREAS			OUTPUTS
Manual Entries	Facilities & Asset Data	Performance Criteria	Event Management	Reporting
PI Interface	Specifications Management	Production	Downtime	Dashboards & Visualization
PLC's, DCS, QCS, LIMS	Quality	Centerlining	Batch Management	Alarms and Notifications
ERP Interface	Electronic Logs	Maintenance Integration	Asset Utilization	COA's
CMMS Interface	Condition Based Maintenance	Health & Safety	Environment	OSHA reporting
Streaming Web Data	Energy Management	Human Resources Integration	... Other	ERP Interface
Supplier Systems	COMBINATORIAL APPLICATIONS			CMMS Interface
HS&E Interface	Operational Planning	Capacity Analysis (Prod, Whse, Trans)	Performance Analytics OEE, KPI's	Suppliers
HR Interface	Root Cause Analysis	Genealogy	Sustainability	Customers
... Other	Carbon Management	Real Time Costing	Profitability Analysis	... Other
	Work Flow Management	Total Quality Management	... Other	
Real Time Operational Intelligence from iTi				

iTi's Solution Framework for Renewables

The Ekho Performance Management Suite for Renewables				
INPUTS	FOCUSED APPLICATION AREAS			OUTPUTS
Manual Entries	Facilities & Asset Data	Performance Criteria	Event Management	Reporting
Scada Interface	Specifications Management	Generation Forecasting	Generation	Dashboards & Visualization
PI Interface	Downtime	Quality	Electronic Logs	Alarms and Notifications
ERP Interface	Maintenance Tracking	Condition Based Maintenance	Asset Utilization	Mobile Device Support
CMMS Interface	Health & Safety	Environment	Human Resource Assets	OSHA reporting
Streaming Web Data	Warranty Management	Land Lease & Royalties	... Other	ERP Interface
Supplier Systems	COMBINATORIAL APPLICATIONS			CMMS Interface
HS&E Interface	Operational Planning	Capacity Analysis	Performance Analytics OEE, KPI's	Suppliers
HR Interface	Root Cause Analysis	Total Quality Management	Profitability Analysis	Customers
... Other	Work Flow Management	Settlement Management	... Other	... Other
Real Time Operational Intelligence from iTi				



Use of the PI System with Ekho at BP Wind



About BP Alternative Energy

- BP Alternative Energy has invested over \$5 billion in the growing markets of Wind, Solar and Biofuels
- **Wind**
 - 10 Wind Farms ranging in capacity from 20MW to 300MW
 - Nearly 900 Turbines, and over 1,300 MW capacity in 8 States



About BP Alternative Energy

- **Solar**

- In the business for 35 years
- Shipped its 10 millionth module in 2009
- Operating assets in China, Europe and North America

- **Biofuels**


- Recent expansion in Brazil with CNAA acquisition brings annual capacity to 1.4 billion liters of Ethanol
- On plan to invest \$500 Million in Biofuels in the next decade.



Challenges in Optimizing Wind Farm Operations and Maintenance




Challenges in Wind Farm Management

- Assets are widely distributed and generally unmanned
 - Component failures can run into ½ million dollars
 - Ensuring peak asset performance in variable conditions
 - Avoiding catastrophic failures and financial consequences
 - Maintenance planning and downtime tracking
 - Managing health & safety, and quality
 - In-Warranty and Post-Warranty management
 - Generation reporting and forecasting
- 



Systems Challenges in Wind Farms

- There are many diverse field systems
 - SCADA, Met Towers, Vibration and Condition Monitoring, etc
 - There are also many related business systems
 - ERP, Maintenance, Quality, HR, Health, Safety and Environment
 - Many different user perspectives
 - Planning, Operations, Maintenance, Performance Analysis, etc
 - Need “broader” and “higher level” vision beyond SCADA
 - Must support multiple vendors, but with vendor independence
 - Need a real time historian
 - Need an application system on top of the historian, for WFMS
- 



Required Features for WFMS at BP

- Scalability – BP plans to grow from 1300 MW to 4000 MW
 - Extensibility – Start in one area and expand across the organization
 - Already configured for Wind – KPI's, Displays, Reports
 - User customizable displays and reports – Mandatory
 - Microsoft centric – BP Standard
 - PI System Centric – Required for capacity, performance and growth
- 

BP's Solution Vision

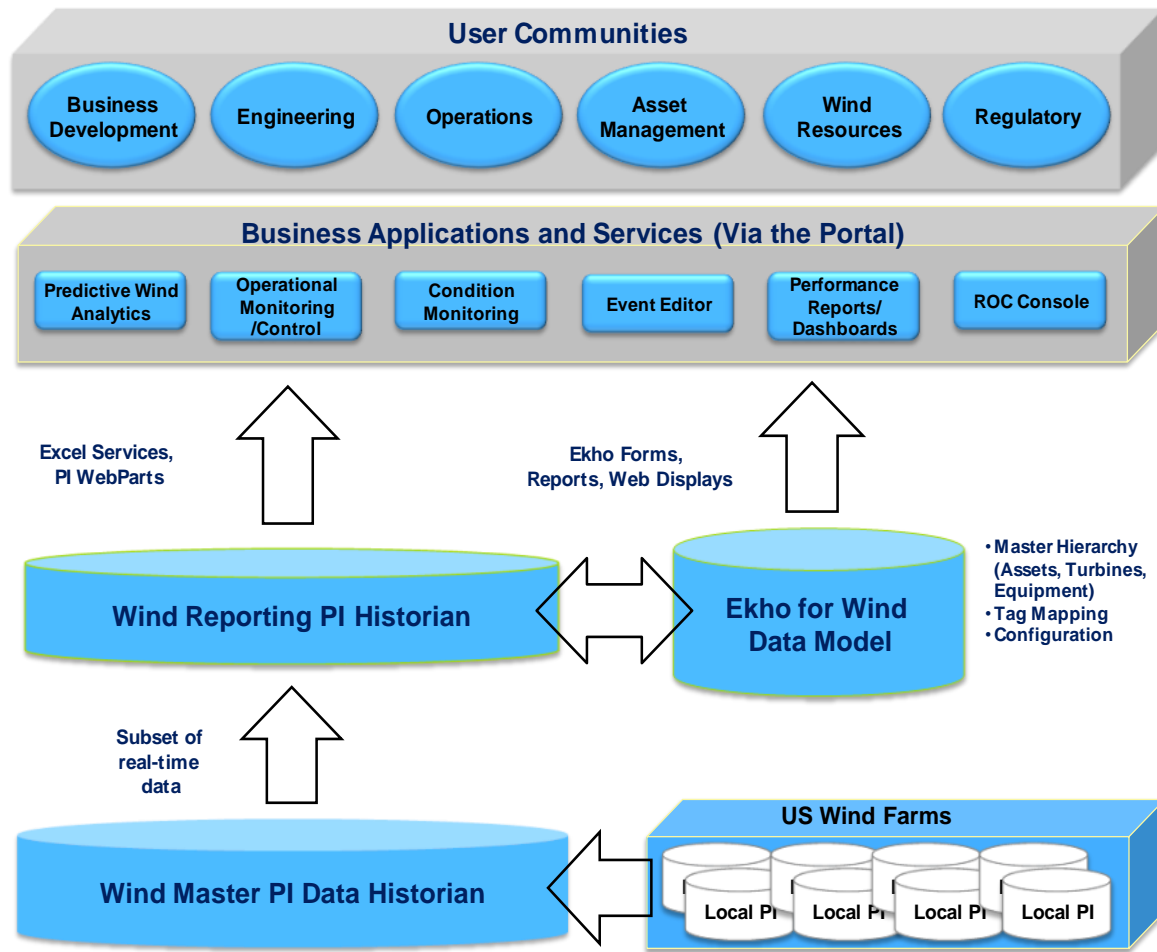
Continuous
Improvement
Initiatives



Consistent
Information



Solid
Foundation



System Functionality

Metrics (Generation, Availability, Wind Speed) are used in dashboard displays and reports

Fleet and Park Dashboards

- Generation, Availability, Wind Speed

Daily, Weekly, Monthly Reports

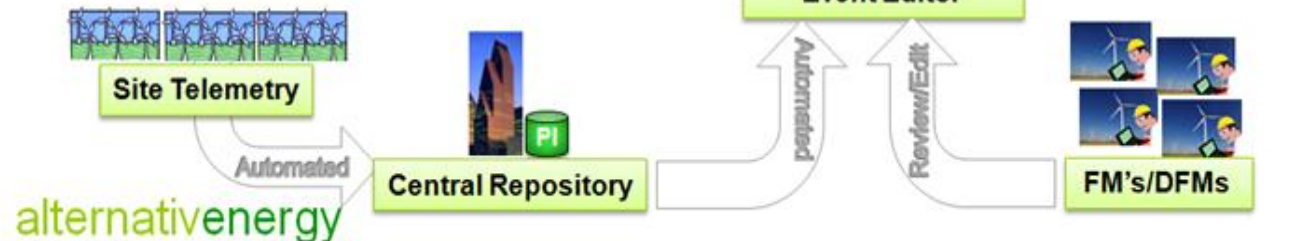
- Performance and Downtime Related by Park, Group, Turbine

Availability metrics are derived directly from edited, allocated downtime event data

Downtime events are captured via automation and rendered via the Downtime Editor

FMs/DFMs edit downtime if necessary to accurately allocate events

All FMs/DFMs have been trained along with follow up sessions and one-on-one reviews.






