

Operating Project Scoring Details

For more information on the PBB process and scoring, please see the Priority Based Budgeting (PBB) section under Budget on our website
 For detailed definitions of the Results and Basic Program Attributes (BPA), please see:

[Budget and Finances](#)
[PBB Community and Governance Results](#)
[PBB Basic Program Attributes \(BPA\)](#)

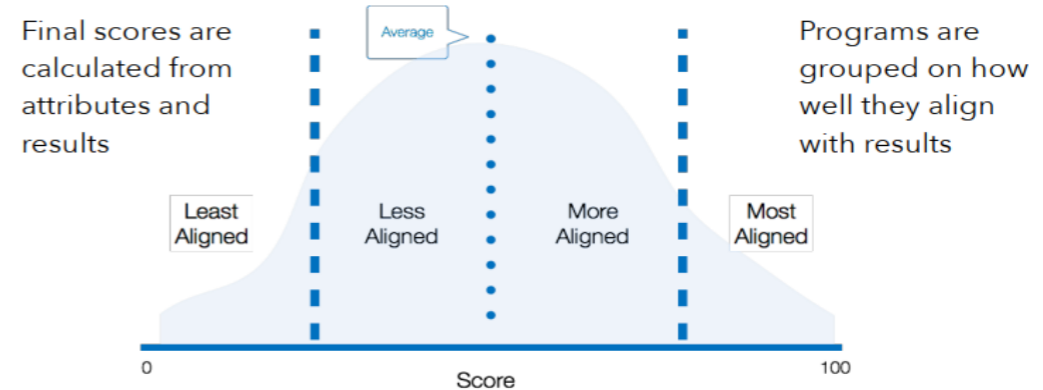
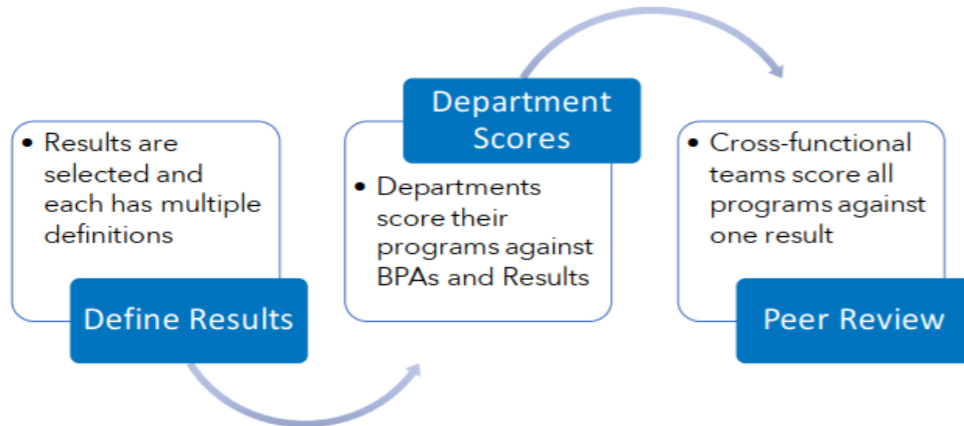
Results are drawn from the City's strategic plan and other guiding documents. Attributes are additional characteristics that also affect a program or capital projects overall relevance and prioritization.

Quartiles are calculated based on the score given to the program or capital project for each Result and Basic Program Attribute (BPA). All programs/capital projects are scored against attributes. Only Community programs/capital projects like Local Road Rehabilitation or Roadway Safety Improvement are scored against Community results. Governance programs/capital projects like Information Technology Network Infrastructure are scored against Governance Results.

Each program or capital project is evaluated against those Results/BPAs using a scale of influence on the successful achievement of that Result

Programs/capital projects are evaluated on a 0-4 scale against the Results

- 4: This program/capital project is ESSENTIAL to the successful achievement of the result
- 3: This program/capital project has a STRONG influence on the successful achievement of the result
- 2: This program/capital project has SOME influence on the successful achievement of the result
- 1: This program/capital project has a MINOR influence on the successful achievement of the result
- 0: This program/capital project has NO influence on the successful achievement of the result



Department	Program Name	Result/BPA Type	Result/BPA	Score
Public Works	Cemetery Operations	BPA	Demand	2
Public Works	Cemetery Operations	BPA	Mandate	3
Public Works	Cemetery Operations	BPA	Population Served	2
Public Works	Cemetery Operations	BPA	Cost Recovery	4
Public Works	Cemetery Operations	BPA	Reliance	2
Public Works	Cemetery Operations	Community	Environmental Resiliency and Climate Change	2
Public Works	Cemetery Operations	Community	Well-Planned and Maintained Infrastructure	1
Public Works	Cemetery Operations	Community	Thriving Recreation, Culture & Parks	2
Public Works	Cemetery Operations	Community	Responsive Economy	0
Public Works	Cemetery Operations	Community	Safe Community	0
Public Works	Cemetery Operations	Community	Welcoming Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Public Works	Cemetery Operations	Community	Well-Planned Community	0
Public Works	Open Space Turf Maintenance	BPA	Demand	4
Public Works	Open Space Turf Maintenance	BPA	Mandate	2
Public Works	Open Space Turf Maintenance	BPA	Population Served	4
Public Works	Open Space Turf Maintenance	BPA	Cost Recovery	1
Public Works	Open Space Turf Maintenance	BPA	Reliance	2
Public Works	Open Space Turf Maintenance	Community	Environmental Resiliency and Climate Change	1
Public Works	Open Space Turf Maintenance	Community	Well-Planned and Maintained Infrastructure	0
Public Works	Open Space Turf Maintenance	Community	Thriving Recreation, Culture & Parks	4
Public Works	Open Space Turf Maintenance	Community	Responsive Economy	1
Public Works	Open Space Turf Maintenance	Community	Safe Community	1
Public Works	Open Space Turf Maintenance	Community	Welcoming Community	1
Public Works	Open Space Turf Maintenance	Community	Well-Planned Community	1
Public Works	Trail and Pathway Maintenance	BPA	Demand	4
Public Works	Trail and Pathway Maintenance	BPA	Mandate	2
Public Works	Trail and Pathway Maintenance	BPA	Population Served	4
Public Works	Trail and Pathway Maintenance	BPA	Cost Recovery	1
Public Works	Trail and Pathway Maintenance	BPA	Reliance	2
Public Works	Trail and Pathway Maintenance	Community	Environmental Resiliency and Climate Change	1
Public Works	Trail and Pathway Maintenance	Community	Well-Planned and Maintained Infrastructure	2
Public Works	Trail and Pathway Maintenance	Community	Thriving Recreation, Culture & Parks	4
Public Works	Trail and Pathway Maintenance	Community	Responsive Economy	0
Public Works	Trail and Pathway Maintenance	Community	Safe Community	2
Public Works	Trail and Pathway Maintenance	Community	Welcoming Community	1
Public Works	Trail and Pathway Maintenance	Community	Well-Planned Community	2
Public Works	Tree and Shrub Maintenance and Horticulture	BPA	Demand	4
Public Works	Tree and Shrub Maintenance and Horticulture	BPA	Mandate	2
Public Works	Tree and Shrub Maintenance and Horticulture	BPA	Population Served	4
Public Works	Tree and Shrub Maintenance and Horticulture	BPA	Cost Recovery	0
Public Works	Tree and Shrub Maintenance and Horticulture	BPA	Reliance	2
Public Works	Tree and Shrub Maintenance and Horticulture	Community	Environmental Resiliency and Climate Change	1
Public Works	Tree and Shrub Maintenance and Horticulture	Community	Well-Planned and Maintained Infrastructure	0
Public Works	Tree and Shrub Maintenance and Horticulture	Community	Thriving Recreation, Culture & Parks	4
Public Works	Tree and Shrub Maintenance and Horticulture	Community	Responsive Economy	1
Public Works	Tree and Shrub Maintenance and Horticulture	Community	Safe Community	0
Public Works	Tree and Shrub Maintenance and Horticulture	Community	Welcoming Community	1
Public Works	Tree and Shrub Maintenance and Horticulture	Community	Well-Planned Community	1
Public Works	Playgrounds and Outdoor Venue Maintenance	BPA	Demand	2
Public Works	Playgrounds and Outdoor Venue Maintenance	BPA	Mandate	2
Public Works	Playgrounds and Outdoor Venue Maintenance	BPA	Population Served	2
Public Works	Playgrounds and Outdoor Venue Maintenance	BPA	Cost Recovery	1
Public Works	Playgrounds and Outdoor Venue Maintenance	BPA	Reliance	4
Public Works	Playgrounds and Outdoor Venue Maintenance	Community	Environmental Resiliency and Climate Change	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Public Works	Playgrounds and Outdoor Venue Maintenance	Community	Well-Planned and Maintained Infrastructure	4
Public Works	Playgrounds and Outdoor Venue Maintenance	Community	Thriving Recreation, Culture & Parks	4
Public Works	Playgrounds and Outdoor Venue Maintenance	Community	Responsive Economy	0
Public Works	Playgrounds and Outdoor Venue Maintenance	Community	Safe Community	2
Public Works	Playgrounds and Outdoor Venue Maintenance	Community	Welcoming Community	1
Public Works	Playgrounds and Outdoor Venue Maintenance	Community	Well-Planned Community	1
Public Works	Litter and Garbage Control	BPA	Demand	4
Public Works	Litter and Garbage Control	BPA	Mandate	2
Public Works	Litter and Garbage Control	BPA	Population Served	4
Public Works	Litter and Garbage Control	BPA	Cost Recovery	1
Public Works	Litter and Garbage Control	BPA	Reliance	2
Public Works	Litter and Garbage Control	Community	Environmental Resiliency and Climate Change	1
Public Works	Litter and Garbage Control	Community	Well-Planned and Maintained Infrastructure	1
Public Works	Litter and Garbage Control	Community	Thriving Recreation, Culture & Parks	4
Public Works	Litter and Garbage Control	Community	Responsive Economy	1
Public Works	Litter and Garbage Control	Community	Safe Community	1
Public Works	Litter and Garbage Control	Community	Welcoming Community	1
Public Works	Litter and Garbage Control	Community	Well-Planned Community	1
Public Works	Road and Bridge Maintenance	BPA	Demand	4
Public Works	Road and Bridge Maintenance	BPA	Mandate	2
Public Works	Road and Bridge Maintenance	BPA	Population Served	4
Public Works	Road and Bridge Maintenance	BPA	Cost Recovery	1
Public Works	Road and Bridge Maintenance	BPA	Reliance	2
Public Works	Road and Bridge Maintenance	Community	Environmental Resiliency and Climate Change	2
Public Works	Road and Bridge Maintenance	Community	Well-Planned and Maintained Infrastructure	4
Public Works	Road and Bridge Maintenance	Community	Thriving Recreation, Culture & Parks	1
Public Works	Road and Bridge Maintenance	Community	Responsive Economy	3
Public Works	Road and Bridge Maintenance	Community	Safe Community	4
Public Works	Road and Bridge Maintenance	Community	Welcoming Community	1
Public Works	Road and Bridge Maintenance	Community	Well-Planned Community	1
Public Works	Snow Clearing and Ice Control	BPA	Demand	4
Public Works	Snow Clearing and Ice Control	BPA	Mandate	1
Public Works	Snow Clearing and Ice Control	BPA	Population Served	4
Public Works	Snow Clearing and Ice Control	BPA	Cost Recovery	0
Public Works	Snow Clearing and Ice Control	BPA	Reliance	2
Public Works	Snow Clearing and Ice Control	Community	Environmental Resiliency and Climate Change	3
Public Works	Snow Clearing and Ice Control	Community	Well-Planned and Maintained Infrastructure	3
Public Works	Snow Clearing and Ice Control	Community	Thriving Recreation, Culture & Parks	2
Public Works	Snow Clearing and Ice Control	Community	Responsive Economy	1
Public Works	Snow Clearing and Ice Control	Community	Safe Community	4
Public Works	Snow Clearing and Ice Control	Community	Welcoming Community	1
Public Works	Snow Clearing and Ice Control	Community	Well-Planned Community	1
Public Works	Traffic Control and Lighting	BPA	Demand	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Public Works	Traffic Control and Lighting	BPA	Mandate	1
Public Works	Traffic Control and Lighting	BPA	Population Served	4
Public Works	Traffic Control and Lighting	BPA	Cost Recovery	1
Public Works	Traffic Control and Lighting	BPA	Reliance	2
Public Works	Traffic Control and Lighting	Community	Environmental Resiliency and Climate Change	0
Public Works	Traffic Control and Lighting	Community	Well-Planned and Maintained Infrastructure	4
Public Works	Traffic Control and Lighting	Community	Thriving Recreation, Culture & Parks	1
Public Works	Traffic Control and Lighting	Community	Responsive Economy	3
Public Works	Traffic Control and Lighting	Community	Safe Community	4
Public Works	Traffic Control and Lighting	Community	Welcoming Community	0
Public Works	Traffic Control and Lighting	Community	Well-Planned Community	1
Public Works	Storm Water Drainage and Ditches	BPA	Demand	4
Public Works	Storm Water Drainage and Ditches	BPA	Mandate	3
Public Works	Storm Water Drainage and Ditches	BPA	Population Served	4
Public Works	Storm Water Drainage and Ditches	BPA	Cost Recovery	0
Public Works	Storm Water Drainage and Ditches	BPA	Reliance	4
Public Works	Storm Water Drainage and Ditches	Community	Environmental Resiliency and Climate Change	3
Public Works	Storm Water Drainage and Ditches	Community	Well-Planned and Maintained Infrastructure	4
Public Works	Storm Water Drainage and Ditches	Community	Thriving Recreation, Culture & Parks	1
Public Works	Storm Water Drainage and Ditches	Community	Responsive Economy	0
Public Works	Storm Water Drainage and Ditches	Community	Safe Community	2
Public Works	Storm Water Drainage and Ditches	Community	Welcoming Community	0
Public Works	Storm Water Drainage and Ditches	Community	Well-Planned Community	1
Public Works	Events and Festivals	BPA	Demand	4
Public Works	Events and Festivals	BPA	Mandate	2
Public Works	Events and Festivals	BPA	Population Served	2
Public Works	Events and Festivals	BPA	Cost Recovery	0
Public Works	Events and Festivals	BPA	Reliance	2
Public Works	Events and Festivals	Community	Environmental Resiliency and Climate Change	0
Public Works	Events and Festivals	Community	Well-Planned and Maintained Infrastructure	0
Public Works	Events and Festivals	Community	Thriving Recreation, Culture & Parks	4
Public Works	Events and Festivals	Community	Responsive Economy	1
Public Works	Events and Festivals	Community	Safe Community	2
Public Works	Events and Festivals	Community	Welcoming Community	2
Public Works	Events and Festivals	Community	Well-Planned Community	0
Public Works	Local Transit Service	BPA	Demand	2
Public Works	Local Transit Service	BPA	Mandate	2
Public Works	Local Transit Service	BPA	Population Served	2
Public Works	Local Transit Service	BPA	Cost Recovery	1
Public Works	Local Transit Service	BPA	Reliance	2
Public Works	Local Transit Service	Community	Environmental Resiliency and Climate Change	2
Public Works	Local Transit Service	Community	Well-Planned and Maintained Infrastructure	2
Public Works	Local Transit Service	Community	Thriving Recreation, Culture & Parks	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Public Works	Local Transit Service	Community	Responsive Economy	2
Public Works	Local Transit Service	Community	Safe Community	2
Public Works	Local Transit Service	Community	Welcoming Community	3
Public Works	Local Transit Service	Community	Well-Planned Community	3
Public Works	Commuter Transit Service	BPA	Demand	2
Public Works	Commuter Transit Service	BPA	Mandate	2
Public Works	Commuter Transit Service	BPA	Population Served	2
Public Works	Commuter Transit Service	BPA	Cost Recovery	1
Public Works	Commuter Transit Service	BPA	Reliance	2
Public Works	Commuter Transit Service	Community	Environmental Resiliency and Climate Change	2
Public Works	Commuter Transit Service	Community	Well-Planned and Maintained Infrastructure	1
Public Works	Commuter Transit Service	Community	Thriving Recreation, Culture & Parks	2
Public Works	Commuter Transit Service	Community	Responsive Economy	2
Public Works	Commuter Transit Service	Community	Safe Community	2
Public Works	Commuter Transit Service	Community	Welcoming Community	2
Public Works	Commuter Transit Service	Community	Well-Planned Community	2
Utilities	Water Distribution System	BPA	Demand	4
Utilities	Water Distribution System	BPA	Mandate	3
Utilities	Water Distribution System	BPA	Population Served	4
Utilities	Water Distribution System	BPA	Cost Recovery	1
Utilities	Water Distribution System	BPA	Reliance	4
Utilities	Water Distribution System	Community	Environmental Resiliency and Climate Change	1
Utilities	Water Distribution System	Community	Well-Planned and Maintained Infrastructure	4
Utilities	Water Distribution System	Community	Thriving Recreation, Culture & Parks	1
Utilities	Water Distribution System	Community	Responsive Economy	2
Utilities	Water Distribution System	Community	Safe Community	4
Utilities	Water Distribution System	Community	Welcoming Community	0
Utilities	Water Distribution System	Community	Well-Planned Community	2
Utilities	Water Hydrant Maintenance	BPA	Demand	2
Utilities	Water Hydrant Maintenance	BPA	Mandate	1
Utilities	Water Hydrant Maintenance	BPA	Population Served	4
Utilities	Water Hydrant Maintenance	BPA	Cost Recovery	0
Utilities	Water Hydrant Maintenance	BPA	Reliance	2
Utilities	Water Hydrant Maintenance	Community	Environmental Resiliency and Climate Change	0
Utilities	Water Hydrant Maintenance	Community	Well-Planned and Maintained Infrastructure	4
Utilities	Water Hydrant Maintenance	Community	Thriving Recreation, Culture & Parks	0
Utilities	Water Hydrant Maintenance	Community	Responsive Economy	2
Utilities	Water Hydrant Maintenance	Community	Safe Community	4
Utilities	Water Hydrant Maintenance	Community	Welcoming Community	0
Utilities	Water Hydrant Maintenance	Community	Well-Planned Community	0
Utilities	Bulk Water Station	BPA	Demand	2
Utilities	Bulk Water Station	BPA	Mandate	3
Utilities	Bulk Water Station	BPA	Population Served	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Utilities	Bulk Water Station	BPA	Cost Recovery	4
Utilities	Bulk Water Station	BPA	Reliance	4
Utilities	Bulk Water Station	Community	Environmental Resiliency and Climate Change	1
Utilities	Bulk Water Station	Community	Well-Planned and Maintained Infrastructure	2
Utilities	Bulk Water Station	Community	Thriving Recreation, Culture & Parks	0
Utilities	Bulk Water Station	Community	Responsive Economy	1
Utilities	Bulk Water Station	Community	Safe Community	1
Utilities	Bulk Water Station	Community	Welcoming Community	1
Utilities	Bulk Water Station	Community	Well-Planned Community	0
Utilities	Water Meter Reading and Meter Maintenance	BPA	Demand	4
Utilities	Water Meter Reading and Meter Maintenance	BPA	Mandate	3
Utilities	Water Meter Reading and Meter Maintenance	BPA	Population Served	4
Utilities	Water Meter Reading and Meter Maintenance	BPA	Cost Recovery	1
Utilities	Water Meter Reading and Meter Maintenance	BPA	Reliance	2
Utilities	Water Meter Reading and Meter Maintenance	Community	Environmental Resiliency and Climate Change	0
Utilities	Water Meter Reading and Meter Maintenance	Community	Well-Planned and Maintained Infrastructure	4
Utilities	Water Meter Reading and Meter Maintenance	Community	Thriving Recreation, Culture & Parks	0
Utilities	Water Meter Reading and Meter Maintenance	Community	Responsive Economy	0
Utilities	Water Meter Reading and Meter Maintenance	Community	Safe Community	1
Utilities	Water Meter Reading and Meter Maintenance	Community	Welcoming Community	0
Utilities	Water Meter Reading and Meter Maintenance	Community	Well-Planned Community	0
Utilities	Sanitary Sewer Collection System	BPA	Demand	4
Utilities	Sanitary Sewer Collection System	BPA	Mandate	3
Utilities	Sanitary Sewer Collection System	BPA	Population Served	4
Utilities	Sanitary Sewer Collection System	BPA	Cost Recovery	0
Utilities	Sanitary Sewer Collection System	BPA	Reliance	2
Utilities	Sanitary Sewer Collection System	Community	Environmental Resiliency and Climate Change	1
Utilities	Sanitary Sewer Collection System	Community	Well-Planned and Maintained Infrastructure	4
Utilities	Sanitary Sewer Collection System	Community	Thriving Recreation, Culture & Parks	1
Utilities	Sanitary Sewer Collection System	Community	Responsive Economy	1
Utilities	Sanitary Sewer Collection System	Community	Safe Community	4
Utilities	Sanitary Sewer Collection System	Community	Welcoming Community	0
Utilities	Sanitary Sewer Collection System	Community	Well-Planned Community	2
Utilities	Sanitary Sewer Lateral Program	BPA	Demand	0
Utilities	Sanitary Sewer Lateral Program	BPA	Mandate	1
Utilities	Sanitary Sewer Lateral Program	BPA	Population Served	4
Utilities	Sanitary Sewer Lateral Program	BPA	Cost Recovery	1
Utilities	Sanitary Sewer Lateral Program	BPA	Reliance	2
Utilities	Sanitary Sewer Lateral Program	Community	Environmental Resiliency and Climate Change	1