The Importance of the PI System

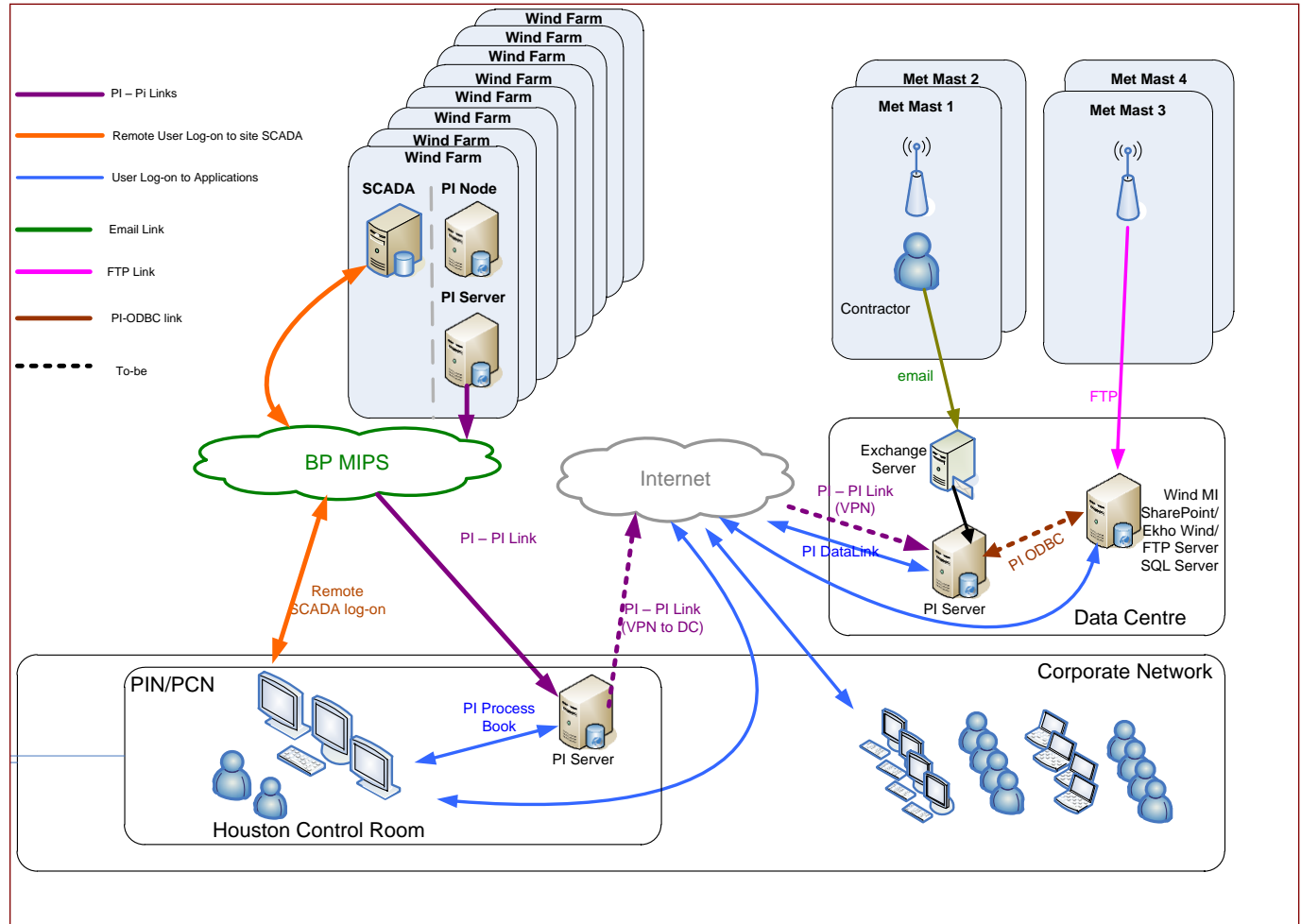




Why the PI System Was Chosen by BP


- The ability of the PI System to handle large volumes of real time data in an environment demanding reliability and high performance.
 - The value the PI System brings to BP for real time monitoring and alerting, reporting, event editing and performance analysis.
 - The ability to easily integrate real time performance and event data into 3rd party applications such as iTi's Ekho for Wind.
 - This combination of systems provides BP with a level of insight not available with current SCADA solutions or business applications.
- 

PI System Architecture





Use of the PI System at BP Alternative Energy


- Enterprise Agreement with BP
 - PI System components in use include:
 - PI ProcessBook
 - PI DataLink
 - PI AF
 - PI ACE
 - PI MDB
 - PI WebParts
- 



Implementation - Planned vs Actual Functionality, Schedule, Benefits and Value




Project Scope and Timeline

- PI System installed in 2008 - 2009
 - Ekho for Wind installed in 2010 – 2011, featuring multiple short cycle projects, usually 3 - 4 months duration, including:
 - Asset Performance & Downtime Tracking
 - NERC / GADS Reporting
 - Royalty Payments & Wind Adjusted Energy
 - Wind Analytics & Extended Failure Tracking
 - Management Dashboards with Financials
 - Major initiative now underway in 2011 and 2012 for Solar operations on a global scale.
- 




Hard Benefits from WFMS

- Improved asset performance
 - Immediate insight into issues impacting operations and revenue
 - Improved response to revenue impacting incidents
 - Ability to anticipate failures and schedule maintenance accordingly
 - Lower maintenance costs and spares inventory levels
 - Improved equipment reliability and extending the life of assets
 - Independent control over Warranty claims
 - Lowering costs and improving profitability
 - Increasing reliability of generation forecasts
 - Reduced labor costs for gathering data, conducting analyses and generating reports
- 




Soft Benefits from WFMS

- Minimally invasive, easy to use, industry specific solution.
 - Improved insight into the overall operations
 - Better understanding of the relationship between performance metrics
 - Everyone is working with the same information
 - Providing a simplified user interface when compared to control systems
 - Improved employee morale
 - Roll-out in baby steps – no need for a big bang approach
 - PI System and Ekho provide a scalable and extensible solution
 - Platform for continuous improvement initiatives (Lean, Six Sigma, TQM)
 - Vendor independent view
- 



Five Takeaways from BP's Perspective

- Wind Farm Management Systems are coming of age
 - There are three key components in a successful solution
 - Field level systems (SCADA, Met Data, Condition Monitoring, etc)
 - The PI System for real-time information about processes and events
 - The application software required to address business requirements
 - The full solution is required to provide the necessary visibility for performance improvement initiatives
 - The benefits to be derived from a successful system are very significant, and can easily tally in the millions – even for small operators
 - You could not do what we have done without the PI System providing the infrastructure and framework for the overall WFMS.
- 