Utilities	Sanitary Sewer Lateral Program	Community	Well-Planned and Maintained Infrastructure	3
Utilities	Sanitary Sewer Lateral Program	Community	Thriving Recreation, Culture & Parks	1
Utilities	Sanitary Sewer Lateral Program	Community	Responsive Economy	1
Utilities	Sanitary Sewer Lateral Program	Community	Safe Community	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Utilities	Sanitary Sewer Lateral Program	Community	Welcoming Community	0
Utilities	Sanitary Sewer Lateral Program	Community	Well-Planned Community	0
Utilities	Waste Collection Events	BPA	Demand	0
Utilities	Waste Collection Events	BPA	Mandate	1
Utilities	Waste Collection Events	BPA	Population Served	4
Utilities	Waste Collection Events	BPA	Cost Recovery	0
Utilities	Waste Collection Events	BPA	Reliance	2
Utilities	Waste Collection Events	Community	Environmental Resiliency and Climate Change	4
Utilities	Waste Collection Events	Community	Well-Planned and Maintained Infrastructure	0
Utilities	Waste Collection Events	Community	Thriving Recreation, Culture & Parks	0
Utilities	Waste Collection Events	Community	Responsive Economy	0
Utilities	Waste Collection Events	Community	Safe Community	0
Utilities	Waste Collection Events	Community	Welcoming Community	1
Utilities	Waste Collection Events	Community	Well-Planned Community	0
Utilities	Transfer Station Drop-Off & Disposal	BPA	Demand	4
Utilities	Transfer Station Drop-Off & Disposal	BPA	Mandate	1
Utilities	Transfer Station Drop-Off & Disposal	BPA	Population Served	4
Utilities	Transfer Station Drop-Off & Disposal	BPA	Cost Recovery	4
Utilities	Transfer Station Drop-Off & Disposal	BPA	Reliance	0
Utilities	Transfer Station Drop-Off & Disposal	Community	Environmental Resiliency and Climate Change	4
Utilities	Transfer Station Drop-Off & Disposal	Community	Well-Planned and Maintained Infrastructure	3
Utilities	Transfer Station Drop-Off & Disposal	Community	Thriving Recreation, Culture & Parks	0
Utilities	Transfer Station Drop-Off & Disposal	Community	Responsive Economy	1
Utilities	Transfer Station Drop-Off & Disposal	Community	Safe Community	1
Utilities	Transfer Station Drop-Off & Disposal	Community	Welcoming Community	1
Utilities	Transfer Station Drop-Off & Disposal	Community	Well-Planned Community	1
Fleet, Facilities and I	Capital Construction - Governance	BPA	Demand	4
Fleet, Facilities and I	Capital Construction - Governance	BPA	Mandate	1
Fleet, Facilities and I	Capital Construction - Governance	BPA	Population Served	4
Fleet, Facilities and I	Capital Construction - Governance	BPA	Cost Recovery	1
Fleet, Facilities and I	Capital Construction - Governance	BPA	Reliance	4
Fleet, Facilities and I	Capital Construction - Governance	Governance	Collaboration	3
Fleet, Facilities and I	Capital Construction - Governance	Governance	Environmental Resiliency and Climate Change	3
Fleet, Facilities and I	Capital Construction - Governance	Governance	Financial Stewardship	3
Fleet, Facilities and I	Capital Construction - Governance	Governance	Operational Excellence	3
Fleet, Facilities and I	Capital Construction - Governance	Governance	Resource Management	4
Fleet, Facilities and I	Capital Construction - Governance	Governance	Service Excellence	3
Fleet, Facilities and I	Traffic Safety	BPA	Demand	4
Fleet, Facilities and I	Traffic Safety	BPA	Mandate	2
Fleet, Facilities and I	Traffic Safety	BPA	Population Served	4
Fleet, Facilities and I	Traffic Safety	BPA	Cost Recovery	0
Fleet, Facilities and I	Traffic Safety	BPA	Reliance	2
Fleet, Facilities and I	Traffic Safety	Community	Environmental Resiliency and Climate Change	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fleet, Facilities and I	Traffic Safety	Community	Well-Planned and Maintained Infrastructure	0
Fleet, Facilities and I	Traffic Safety	Community	Thriving Recreation, Culture & Parks	1
Fleet, Facilities and I	Traffic Safety	Community	Responsive Economy	0
Fleet, Facilities and I	Traffic Safety	Community	Safe Community	4
Fleet, Facilities and I	Traffic Safety	Community	Welcoming Community	1
Fleet, Facilities and I	Traffic Safety	Community	Well-Planned Community	2
Fleet, Facilities and I	Capital Procurement	BPA	Demand	2
Fleet, Facilities and I	Capital Procurement	BPA	Mandate	2
Fleet, Facilities and I	Capital Procurement	BPA	Population Served	2
Fleet, Facilities and I	Capital Procurement	BPA	Cost Recovery	0
Fleet, Facilities and I	Capital Procurement	BPA	Reliance	2
Fleet, Facilities and I	Capital Procurement	Governance	Collaboration	2
Fleet, Facilities and I	Capital Procurement	Governance	Environmental Resiliency and Climate Change	1
Fleet, Facilities and I	Capital Procurement	Governance	Financial Stewardship	1
Fleet, Facilities and I	Capital Procurement	Governance	Operational Excellence	4
Fleet, Facilities and I	Capital Procurement	Governance	Resource Management	4
Fleet, Facilities and I	Capital Procurement	Governance	Service Excellence	3
Fleet, Facilities and I	Development Engineering	BPA	Demand	0
Fleet, Facilities and I	Development Engineering	BPA	Mandate	3
Fleet, Facilities and I	Development Engineering	BPA	Population Served	4
Fleet, Facilities and I	Development Engineering	BPA	Cost Recovery	1
Fleet, Facilities and I	Development Engineering	BPA	Reliance	2
Fleet, Facilities and I	Development Engineering	Community	Environmental Resiliency and Climate Change	3
Fleet, Facilities and I	Development Engineering	Community	Well-Planned and Maintained Infrastructure	4
Fleet, Facilities and I	Development Engineering	Community	Thriving Recreation, Culture & Parks	4
Fleet, Facilities and I	Development Engineering	Community	Responsive Economy	2
Fleet, Facilities and I	Development Engineering	Community	Safe Community	4
Fleet, Facilities and I	Development Engineering	Community	Welcoming Community	0
Fleet, Facilities and I	Development Engineering	Community	Well-Planned Community	4
Fleet, Facilities and I	Interdepartmental Engineering Support	BPA	Demand	2
Fleet, Facilities and I	Interdepartmental Engineering Support	BPA	Mandate	1
Fleet, Facilities and I	Interdepartmental Engineering Support	BPA	Population Served	2
Fleet, Facilities and I	Interdepartmental Engineering Support	BPA	Cost Recovery	0
Fleet, Facilities and I	Interdepartmental Engineering Support	BPA	Reliance	2
Fleet, Facilities and I	Interdepartmental Engineering Support	Governance	Collaboration	0
Fleet, Facilities and I	Interdepartmental Engineering Support	Governance	Environmental Resiliency and Climate Change	1
Fleet, Facilities and I	Interdepartmental Engineering Support	Governance	Financial Stewardship	0
Fleet, Facilities and I	Interdepartmental Engineering Support	Governance	Operational Excellence	4
Fleet, Facilities and I	Interdepartmental Engineering Support	Governance	Resource Management	4
Fleet, Facilities and I	Interdepartmental Engineering Support	Governance	Service Excellence	3
Fleet, Facilities and I	Lot Grading Program	BPA	Demand	0
Fleet, Facilities and I	Lot Grading Program	BPA	Mandate	1
Fleet, Facilities and I	Lot Grading Program	BPA	Population Served	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fleet, Facilities and I	Lot Grading Program	BPA	Cost Recovery	4
Fleet, Facilities and I	Lot Grading Program	BPA	Reliance	2
Fleet, Facilities and I	Lot Grading Program	Community	Environmental Resiliency and Climate Change	1
Fleet, Facilities and I	Lot Grading Program	Community	Well-Planned and Maintained Infrastructure	4
Fleet, Facilities and I	Lot Grading Program	Community	Thriving Recreation, Culture & Parks	0
Fleet, Facilities and I	Lot Grading Program	Community	Responsive Economy	0
Fleet, Facilities and I	Lot Grading Program	Community	Safe Community	0
Fleet, Facilities and I	Lot Grading Program	Community	Welcoming Community	0
Fleet, Facilities and I	Lot Grading Program	Community	Well-Planned Community	4
Fleet, Facilities and I	Service Inspections	BPA	Demand	0
Fleet, Facilities and I	Service Inspections	BPA	Mandate	3
Fleet, Facilities and I	Service Inspections	BPA	Population Served	4
Fleet, Facilities and I	Service Inspections	BPA	Cost Recovery	4
Fleet, Facilities and I	Service Inspections	BPA	Reliance	2
Fleet, Facilities and I	Service Inspections	Community	Environmental Resiliency and Climate Change	0
Fleet, Facilities and I	Service Inspections	Community	Well-Planned and Maintained Infrastructure	4
Fleet, Facilities and I	Service Inspections	Community	Thriving Recreation, Culture & Parks	0
Fleet, Facilities and I	Service Inspections	Community	Responsive Economy	0
Fleet, Facilities and I	Service Inspections	Community	Safe Community	0
Fleet, Facilities and I	Service Inspections	Community	Welcoming Community	0
Fleet, Facilities and I	Service Inspections	Community	Well-Planned Community	2
Fleet, Facilities and I	Building Maintenance and Operation-Internal	BPA	Demand	2
Fleet, Facilities and I	Building Maintenance and Operation-Internal	BPA	Mandate	1
Fleet, Facilities and I	Building Maintenance and Operation-Internal	BPA	Population Served	4
Fleet, Facilities and I	Building Maintenance and Operation-Internal	BPA	Cost Recovery	1
Fleet, Facilities and I	Building Maintenance and Operation-Internal	BPA	Reliance	2
Fleet, Facilities and I	Building Maintenance and Operation-Internal	Governance	Collaboration	1
Fleet, Facilities and I	Building Maintenance and Operation-Internal	Governance	Environmental Resiliency and Climate Change	1
Fleet, Facilities and I	Building Maintenance and Operation-Internal	Governance	Financial Stewardship	1
Fleet, Facilities and I	Building Maintenance and Operation-Internal	Governance	Operational Excellence	3
Fleet, Facilities and I	Building Maintenance and Operation-Internal	Governance	Resource Management	4
Fleet, Facilities and I	Building Maintenance and Operation-Internal	Governance	Service Excellence	3
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	BPA	Demand	2
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	BPA	Mandate	4
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	BPA	Population Served	4
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	BPA	Cost Recovery	1
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	BPA	Reliance	2
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	Governance	Collaboration	0
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	Governance	Environmental Resiliency and Climate Change	1
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	Governance	Financial Stewardship	0
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	Governance	Operational Excellence	4
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	Governance	Resource Management	4
Fleet, Facilities and I	Fleet Planned/Preventative Maintenance	Governance	Service Excellence	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Planning and Develc Statutory Plan Development		BPA	Demand	4
Planning and Develc Statutory Plan Development		BPA	Mandate	4
Planning and Develc Statutory Plan Development		BPA	Population Served	2
Planning and Develc Statutory Plan Development		BPA	Cost Recovery	1
Planning and Develc Statutory Plan Development		BPA	Reliance	2
Planning and Develc Statutory Plan Development		Community	Environmental Resiliency and Climate Change	4
Planning and Develc Statutory Plan Development		Community	Well-Planned and Maintained Infrastructure	3
Planning and Develc Statutory Plan Development		Community	Thriving Recreation, Culture & Parks	3
Planning and Develc Statutory Plan Development		Community	Responsive Economy	3
Planning and Develc Statutory Plan Development		Community	Safe Community	1
Planning and Develc Statutory Plan Development		Community	Welcoming Community	3
Planning and Develc Statutory Plan Development		Community	Well-Planned Community	4
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		BPA	Demand	2
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		BPA	Mandate	2
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		BPA	Population Served	2
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		BPA	Cost Recovery	4
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		BPA	Reliance	2
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		Community	Environmental Resiliency and Climate Change	1
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		Community	Well-Planned and Maintained Infrastructure	1
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		Community	Thriving Recreation, Culture & Parks	1
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		Community	Responsive Economy	1
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		Community	Safe Community	2
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		Community	Welcoming Community	0
Planning and Develc Building, Electrical, Plumbing and Gas Permit Review		Community	Well-Planned Community	2
Planning and Develc Regional Planning and Intermunicipal Collaboration		BPA	Demand	2
Planning and Develc Regional Planning and Intermunicipal Collaboration		BPA	Mandate	4
Planning and Develc Regional Planning and Intermunicipal Collaboration		BPA	Population Served	2
Planning and Develc Regional Planning and Intermunicipal Collaboration		BPA	Cost Recovery	0
Planning and Develc Regional Planning and Intermunicipal Collaboration		BPA	Reliance	4
Planning and Develc Regional Planning and Intermunicipal Collaboration		Community	Environmental Resiliency and Climate Change	4
Planning and Develc Regional Planning and Intermunicipal Collaboration		Community	Well-Planned and Maintained Infrastructure	3
Planning and Develc Regional Planning and Intermunicipal Collaboration		Community	Thriving Recreation, Culture & Parks	2
Planning and Develc Regional Planning and Intermunicipal Collaboration		Community	Responsive Economy	1
Planning and Develc Regional Planning and Intermunicipal Collaboration		Community	Safe Community	0
Planning and Develc Regional Planning and Intermunicipal Collaboration		Community	Welcoming Community	1
Planning and Develc Regional Planning and Intermunicipal Collaboration		Community	Well-Planned Community	4
Economic Developm Business Retention		BPA	Demand	4
Economic Developm Business Retention		BPA	Mandate	1
Economic Developm Business Retention		BPA	Population Served	2
Economic Developm Business Retention		BPA	Cost Recovery	0
Economic Developm Business Retention		BPA	Reliance	2
Economic Developm Business Retention		Community	Environmental Resiliency and Climate Change	2
Economic Developm Business Retention		Community	Well-Planned and Maintained Infrastructure	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Economic Developm	Business Retention	Community	Thriving Recreation, Culture & Parks	2
Economic Developm	Business Retention	Community	Responsive Economy	4
Economic Developm	Business Retention	Community	Safe Community	0
Economic Developm	Business Retention	Community	Welcoming Community	1
Economic Developm	Business Retention	Community	Well-Planned Community	2
Economic Developm	Business Attraction	BPA	Demand	2
Economic Developm	Business Attraction	BPA	Mandate	1
Economic Developm	Business Attraction	BPA	Population Served	0
Economic Developm	Business Attraction	BPA	Cost Recovery	0
Economic Developm	Business Attraction	BPA	Reliance	2
Economic Developm	Business Attraction	Community	Environmental Resiliency and Climate Change	2
Economic Developm	Business Attraction	Community	Well-Planned and Maintained Infrastructure	1
Economic Developm	Business Attraction	Community	Thriving Recreation, Culture & Parks	0
Economic Developm	Business Attraction	Community	Responsive Economy	4
Economic Developm	Business Attraction	Community	Safe Community	0
Economic Developm	Business Attraction	Community	Welcoming Community	1
Economic Developm	Business Attraction	Community	Well-Planned Community	1
Economic Developm	Business Licensing and Economic Data Management	BPA	Demand	4
Economic Developm	Business Licensing and Economic Data Management	BPA	Mandate	3
Economic Developm	Business Licensing and Economic Data Management	BPA	Population Served	4
Economic Developm	Business Licensing and Economic Data Management	BPA	Cost Recovery	4
Economic Developm	Business Licensing and Economic Data Management	BPA	Reliance	4
Economic Developm	Business Licensing and Economic Data Management	Community	Environmental Resiliency and Climate Change	0
Economic Developm	Business Licensing and Economic Data Management	Community	Well-Planned and Maintained Infrastructure	0
Economic Developm	Business Licensing and Economic Data Management	Community	Thriving Recreation, Culture & Parks	0
Economic Developm	Business Licensing and Economic Data Management	Community	Responsive Economy	4
Economic Developm	Business Licensing and Economic Data Management	Community	Safe Community	0
Economic Developm	Business Licensing and Economic Data Management	Community	Welcoming Community	0
Economic Developm	Business Licensing and Economic Data Management	Community	Well-Planned Community	1
Economic Developm	Land/Lease Management	BPA	Demand	0
Economic Developm	Land/Lease Management	BPA	Mandate	1
Economic Developm	Land/Lease Management	BPA	Population Served	0
Economic Developm	Land/Lease Management	BPA	Cost Recovery	0
Economic Developm	Land/Lease Management	BPA	Reliance	2
Economic Developm	Land/Lease Management	Governance	Collaboration	3
Economic Developm	Land/Lease Management	Governance	Environmental Resiliency and Climate Change	0
Economic Developm	Land/Lease Management	Governance	Financial Stewardship	3
Economic Developm	Land/Lease Management	Governance	Operational Excellence	3
Economic Developm	Land/Lease Management	Governance	Resource Management	3
Economic Developm	Land/Lease Management	Governance	Service Excellence	2
Economic Developm	Regional Economic Initiatives Support	BPA	Demand	0
Economic Developm	Regional Economic Initiatives Support	BPA	Mandate	2
Economic Developm	Regional Economic Initiatives Support	BPA	Population Served	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Economic Developm	Regional Economic Initiatives Support	BPA	Cost Recovery	0
Economic Developm	Regional Economic Initiatives Support	BPA	Reliance	4
Economic Developm	Regional Economic Initiatives Support	Community	Environmental Resiliency and Climate Change	1
Economic Developm	Regional Economic Initiatives Support	Community	Well-Planned and Maintained Infrastructure	1
Economic Developm	Regional Economic Initiatives Support	Community	Thriving Recreation, Culture & Parks	0