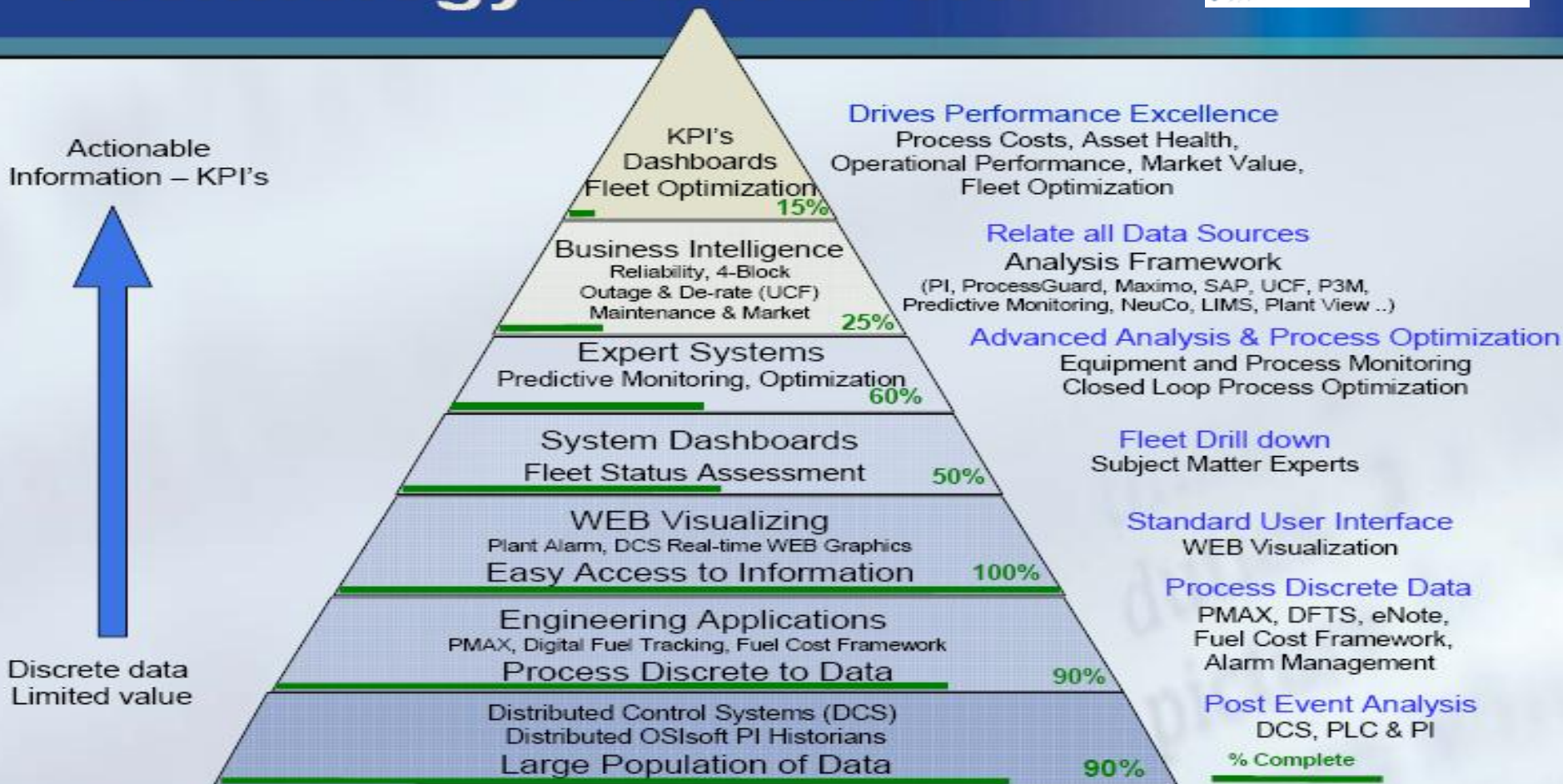
Why was Ekho Chosen as the Application Layer



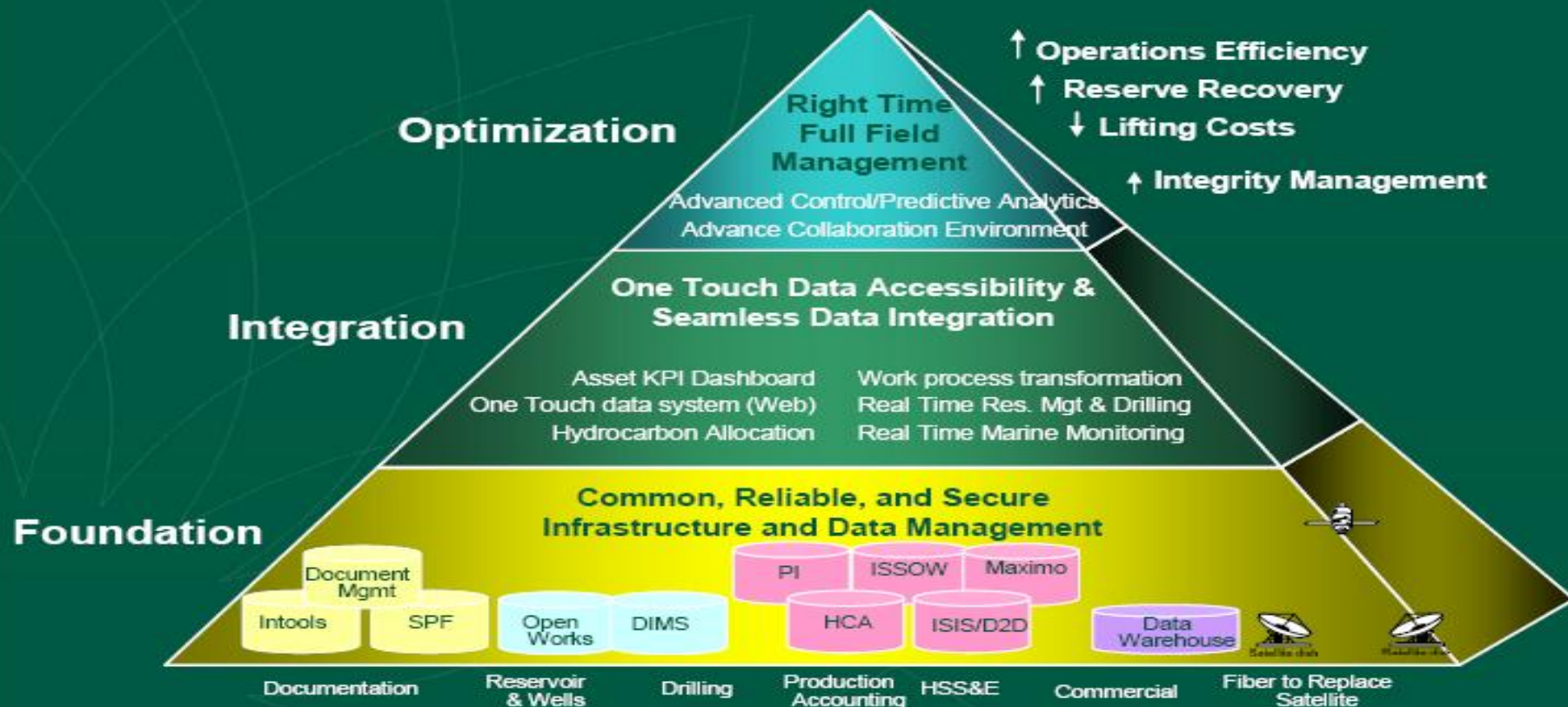


	PI System	Ekho
Similarities		
Scalability	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>
Extensibility	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>
Applicability	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>
Framework	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>
Differences		
Primary Focus	Infrastructure <input type="checkbox"/>	Applications

Technology Framework



GoM Information Management Strategic Framework



1. Aggregate

2. Contextualize

3.
Analyze

4.
Visualize

5.
Utilize

6.
Propagate

Ekho

For Wind

Bringing it all together
as Operational Intelligence for
Performance Improvement initiatives.



Planning



Operations



Maintenance



Human
Resources



Procurement



Warranty



Accounting
& Finance



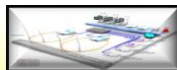
Performance
Analysis



Reporting



Condition Monitoring



Communications
& Security



Streaming Internet
Data



Wind Farms
SCADA



Substations
SCADA



Meteorological
Towers



ERP System



Asset Database



Maintenance
System



Spares Inventory



Environment, Health &
Safety



Quality System

EKHO APPLICABILITY MATRIX		Inexcon Technologies
Functional Areas	Description of Opportunity Areas	
Planning	Ekho can be used to provide full visualization over operations, incorporating data from SCADA, Maintenance, the Internet, ERP, etc	
Production	All generation data is tracked into Ekho by individual asset, and visible in real time displays	
Downtime	All downtime events - planned or unplanned, imposed or self induced can be tracked in Ekho, with related coding for regulatory reporting	
Safety	Safety guidelines can be built into Ekho, and all incidents tracked and reported	
Root Cause Analysis	RCA functionality is built into the system, and can be invoked on any event - safety incident, equipment failure, etc	
Quality	Ekho can be used for performing quality tests and tracking results against specifications, for material quality, paper quality, batch properties, etc	
Environment	Environmental incidents can be tracked from automatic sources for air and water discharge, or from manual entries (oil spill).	
Total Quality (TQM)	Ekho provides a platform for all Continuous Improvement Initiatives - setting targets, measuring performance and reporting progress	
Predictive Analytics	Mine the data and information in Ekho to perform predictive analytics on potential increases in revenue, or possible equipment failures	
Energy	Use Ekho with PI to track and analyze energy consumption relative to operations, performance and quality.	
Compliance	Regulatory compliance, Contractual compliance, Best practices compliance	
Reporting	Reporting for Management, Operations, Landowners, Owners / Investors, and Regulatory reporting	
... Other	Tackle additional areas as they become business priorities	




Where is the Payback in Wind Energy





Where is the Payback (Industry examples)

- A 1% improvement in performance across a 150 MW wind farm can result in additional annual revenue of **\$1.5 million**
 - A gearbox failure can cost anywhere from **\$300K - \$500K** when you include repair / replacement costs plus the lost revenue
 - Information to support “in warranty” claims, and “end of warranty” inspections can easily save **\$100K - \$200K**
- 

Where is the Payback (Industry examples)

- Freeing up personnel to work on other tasks or projects
 - Handling wind analytics on the PI System with Ekho can save one FTE
 - Preparing Daily, Weekly, Monthly reports requires one FTE
 - BP has seen a reduction of 90% manual labor in several areas

- | Capacity | Regular price | Crisis price | Hourly income |
|------------------------------|---------------|--------------|---------------|
| 150 MW | \$70 | | \$10,500 |
| 150 MW | | \$3,000 | \$450,000 |
| Profit Improvement Potential | | 4,286% | |



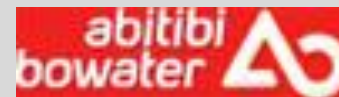
Ekho in Other Industries



iTi's Solution Framework for Manufacturers

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HR Interface	Root Cause Analysis	Genealogy	Sustainability	Customers
... Other	Carbon Management	Real Time Costing	Profitability Analysis	... Other
	Work Flow Management	Total Quality Management	... Other	
Real Time Operational Intelligence from iTi				

Some of iTi's Corporate Customers



Asset Framework

Ekho Desktop - [default - Solvay - Definition and Configuration]

Ekho Functions Preferences Window Help

File View [Icons]

Category: [Quality and Production]

- Sectors Types
- Tags
- Tags Generic Expression
- Event Types/States
- Markers
- Plant Genealogy
 - Sectors
 - Solvay
 - Europe
 - France
 - Italy
 - Spinetta**
 - POLI-R2101A
 - POLI-R2101B
 - POLI-R2101C
 - POLI-REFERENCE
 - Sources
 - Groups
 - Event Types
 - Sources
 - Groups
 - Event Types
 - North America
 - Canada
 - USA
 - Marrieta
 - Sources
 - Groups
 - Event Types
 - Sources
 - Groups
 - Event Types
 - Specifications
 - User Specifications
 - Synkro Tracking
 - [General]

Contents of [Quality and Production]\Plant Genealogy\Sectors\Solvay\Europe\Italy\Spinetta'

Name	Description	Type	As Label
POLI-R2101A	POLI-R2101A	POLI	
POLI-R2101B	POLI-R2101B	POLI	
POLI-R2101C	POLI-R2101C	POLI	
POLI-REFERENCE	POLI-REFERENCE	Reference	
*			

default - Current Server: <Solvay> | CAPS | NUM | 9/28/2011 | 4:11 PM



Grade Change Setup

Scheduled Run Number: Scheduled Grade: Section:

Scheduled Run Date: Scheduled Machine: From Grade:

Specifications From: 9702-58

Section	Type	Variables	UOM	Target
AM1	EL	FWS Adhesive Head Prox AM1		7
AM1	EL	FWS Shear Strap Prox 1 AM1		0.2
AM1	EL	FWS Shear Strap Prox 3 AM1		1
AM1	EL	PTL Adhesive Head Prox AM1		59
AM1	EL	PTL Shear Strap Prox AM1		200
AM1	EL	Surge Adhesive Head Prox AM1		5

Specifications to: 9102-65

Section	Type	Variables	UOM	Low	Target	High	Set Point	Value	Corrective Action
AM1	EL	FWS Adhesive Head Prox AM1			8	9	10		
AM1	EL	FWS Shear Strap Prox 1 AM1		-0.1	0.2	0.5			
AM1	EL	FWS Shear Strap Prox 3 AM1		1.2	1.7	2.2			
AM1	EL	PTL Adhesive Head Prox AM1		64.5	66.5	68.5			
AM1	EL	PTL Shear Strap Prox AM1		185	235				
AM1	EL	Surge Adhesive Head Prox AM1		5.5	6	6.5			

Process Health Task Required

Description	Condition Acceptable	Machine Status	Comment	Action Plan	Responsible
Cover Splice Diameter					
Poly Feston Rollers					
Poly Idler Rollers					

Grade Transition History

From Grade	To Grade	Start Time	End Time	Shift	Crew	Elapsed Time (mins)	Performance %
9702-58	9102-65	05/01/2011 07:45:00	05/01/2011 08:10:00	A	D	25	91.5
9702-58	9102-65	05/01/2011 12:20:00	05/01/2011 12:35:00	B	D	15	92.3
9702-58	9102-65	05/03/2011 08:09:00	05/03/2011 08:31:00	A	G	22	92.1
9702-58	9102-65	05/04/2011 17:40:00	05/04/2011 18:52:00	C	A	72	79.8
9702-58	9102-65	05/05/2011 01:10:00	05/05/2011 01:38:00	C	E	28	88.5

Event Management

EkhoLookII - Windows Internet Explorer

File Edit View Favorites Tools Help

★ Favorites ★ Free Hotmail ★ Suggested Sites Web Slice Gallery Google

EkhoLookII

Hide Panel

Event Editor

Template: (New Search) [Save] [Delete]

☐ is default

Event Type: Downtime

Wind Farm: Wind VI

Turbines: <ALL>

By Date
By Relative

Start Date: 5/1/2010 12:00:00 AM
End Date: 5/20/2011 11:59:59 PM [Search]

Advanced Filters

☐ Comments Only

Summary

1000 of 2730 events displayed

Drag a column here to group by that column

	Info	Turbine	Event Start	Event End	Duration	Flt Code	OM	NERC	Man. Warr.	Comp.	Act. kWh	Exp. Kwh	kWh Losses	Cost	Ave. WS	Wind Bin	Comments
		SS09	10/15/2010 12:56:00 PM	1/27/2011 3:02:00 PM	2499:06:00	901	mUM	FTH	M	SS	0.00	5.37	5.37	\$0.10	2.53 m/s	2.50	
		SS17	10/14/2010 12:11:20 PM	1/27/2011 3:02:00 PM	2523:50:40	1201	mUM	FTH	M	MISC	0.00	10,763.12	10,763.12	\$198.36	5.16 m/s	5.00	
		SS20	10/15/2010 12:26:30 PM	10/15/2010 2:09:30 PM	01:43:00	1201	mUM	FTH	M	MISC	0.00	17.32	17.32	\$0.32	2.85 m/s	2.50	
		SS08	10/15/2010 11:05:40 AM	10/15/2010 12:25:30 PM	01:19:50	824	mUM	FTH	M	GEN	0.00	495.22	495.22	\$9.13	5.41 m/s	5.00	
		SS21	10/15/2010 11:00:40 AM	10/15/2010 11:02:10 AM	00:01:30	205	mUM	FTH	M	HUB	0.00	15.96	15.96	\$0.29	6.99 m/s	6.50	
		SS08	10/15/2010 10:46:20 AM	10/15/2010 11:00:20 AM	00:14:00	428	etDT	FTH	M	MISC	0.00	261.20	261.20	\$4.81	8.45 m/s	8.00	
		SS21	10/15/2010 10:59:20 AM	10/15/2010 10:59:40 AM	00:00:20	1201	mUM	FTH	M	MISC	0.00	3.84	3.84	\$0.07	7.22 m/s	7.00	
		SS21	10/15/2010 10:22:50 AM	10/15/2010 10:25:50 AM	00:03:00	616	etDT	FTH	etDT	MISC	0.00	73.72	73.72	\$1.36	9.15 m/s	9.00	
		SS08	10/15/2010 6:36:40 AM	10/15/2010 9:20:40 AM	02:44:00	353	mUM	FTH	M	ES	0.00	3,428.87	3,428.87	\$63.19	8.5 m/s	8.00	
		SS23	10/14/2010 9:07:20 PM	10/14/2010 11:56:00 PM	02:48:40	505	mUM	FTH	M	HYD	0.00	509.15	509.15	\$9.38	4.84 m/s	4.50	
		SS16	10/14/2010 11:12:00 PM	10/14/2010 11:12:20 PM	00:00:20	1201	mUM	FTH	M	MISC	0.00	1.00	1.00	\$0.02	4.84 m/s	4.50	
		SS13	10/14/2010 8:41:40 PM	10/14/2010 11:09:50 PM	02:28:10	601	mUM	FTH	M	YS	0.00	430.67	430.67	\$7.94	4.82 m/s	4.50	
		SS01	10/14/2010 9:40:10 PM	10/14/2010 9:40:30 PM	00:00:20	1201	mUM	FTH	M	MISC	0.00	1.67	1.67	\$0.03	5.59 m/s	5.50	