Economic Developm	Regional Economic Initiatives Support	Community	Responsive Economy	4
Economic Developm	Regional Economic Initiatives Support	Community	Safe Community	0
Economic Developm	Regional Economic Initiatives Support	Community	Welcoming Community	1
Economic Developm	Regional Economic Initiatives Support	Community	Well-Planned Community	1
Economic Developm	Downtown Enhancement	BPA	Demand	4
Economic Developm	Downtown Enhancement	BPA	Mandate	1
Economic Developm	Downtown Enhancement	BPA	Population Served	0
Economic Developm	Downtown Enhancement	BPA	Cost Recovery	0
Economic Developm	Downtown Enhancement	BPA	Reliance	2
Economic Developm	Downtown Enhancement	Community	Environmental Resiliency and Climate Change	1
Economic Developm	Downtown Enhancement	Community	Well-Planned and Maintained Infrastructure	1
Economic Developm	Downtown Enhancement	Community	Thriving Recreation, Culture & Parks	2
Economic Developm	Downtown Enhancement	Community	Responsive Economy	3
Economic Developm	Downtown Enhancement	Community	Safe Community	0
Economic Developm	Downtown Enhancement	Community	Welcoming Community	2
Economic Developm	Downtown Enhancement	Community	Well-Planned Community	3
Culture and Recreat	Fitness and Wellness Programs	BPA	Demand	2
Culture and Recreat	Fitness and Wellness Programs	BPA	Mandate	1
Culture and Recreat	Fitness and Wellness Programs	BPA	Population Served	2
Culture and Recreat	Fitness and Wellness Programs	BPA	Cost Recovery	3
Culture and Recreat	Fitness and Wellness Programs	BPA	Reliance	0
Culture and Recreat	Fitness and Wellness Programs	Community	Environmental Resiliency and Climate Change	0
Culture and Recreat	Fitness and Wellness Programs	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreat	Fitness and Wellness Programs	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreat	Fitness and Wellness Programs	Community	Responsive Economy	1
Culture and Recreat	Fitness and Wellness Programs	Community	Safe Community	1
Culture and Recreat	Fitness and Wellness Programs	Community	Welcoming Community	2
Culture and Recreat	Fitness and Wellness Programs	Community	Well-Planned Community	0
Culture and Recreat	Indoor Field	BPA	Demand	0
Culture and Recreat	Indoor Field	BPA	Mandate	1
Culture and Recreat	Indoor Field	BPA	Population Served	2
Culture and Recreat	Indoor Field	BPA	Cost Recovery	3
Culture and Recreat	Indoor Field	BPA	Reliance	2
Culture and Recreat	Indoor Field	Community	Environmental Resiliency and Climate Change	0
Culture and Recreat	Indoor Field	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreat	Indoor Field	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreat	Indoor Field	Community	Responsive Economy	3
Culture and Recreat	Indoor Field	Community	Safe Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreat Indoor Field		Community	Welcoming Community	2
Culture and Recreat Indoor Field		Community	Well-Planned Community	0
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		BPA	Demand	2
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		BPA	Mandate	1
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		BPA	Population Served	2
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		BPA	Cost Recovery	1
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		BPA	Reliance	2
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		Community	Environmental Resiliency and Climate Change	0
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		Community	Thriving Recreation, Culture & Parks	4
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		Community	Responsive Economy	0
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		Community	Safe Community	0
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		Community	Welcoming Community	2
Culture and Recreat Gymnasium and Flex Hall-Rentals/Programs		Community	Well-Planned Community	0
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		BPA	Demand	2
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		BPA	Mandate	1
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		BPA	Population Served	2
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		BPA	Cost Recovery	3
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		BPA	Reliance	2
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		Community	Environmental Resiliency and Climate Change	0
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		Community	Thriving Recreation, Culture & Parks	4
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		Community	Responsive Economy	0
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		Community	Safe Community	0
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		Community	Welcoming Community	2
Culture and Recreat Gymnasium and Flex Hall-Spontaneous Use		Community	Well-Planned Community	0
Culture and Recreat Facility Bookings		BPA	Demand	4
Culture and Recreat Facility Bookings		BPA	Mandate	0
Culture and Recreat Facility Bookings		BPA	Population Served	4
Culture and Recreat Facility Bookings		BPA	Cost Recovery	1
Culture and Recreat Facility Bookings		BPA	Reliance	2
Culture and Recreat Facility Bookings		Community	Environmental Resiliency and Climate Change	0
Culture and Recreat Facility Bookings		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreat Facility Bookings		Community	Thriving Recreation, Culture & Parks	4
Culture and Recreat Facility Bookings		Community	Responsive Economy	1
Culture and Recreat Facility Bookings		Community	Safe Community	0
Culture and Recreat Facility Bookings		Community	Welcoming Community	1
Culture and Recreat Facility Bookings		Community	Well-Planned Community	0
Culture and Recreat Aquatics-Rentals		BPA	Demand	2
Culture and Recreat Aquatics-Rentals		BPA	Mandate	1
Culture and Recreat Aquatics-Rentals		BPA	Population Served	2
Culture and Recreat Aquatics-Rentals		BPA	Cost Recovery	1
Culture and Recreat Aquatics-Rentals		BPA	Reliance	2
Culture and Recreat Aquatics-Rentals		Community	Environmental Resiliency and Climate Change	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recre Aquatics-Rentals		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Aquatics-Rentals		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Aquatics-Rentals		Community	Responsive Economy	0
Culture and Recre Aquatics-Rentals		Community	Safe Community	0
Culture and Recre Aquatics-Rentals		Community	Welcoming Community	3
Culture and Recre Aquatics-Rentals		Community	Well-Planned Community	0
Culture and Recre Aquatics-Spontaneous Use		BPA	Demand	2
Culture and Recre Aquatics-Spontaneous Use		BPA	Mandate	1
Culture and Recre Aquatics-Spontaneous Use		BPA	Population Served	4
Culture and Recre Aquatics-Spontaneous Use		BPA	Cost Recovery	2
Culture and Recre Aquatics-Spontaneous Use		BPA	Reliance	2
Culture and Recre Aquatics-Spontaneous Use		Community	Environmental Resiliency and Climate Change	2
Culture and Recre Aquatics-Spontaneous Use		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Aquatics-Spontaneous Use		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Aquatics-Spontaneous Use		Community	Responsive Economy	0
Culture and Recre Aquatics-Spontaneous Use		Community	Safe Community	0
Culture and Recre Aquatics-Spontaneous Use		Community	Welcoming Community	3
Culture and Recre Aquatics-Spontaneous Use		Community	Well-Planned Community	0
Culture and Recre Aquatics-Programs		BPA	Demand	2
Culture and Recre Aquatics-Programs		BPA	Mandate	1
Culture and Recre Aquatics-Programs		BPA	Population Served	2
Culture and Recre Aquatics-Programs		BPA	Cost Recovery	2
Culture and Recre Aquatics-Programs		BPA	Reliance	2
Culture and Recre Aquatics-Programs		Community	Environmental Resiliency and Climate Change	2
Culture and Recre Aquatics-Programs		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Aquatics-Programs		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Aquatics-Programs		Community	Responsive Economy	0
Culture and Recre Aquatics-Programs		Community	Safe Community	2
Culture and Recre Aquatics-Programs		Community	Welcoming Community	3
Culture and Recre Aquatics-Programs		Community	Well-Planned Community	0
Culture and Recre Taurus Field		BPA	Demand	2
Culture and Recre Taurus Field		BPA	Mandate	1
Culture and Recre Taurus Field		BPA	Population Served	2
Culture and Recre Taurus Field		BPA	Cost Recovery	2
Culture and Recre Taurus Field		BPA	Reliance	0
Culture and Recre Taurus Field		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Taurus Field		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Taurus Field		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Taurus Field		Community	Responsive Economy	1
Culture and Recre Taurus Field		Community	Safe Community	0
Culture and Recre Taurus Field		Community	Welcoming Community	2
Culture and Recre Taurus Field		Community	Well-Planned Community	0
Protective Service: Conventional Traffic Enforcement		BPA	Demand	4
Protective Service: Conventional Traffic Enforcement		BPA	Mandate	3
Protective Service: Conventional Traffic Enforcement		BPA	Population Served	2
Protective Service: Conventional Traffic Enforcement		BPA	Cost Recovery	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Protective Service: Conventional Traffic Enforcement		BPA	Reliance	2
Protective Service: Conventional Traffic Enforcement		Community	Environmental Resiliency and Climate Change	0
Protective Service: Conventional Traffic Enforcement		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: Conventional Traffic Enforcement		Community	Thriving Recreation, Culture & Parks	0
Protective Service: Conventional Traffic Enforcement		Community	Responsive Economy	0
Protective Service: Conventional Traffic Enforcement		Community	Safe Community	3
Protective Service: Conventional Traffic Enforcement		Community	Welcoming Community	1
Protective Service: Conventional Traffic Enforcement		Community	Well-Planned Community	0
Protective Service: Automated Traffic Enforcement		BPA	Demand	4
Protective Service: Automated Traffic Enforcement		BPA	Mandate	3
Protective Service: Automated Traffic Enforcement		BPA	Population Served	2
Protective Service: Automated Traffic Enforcement		BPA	Cost Recovery	4
Protective Service: Automated Traffic Enforcement		BPA	Reliance	2
Protective Service: Automated Traffic Enforcement		Community	Environmental Resiliency and Climate Change	0
Protective Service: Automated Traffic Enforcement		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: Automated Traffic Enforcement		Community	Thriving Recreation, Culture & Parks	0
Protective Service: Automated Traffic Enforcement		Community	Responsive Economy	0
Protective Service: Automated Traffic Enforcement		Community	Safe Community	2
Protective Service: Automated Traffic Enforcement		Community	Welcoming Community	0
Protective Service: Automated Traffic Enforcement		Community	Well-Planned Community	0
Protective Service: General Investigations Section (GIS)		BPA	Demand	0
Protective Service: General Investigations Section (GIS)		BPA	Mandate	1
Protective Service: General Investigations Section (GIS)		BPA	Population Served	0
Protective Service: General Investigations Section (GIS)		BPA	Cost Recovery	1
Protective Service: General Investigations Section (GIS)		BPA	Reliance	2
Protective Service: General Investigations Section (GIS)		Community	Environmental Resiliency and Climate Change	0
Protective Service: General Investigations Section (GIS)		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: General Investigations Section (GIS)		Community	Thriving Recreation, Culture & Parks	1
Protective Service: General Investigations Section (GIS)		Community	Responsive Economy	0
Protective Service: General Investigations Section (GIS)		Community	Safe Community	4
Protective Service: General Investigations Section (GIS)		Community	Welcoming Community	1
Protective Service: General Investigations Section (GIS)		Community	Well-Planned Community	0
Protective Service: General Duty Response to Calls		BPA	Demand	4
Protective Service: General Duty Response to Calls		BPA	Mandate	4
Protective Service: General Duty Response to Calls		BPA	Population Served	2
Protective Service: General Duty Response to Calls		BPA	Cost Recovery	1
Protective Service: General Duty Response to Calls		BPA	Reliance	2
Protective Service: General Duty Response to Calls		Community	Environmental Resiliency and Climate Change	0
Protective Service: General Duty Response to Calls		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: General Duty Response to Calls		Community	Thriving Recreation, Culture & Parks	2
Protective Service: General Duty Response to Calls		Community	Responsive Economy	1
Protective Service: General Duty Response to Calls		Community	Safe Community	4
Protective Service: General Duty Response to Calls		Community	Welcoming Community	1
Protective Service: General Duty Response to Calls		Community	Well-Planned Community	0
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		BPA	Demand	4
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		BPA	Mandate	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		BPA	Population Served	0
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		BPA	Cost Recovery	1
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		BPA	Reliance	0
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		Community	Environmental Resiliency and Climate Change	0
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		Community	Thriving Recreation, Culture & Parks	1
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		Community	Responsive Economy	0
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		Community	Safe Community	4
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		Community	Welcoming Community	1
Protective Service: Traffic/Crime Reduction Unit (T/CRU)		Community	Well-Planned Community	0
Protective Service: School Resource Officer Program (SRO)		BPA	Demand	2
Protective Service: School Resource Officer Program (SRO)		BPA	Mandate	2
Protective Service: School Resource Officer Program (SRO)		BPA	Population Served	0
Protective Service: School Resource Officer Program (SRO)		BPA	Cost Recovery	3
Protective Service: School Resource Officer Program (SRO)		BPA	Reliance	0
Protective Service: School Resource Officer Program (SRO)		Community	Environmental Resiliency and Climate Change	0
Protective Service: School Resource Officer Program (SRO)		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: School Resource Officer Program (SRO)		Community	Thriving Recreation, Culture & Parks	0
Protective Service: School Resource Officer Program (SRO)		Community	Responsive Economy	0
Protective Service: School Resource Officer Program (SRO)		Community	Safe Community	1
Protective Service: School Resource Officer Program (SRO)		Community	Welcoming Community	2
Protective Service: School Resource Officer Program (SRO)		Community	Well-Planned Community	0
Protective Service: Public Relations and Education		BPA	Demand	0
Protective Service: Public Relations and Education		BPA	Mandate	0
Protective Service: Public Relations and Education		BPA	Population Served	2
Protective Service: Public Relations and Education		BPA	Cost Recovery	0
Protective Service: Public Relations and Education		BPA	Reliance	4
Protective Service: Public Relations and Education		Community	Environmental Resiliency and Climate Change	0
Protective Service: Public Relations and Education		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: Public Relations and Education		Community	Thriving Recreation, Culture & Parks	1
Protective Service: Public Relations and Education		Community	Responsive Economy	0
Protective Service: Public Relations and Education		Community	Safe Community	1
Protective Service: Public Relations and Education		Community	Welcoming Community	1
Protective Service: Public Relations and Education		Community	Well-Planned Community	0
Fire Services	Fire Suppression	BPA	Demand	2
Fire Services	Fire Suppression	BPA	Mandate	2
Fire Services	Fire Suppression	BPA	Population Served	0
Fire Services	Fire Suppression	BPA	Cost Recovery	1
Fire Services	Fire Suppression	BPA	Reliance	2
Fire Services	Fire Suppression	Community	Environmental Resiliency and Climate Change	1
Fire Services	Fire Suppression	Community	Well-Planned and Maintained Infrastructure	1
Fire Services	Fire Suppression	Community	Thriving Recreation, Culture & Parks	0
Fire Services	Fire Suppression	Community	Responsive Economy	1
Fire Services	Fire Suppression	Community	Safe Community	4
Fire Services	Fire Suppression	Community	Welcoming Community	0
Fire Services	Fire Suppression	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fire Services	Hazardous Materials	BPA	Demand	2
Fire Services	Hazardous Materials	BPA	Mandate	3
Fire Services	Hazardous Materials	BPA	Population Served	0
Fire Services	Hazardous Materials	BPA	Cost Recovery	0
Fire Services	Hazardous Materials	BPA	Reliance	2
Fire Services	Hazardous Materials	Community	Environmental Resiliency and Climate Change	0
Fire Services	Hazardous Materials	Community	Well-Planned and Maintained Infrastructure	1
Fire Services	Hazardous Materials	Community	Thriving Recreation, Culture & Parks	0
Fire Services	Hazardous Materials	Community	Responsive Economy	1
Fire Services	Hazardous Materials	Community	Safe Community	4
Fire Services	Hazardous Materials	Community	Welcoming Community	0
Fire Services	Hazardous Materials	Community	Well-Planned Community	0
Fire Services	Rescue	BPA	Demand	2
Fire Services	Rescue	BPA	Mandate	2
Fire Services	Rescue	BPA	Population Served	2
Fire Services	Rescue	BPA	Cost Recovery	0
Fire Services	Rescue	BPA	Reliance	4
Fire Services	Rescue	Community	Environmental Resiliency and Climate Change	1
Fire Services	Rescue	Community	Well-Planned and Maintained Infrastructure	1
Fire Services	Rescue	Community	Thriving Recreation, Culture & Parks	0
Fire Services	Rescue	Community	Responsive Economy	0
Fire Services	Rescue	Community	Safe Community	4
Fire Services	Rescue	Community	Welcoming Community	0
Fire Services	Rescue	Community	Well-Planned Community	0
Fire Services	Medical First Response	BPA	Demand	4
Fire Services	Medical First Response	BPA	Mandate	2
Fire Services	Medical First Response	BPA	Population Served	2
Fire Services	Medical First Response	BPA	Cost Recovery	0