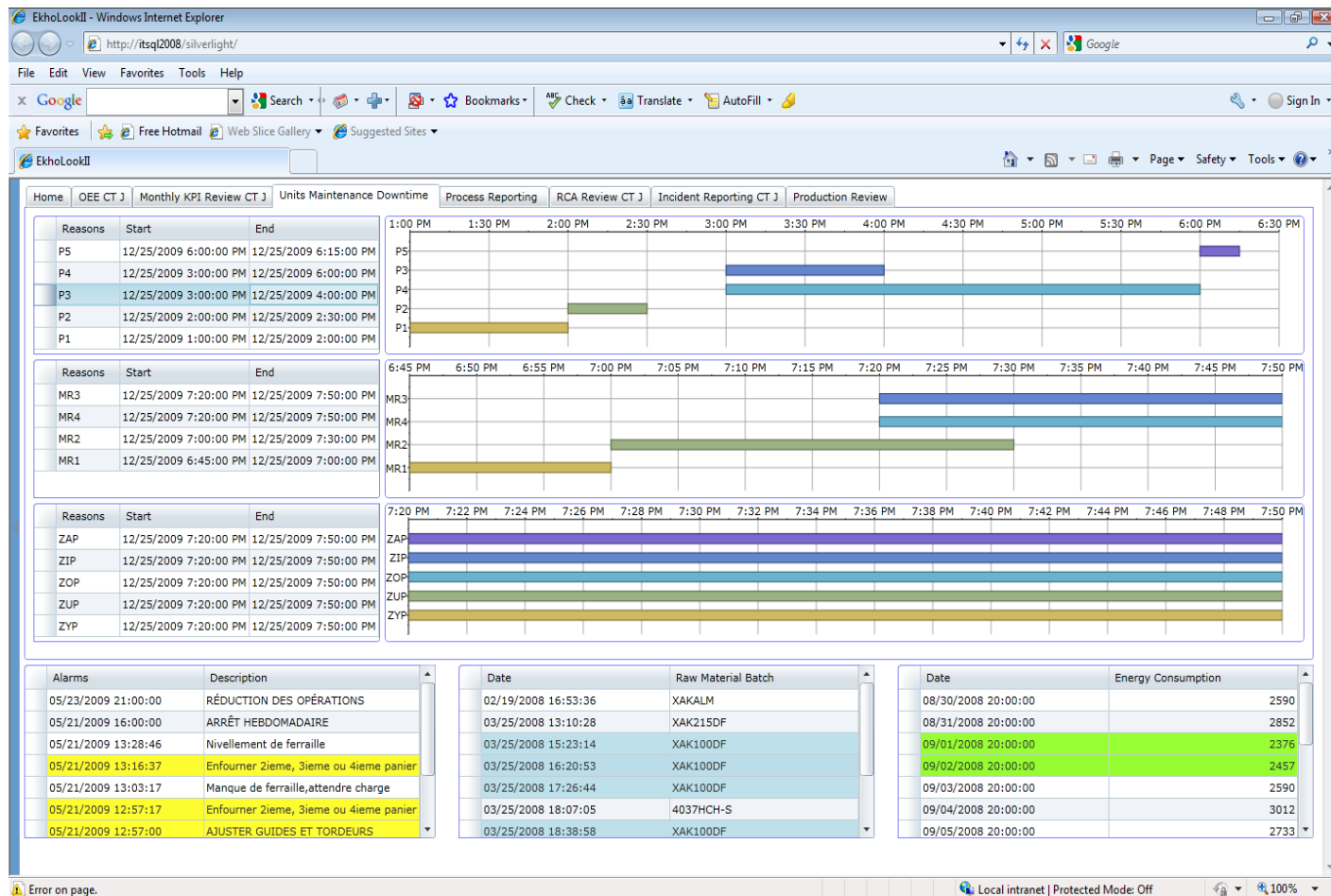
[Edit Time] [Split Event] [Merge Event] [Bulk Edit] [Group Edit] [Comment] [Save]