Fire Services	Medical First Response	BPA	Reliance	4
Fire Services	Medical First Response	Community	Environmental Resiliency and Climate Change	0
Fire Services	Medical First Response	Community	Well-Planned and Maintained Infrastructure	0
Fire Services	Medical First Response	Community	Thriving Recreation, Culture & Parks	0
Fire Services	Medical First Response	Community	Responsive Economy	0
Fire Services	Medical First Response	Community	Safe Community	4
Fire Services	Medical First Response	Community	Welcoming Community	0
Fire Services	Medical First Response	Community	Well-Planned Community	0
Fire Services	Fire Code Enforcement	BPA	Demand	4
Fire Services	Fire Code Enforcement	BPA	Mandate	2
Fire Services	Fire Code Enforcement	BPA	Population Served	2
Fire Services	Fire Code Enforcement	BPA	Cost Recovery	1
Fire Services	Fire Code Enforcement	BPA	Reliance	2
Fire Services	Fire Code Enforcement	Community	Environmental Resiliency and Climate Change	0
Fire Services	Fire Code Enforcement	Community	Well-Planned and Maintained Infrastructure	1
Fire Services	Fire Code Enforcement	Community	Thriving Recreation, Culture & Parks	0
Fire Services	Fire Code Enforcement	Community	Responsive Economy	1
Fire Services	Fire Code Enforcement	Community	Safe Community	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fire Services	Fire Code Enforcement	Community	Welcoming Community	0
Fire Services	Fire Code Enforcement	Community	Well-Planned Community	1
Fire Services	Incident Prevention/Mitigation	BPA	Demand	4
Fire Services	Incident Prevention/Mitigation	BPA	Mandate	1
Fire Services	Incident Prevention/Mitigation	BPA	Population Served	2
Fire Services	Incident Prevention/Mitigation	BPA	Cost Recovery	0
Fire Services	Incident Prevention/Mitigation	BPA	Reliance	4
Fire Services	Incident Prevention/Mitigation	Community	Environmental Resiliency and Climate Change	0
Fire Services	Incident Prevention/Mitigation	Community	Well-Planned and Maintained Infrastructure	0
Fire Services	Incident Prevention/Mitigation	Community	Thriving Recreation, Culture & Parks	1
Fire Services	Incident Prevention/Mitigation	Community	Responsive Economy	0
Fire Services	Incident Prevention/Mitigation	Community	Safe Community	3
Fire Services	Incident Prevention/Mitigation	Community	Welcoming Community	1
Fire Services	Incident Prevention/Mitigation	Community	Well-Planned Community	1
Fire Services	Mutual Aid Partnerships	BPA	Demand	2
Fire Services	Mutual Aid Partnerships	BPA	Mandate	2
Fire Services	Mutual Aid Partnerships	BPA	Population Served	2
Fire Services	Mutual Aid Partnerships	BPA	Cost Recovery	2
Fire Services	Mutual Aid Partnerships	BPA	Reliance	4
Fire Services	Mutual Aid Partnerships	Community	Environmental Resiliency and Climate Change	0
Fire Services	Mutual Aid Partnerships	Community	Well-Planned and Maintained Infrastructure	0
Fire Services	Mutual Aid Partnerships	Community	Thriving Recreation, Culture & Parks	0
Fire Services	Mutual Aid Partnerships	Community	Responsive Economy	1
Fire Services	Mutual Aid Partnerships	Community	Safe Community	2
Fire Services	Mutual Aid Partnerships	Community	Welcoming Community	1
Fire Services	Mutual Aid Partnerships	Community	Well-Planned Community	0
Fire Services	Radio Network	BPA	Demand	2
Fire Services	Radio Network	BPA	Mandate	0
Fire Services	Radio Network	BPA	Population Served	2
Fire Services	Radio Network	BPA	Cost Recovery	0
Fire Services	Radio Network	BPA	Reliance	2
Fire Services	Radio Network	Governance	Collaboration	2
Fire Services	Radio Network	Governance	Environmental Resiliency and Climate Change	0
Fire Services	Radio Network	Governance	Financial Stewardship	2
Fire Services	Radio Network	Governance	Operational Excellence	1
Fire Services	Radio Network	Governance	Resource Management	0
Fire Services	Radio Network	Governance	Service Excellence	1
Culture and Recre	Theatre and Performing Arts Centre-Rental	BPA	Demand	4
Culture and Recre	Theatre and Performing Arts Centre-Rental	BPA	Mandate	0
Culture and Recre	Theatre and Performing Arts Centre-Rental	BPA	Population Served	2
Culture and Recre	Theatre and Performing Arts Centre-Rental	BPA	Cost Recovery	3
Culture and Recre	Theatre and Performing Arts Centre-Rental	BPA	Reliance	2
Culture and Recre	Theatre and Performing Arts Centre-Rental	Community	Environmental Resiliency and Climate Change	0
Culture and Recre	Theatre and Performing Arts Centre-Rental	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre	Theatre and Performing Arts Centre-Rental	Community	Thriving Recreation, Culture & Parks	4
Culture and Recre	Theatre and Performing Arts Centre-Rental	Community	Responsive Economy	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recre Theatre and Performing Arts Centre-Rental		Community	Safe Community	0
Culture and Recre Theatre and Performing Arts Centre-Rental		Community	Welcoming Community	4
Culture and Recre Theatre and Performing Arts Centre-Rental		Community	Well-Planned Community	1
Culture and Recre Art Galleries and Public Art Program		BPA	Demand	2
Culture and Recre Art Galleries and Public Art Program		BPA	Mandate	1
Culture and Recre Art Galleries and Public Art Program		BPA	Population Served	2
Culture and Recre Art Galleries and Public Art Program		BPA	Cost Recovery	1
Culture and Recre Art Galleries and Public Art Program		BPA	Reliance	2
Culture and Recre Art Galleries and Public Art Program		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Art Galleries and Public Art Program		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Art Galleries and Public Art Program		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Art Galleries and Public Art Program		Community	Responsive Economy	0
Culture and Recre Art Galleries and Public Art Program		Community	Safe Community	0
Culture and Recre Art Galleries and Public Art Program		Community	Welcoming Community	3
Culture and Recre Art Galleries and Public Art Program		Community	Well-Planned Community	1
Culture and Recre Culture Programming		BPA	Demand	2
Culture and Recre Culture Programming		BPA	Mandate	0
Culture and Recre Culture Programming		BPA	Population Served	2
Culture and Recre Culture Programming		BPA	Cost Recovery	2
Culture and Recre Culture Programming		BPA	Reliance	0
Culture and Recre Culture Programming		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Culture Programming		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Culture Programming		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Culture Programming		Community	Responsive Economy	0
Culture and Recre Culture Programming		Community	Safe Community	1
Culture and Recre Culture Programming		Community	Welcoming Community	3
Culture and Recre Culture Programming		Community	Well-Planned Community	0
Culture and Recre Fort Heritage Precinct Public and School Programs		BPA	Demand	4
Culture and Recre Fort Heritage Precinct Public and School Programs		BPA	Mandate	1
Culture and Recre Fort Heritage Precinct Public and School Programs		BPA	Population Served	2
Culture and Recre Fort Heritage Precinct Public and School Programs		BPA	Cost Recovery	1
Culture and Recre Fort Heritage Precinct Public and School Programs		BPA	Reliance	2
Culture and Recre Fort Heritage Precinct Public and School Programs		Community	Environmental Resiliency and Climate Change	1
Culture and Recre Fort Heritage Precinct Public and School Programs		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Fort Heritage Precinct Public and School Programs		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Fort Heritage Precinct Public and School Programs		Community	Responsive Economy	0
Culture and Recre Fort Heritage Precinct Public and School Programs		Community	Safe Community	0
Culture and Recre Fort Heritage Precinct Public and School Programs		Community	Welcoming Community	3
Culture and Recre Fort Heritage Precinct Public and School Programs		Community	Well-Planned Community	1
Culture and Recre Fort Heritage Precinct Artifacts and Archives		BPA	Demand	2
Culture and Recre Fort Heritage Precinct Artifacts and Archives		BPA	Mandate	1
Culture and Recre Fort Heritage Precinct Artifacts and Archives		BPA	Population Served	2
Culture and Recre Fort Heritage Precinct Artifacts and Archives		BPA	Cost Recovery	1
Culture and Recre Fort Heritage Precinct Artifacts and Archives		BPA	Reliance	2
Culture and Recre Fort Heritage Precinct Artifacts and Archives		Governance	Collaboration	3
Culture and Recre Fort Heritage Precinct Artifacts and Archives		Governance	Environmental Resiliency and Climate Change	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recre Fort Heritage Precinct Artifacts and Archives		Governance	Financial Stewardship	1
Culture and Recre Fort Heritage Precinct Artifacts and Archives		Governance	Operational Excellence	3
Culture and Recre Fort Heritage Precinct Artifacts and Archives		Governance	Resource Management	0
Culture and Recre Fort Heritage Precinct Artifacts and Archives		Governance	Service Excellence	4
Culture and Recre Tourism Advertising, Education and Visitor Information		BPA	Demand	2
Culture and Recre Tourism Advertising, Education and Visitor Information		BPA	Mandate	0