Done Local intranet | Protected Mode: Off 100%

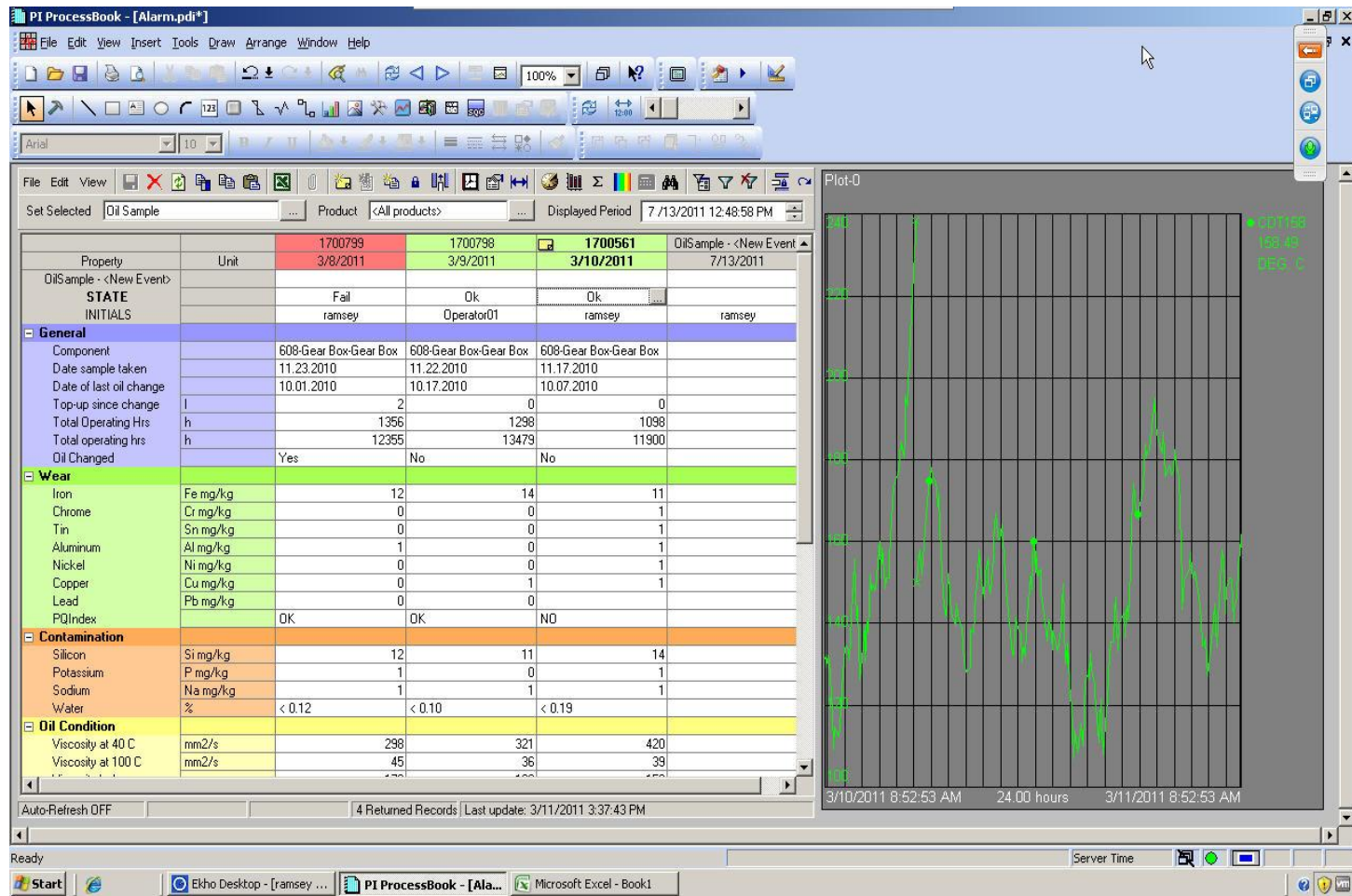
Production



Downtime



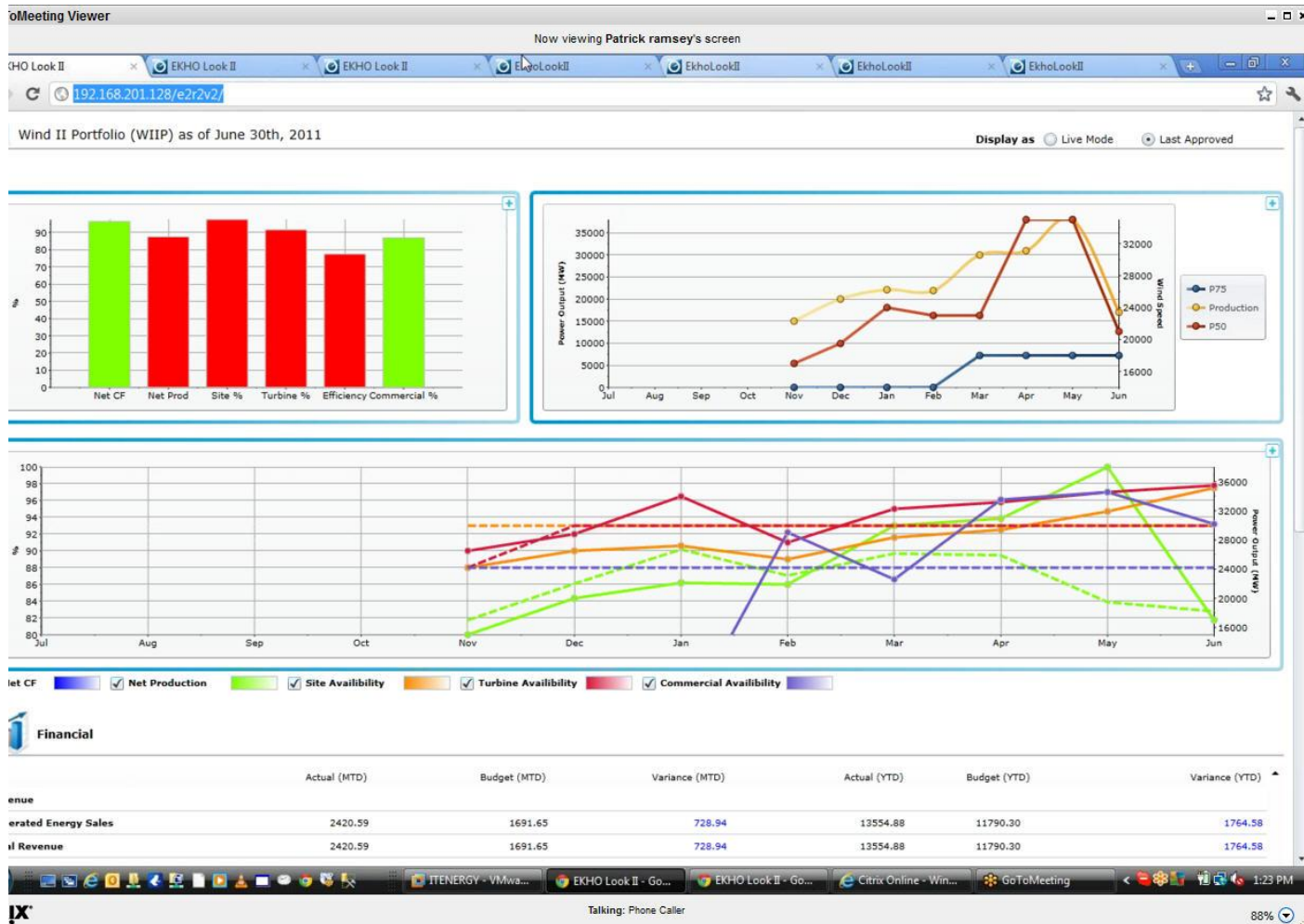
Quality



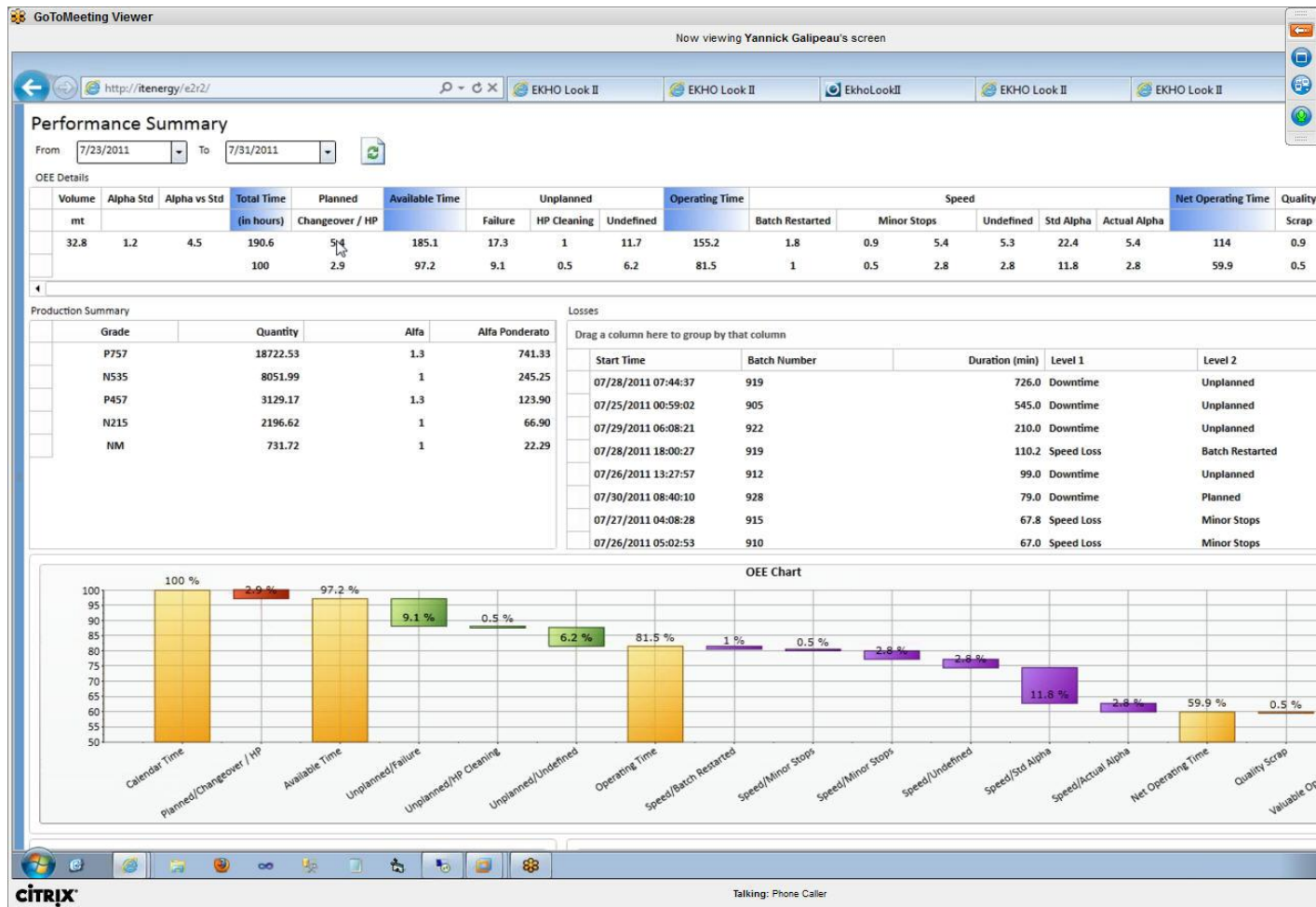


45

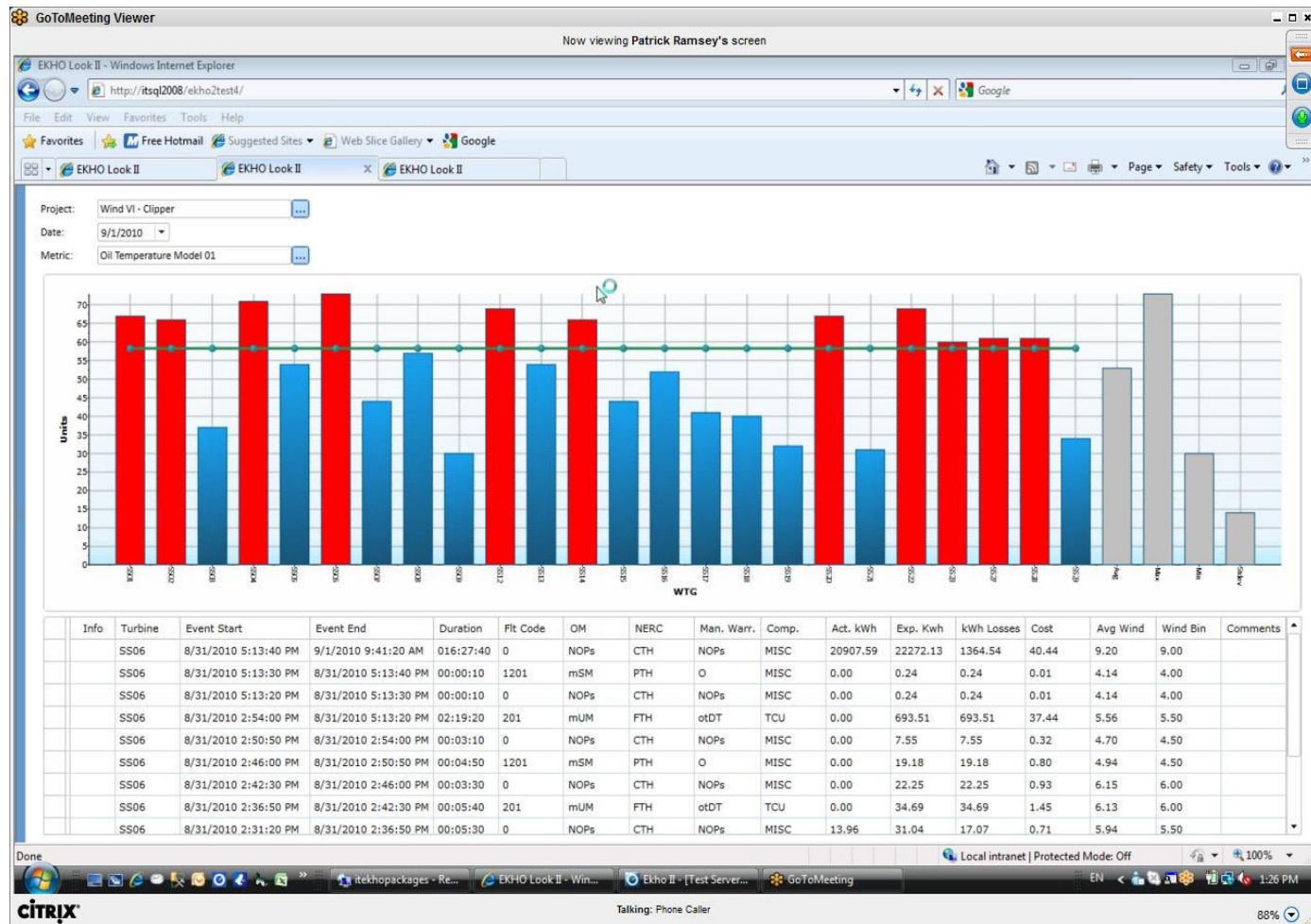
Performance Analytics and KPI's



Overall Equipment Effectiveness (OEE)



Condition Monitoring



Root Cause Analysis

EkhoLook - Windows Internet Explorer

File Edit View Favorites Tools Help

SEARCH vuze remote Facebook Twitter Vuze Blog [10] E-mail Notifier

Favorites Free Hotmail Suggested Sites Web Slice Gallery Google

EkhoLook

Template.3000 (Category : MOTOR)

New Load Save Options Summary View Help

```

graph LR
    Incident[Incident Incident] --> OR1[OR Demo Cause No.1]
    Incident --> OR2[OR Demo Cause No.2]
    Incident --> OR3[OR Causal Factor No.1]
    OR1 --> OR4[OR Demo Cause No.5]
    OR4 --> OR5[OR Item of Note No.2]
    OR4 --> OR6[OR Demo Cause No.6]
    OR3 --> OR7[OR Demo Cause No.3]
    OR7 --> OR8[OR Demo Cause No.4]
    OR8 --> OR9[OR Item of Note No.1]
  
```

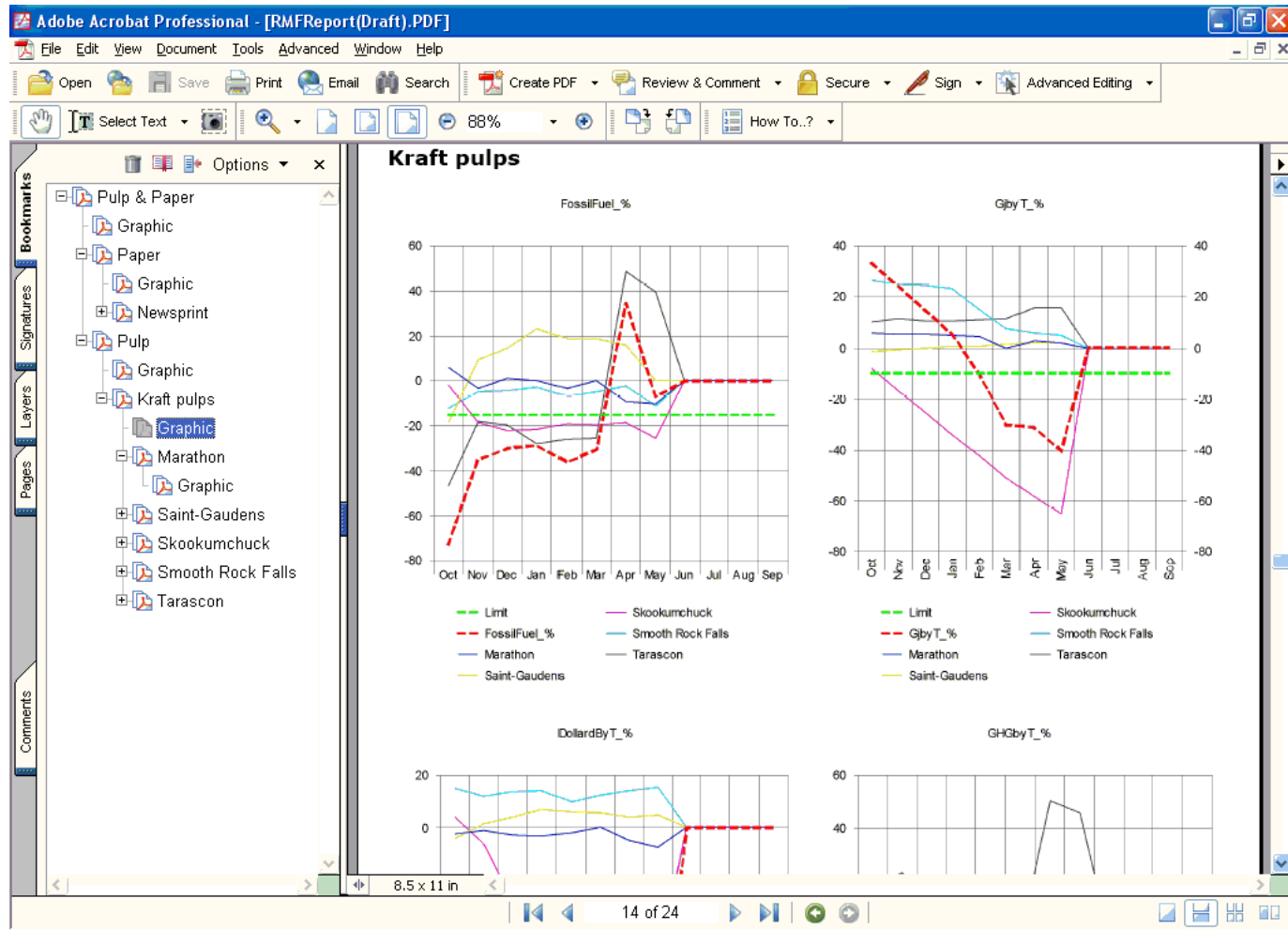
Summary Navigator

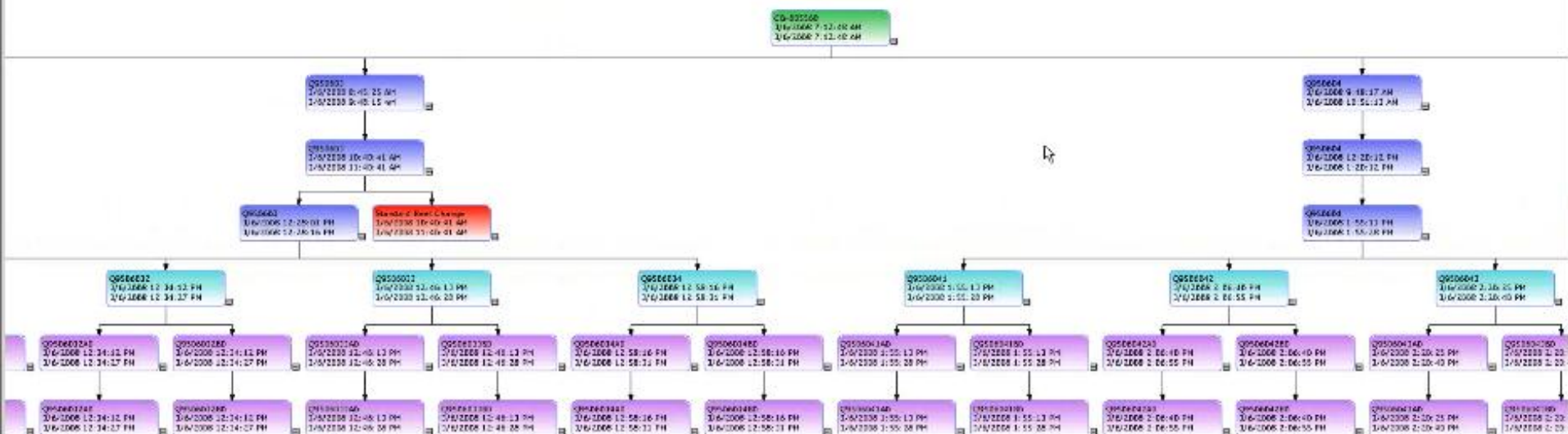
Description	Condition	State	Type	Information
Incident	Incident	✓	Incident	
Demo Cause No.1	OR	✓	Event	
Demo Cause No.2	OR	✓	Event	
Causal Factor No.1	OR	✓	Causal Factor	
Demo Cause No.3	OR	?	Event	
Demo Cause No.4	OR	?	Event	
Item of Note No.1	OR	✗	Item of Note	
Demo Cause No.5	OR	✓	Event	
Item of Note No.2	OR	✓	Item of Note	
Demo Cause No.6	OR	✗	Event	

Zoom : 100% View : Horizontal

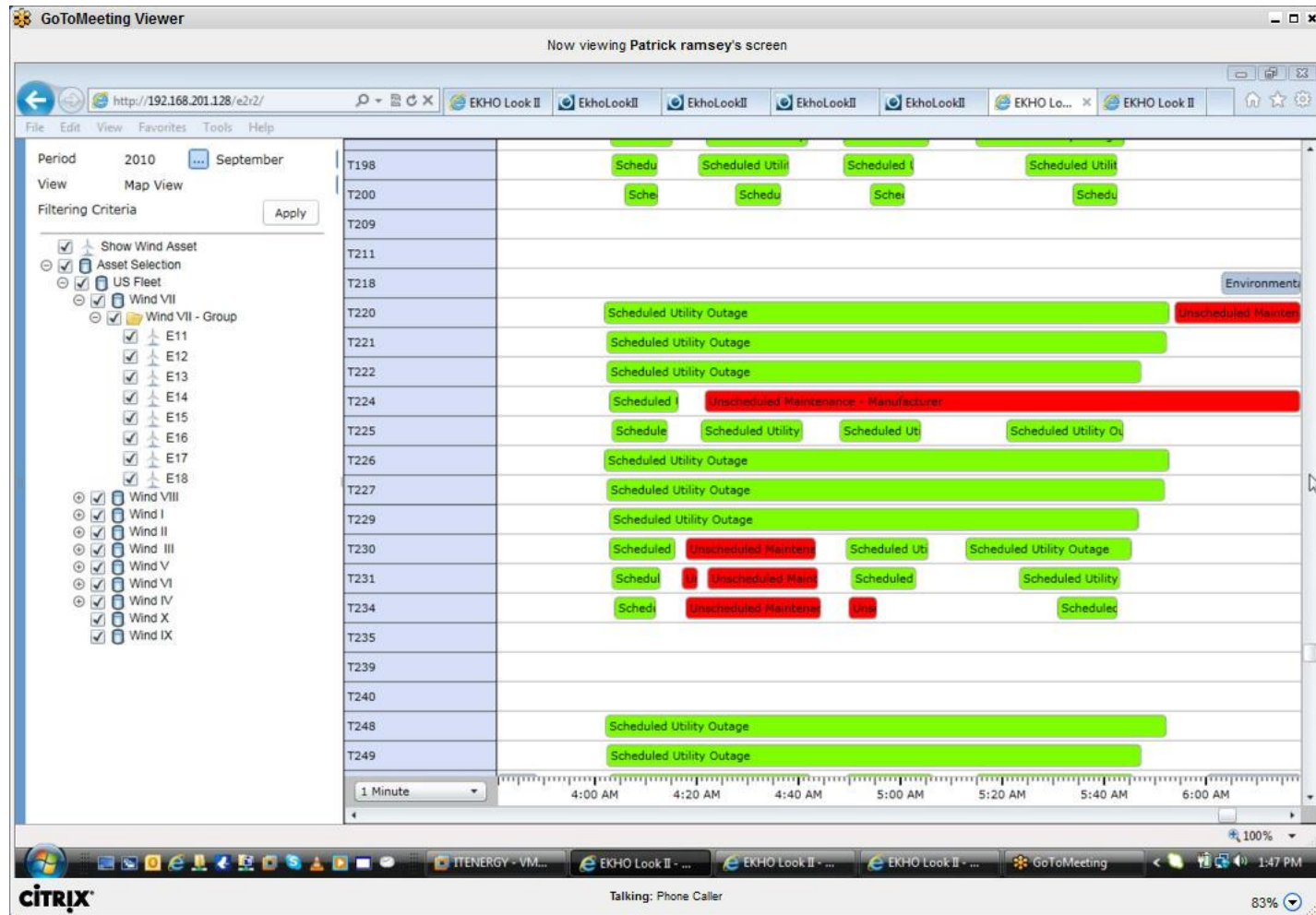
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Carbon and Energy Management





Event Viewer




iTi's Solution Framework for Manufacturers

The Ekho Performance Management Suite for Manufacturers				
INPUTS	FOCUSED APPLICATION AREAS			OUTPUTS
Manual Entries	Facilities & Asset Data	Performance Criteria	Event Management	Reporting
PI Interface	Specifications Management	Production	Downtime	Dashboards & Visualization
PLC's, DCS, QCS, LIMS	Quality	Centerlining	Batch Management	Alarms and Notifications
ERP Interface	Electronic Logs	Maintenance Integration	Asset Utilization	COA's
CMMS Interface	Condition Based Maintenance	Health & Safety	Environment	OSHA reporting
Streaming Web Data	Energy Management	Human Resources Integration	... Other	ERP Interface
Supplier Systems	COMBINATORIAL APPLICATIONS			CMMS Interface
HS&E Interface	Operational Planning	Capacity Analysis (Prod, Whse, Trans)	Performance Analytics OEE, KPI's	Suppliers
HR Interface	Root Cause Analysis	Genealogy	Sustainability	Customers
... Other	Carbon Management	Real Time Costing	Profitability Analysis	... Other
	Work Flow Management	Total Quality Management	... Other	
Real Time Operational Intelligence from iTi				



Question Period

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Thank you