Culture and Recre Tourism Advertising, Education and Visitor Information		BPA	Population Served	0
Culture and Recre Tourism Advertising, Education and Visitor Information		BPA	Cost Recovery	1
Culture and Recre Tourism Advertising, Education and Visitor Information		BPA	Reliance	2
Culture and Recre Tourism Advertising, Education and Visitor Information		Community	Environmental Resiliency and Climate Change	1
Culture and Recre Tourism Advertising, Education and Visitor Information		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Tourism Advertising, Education and Visitor Information		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Tourism Advertising, Education and Visitor Information		Community	Responsive Economy	3
Culture and Recre Tourism Advertising, Education and Visitor Information		Community	Safe Community	0
Culture and Recre Tourism Advertising, Education and Visitor Information		Community	Welcoming Community	2
Culture and Recre Tourism Advertising, Education and Visitor Information		Community	Well-Planned Community	1
Culture and Recre Sheep Grazing Program		BPA	Demand	4
Culture and Recre Sheep Grazing Program		BPA	Mandate	2
Culture and Recre Sheep Grazing Program		BPA	Population Served	4
Culture and Recre Sheep Grazing Program		BPA	Cost Recovery	0
Culture and Recre Sheep Grazing Program		BPA	Reliance	2
Culture and Recre Sheep Grazing Program		Community	Environmental Resiliency and Climate Change	1
Culture and Recre Sheep Grazing Program		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Sheep Grazing Program		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Sheep Grazing Program		Community	Responsive Economy	1
Culture and Recre Sheep Grazing Program		Community	Safe Community	0
Culture and Recre Sheep Grazing Program		Community	Welcoming Community	2
Culture and Recre Sheep Grazing Program		Community	Well-Planned Community	1
Culture and Recre Volunteer Management		BPA	Demand	4
Culture and Recre Volunteer Management		BPA	Mandate	0
Culture and Recre Volunteer Management		BPA	Population Served	2
Culture and Recre Volunteer Management		BPA	Cost Recovery	0
Culture and Recre Volunteer Management		BPA	Reliance	2
Culture and Recre Volunteer Management		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Volunteer Management		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Volunteer Management		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Volunteer Management		Community	Responsive Economy	0
Culture and Recre Volunteer Management		Community	Safe Community	0
Culture and Recre Volunteer Management		Community	Welcoming Community	3
Culture and Recre Volunteer Management		Community	Well-Planned Community	0
Culture and Recre Ticketing Services Coordination		BPA	Demand	0
Culture and Recre Ticketing Services Coordination		BPA	Mandate	0
Culture and Recre Ticketing Services Coordination		BPA	Population Served	0
Culture and Recre Ticketing Services Coordination		BPA	Cost Recovery	0
Culture and Recre Ticketing Services Coordination		BPA	Reliance	2
Culture and Recre Ticketing Services Coordination		Community	Environmental Resiliency and Climate Change	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recre	Ticketing Services Coordination	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre	Ticketing Services Coordination	Community	Thriving Recreation, Culture & Parks	1
Culture and Recre	Ticketing Services Coordination	Community	Responsive Economy	0
Culture and Recre	Ticketing Services Coordination	Community	Safe Community	0
Culture and Recre	Ticketing Services Coordination	Community	Welcoming Community	0
Culture and Recre	Ticketing Services Coordination	Community	Well-Planned Community	0
Fiscal Services	Reserve Transfers	Fixed	Non-Prioritized	
Fiscal Services	City Memberships	BPA	Demand	2
Fiscal Services	City Memberships	BPA	Mandate	0
Fiscal Services	City Memberships	BPA	Population Served	0
Fiscal Services	City Memberships	BPA	Cost Recovery	0
Fiscal Services	City Memberships	BPA	Reliance	0
Fiscal Services	City Memberships	Governance	Collaboration	4
Fiscal Services	City Memberships	Governance	Environmental Resiliency and Climate Change	0
Fiscal Services	City Memberships	Governance	Financial Stewardship	0
Fiscal Services	City Memberships	Governance	Operational Excellence	0
Fiscal Services	City Memberships	Governance	Resource Management	1
Fiscal Services	City Memberships	Governance	Service Excellence	0
Fiscal Services	Library Grant	BPA	Demand	2
Fiscal Services	Library Grant	BPA	Mandate	0
Fiscal Services	Library Grant	BPA	Population Served	2
Fiscal Services	Library Grant	BPA	Cost Recovery	0
Fiscal Services	Library Grant	BPA	Reliance	0
Fiscal Services	Library Grant	Community	Environmental Resiliency and Climate Change	0
Fiscal Services	Library Grant	Community	Well-Planned and Maintained Infrastructure	0
Fiscal Services	Library Grant	Community	Thriving Recreation, Culture & Parks	3
Fiscal Services	Library Grant	Community	Responsive Economy	1
Fiscal Services	Library Grant	Community	Safe Community	2
Fiscal Services	Library Grant	Community	Welcoming Community	2
Fiscal Services	Library Grant	Community	Well-Planned Community	0
Information Techn	Network Infrastructure	BPA	Demand	4
Information Techn	Network Infrastructure	BPA	Mandate	1
Information Techn	Network Infrastructure	BPA	Population Served	4
Information Techn	Network Infrastructure	BPA	Cost Recovery	0
Information Techn	Network Infrastructure	BPA	Reliance	2
Information Techn	Network Infrastructure	Governance	Collaboration	0
Information Techn	Network Infrastructure	Governance	Environmental Resiliency and Climate Change	1
Information Techn	Network Infrastructure	Governance	Financial Stewardship	0
Information Techn	Network Infrastructure	Governance	Operational Excellence	4
Information Techn	Network Infrastructure	Governance	Resource Management	3
Information Techn	Network Infrastructure	Governance	Service Excellence	2
Information Techn	IT Consulting and Project Management (Internal Departments)	BPA	Demand	4
Information Techn	IT Consulting and Project Management (Internal Departments)	BPA	Mandate	1
Information Techn	IT Consulting and Project Management (Internal Departments)	BPA	Population Served	2
Information Techn	IT Consulting and Project Management (Internal Departments)	BPA	Cost Recovery	0
Information Techn	IT Consulting and Project Management (Internal Departments)	BPA	Reliance	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Information Techn	IT Consulting and Project Management (Internal Departments)	Governance	Collaboration	3
Information Techn	IT Consulting and Project Management (Internal Departments)	Governance	Environmental Resiliency and Climate Change	0
Information Techn	IT Consulting and Project Management (Internal Departments)	Governance	Financial Stewardship	1
Information Techn	IT Consulting and Project Management (Internal Departments)	Governance	Operational Excellence	2
Information Techn	IT Consulting and Project Management (Internal Departments)	Governance	Resource Management	1
Information Techn	IT Consulting and Project Management (Internal Departments)	Governance	Service Excellence	3
Information Techn	Corporate Application Support	BPA	Demand	4
Information Techn	Corporate Application Support	BPA	Mandate	1
Information Techn	Corporate Application Support	BPA	Population Served	2
Information Techn	Corporate Application Support	BPA	Cost Recovery	0
Information Techn	Corporate Application Support	BPA	Reliance	2
Information Techn	Corporate Application Support	Governance	Collaboration	2
Information Techn	Corporate Application Support	Governance	Environmental Resiliency and Climate Change	0
Information Techn	Corporate Application Support	Governance	Financial Stewardship	0
Information Techn	Corporate Application Support	Governance	Operational Excellence	4
Information Techn	Corporate Application Support	Governance	Resource Management	0
Information Techn	Corporate Application Support	Governance	Service Excellence	3
Information Techn	End User Systems Support (Hardware)	BPA	Demand	4
Information Techn	End User Systems Support (Hardware)	BPA	Mandate	1
Information Techn	End User Systems Support (Hardware)	BPA	Population Served	4
Information Techn	End User Systems Support (Hardware)	BPA	Cost Recovery	0
Information Techn	End User Systems Support (Hardware)	BPA	Reliance	2
Information Techn	End User Systems Support (Hardware)	Governance	Collaboration	2
Information Techn	End User Systems Support (Hardware)	Governance	Environmental Resiliency and Climate Change	1
Information Techn	End User Systems Support (Hardware)	Governance	Financial Stewardship	0
Information Techn	End User Systems Support (Hardware)	Governance	Operational Excellence	4
Information Techn	End User Systems Support (Hardware)	Governance	Resource Management	0
Information Techn	End User Systems Support (Hardware)	Governance	Service Excellence	3
Information Techn	Geographical Information Systems (GIS)	BPA	Demand	4
Information Techn	Geographical Information Systems (GIS)	BPA	Mandate	1
Information Techn	Geographical Information Systems (GIS)	BPA	Population Served	2
Information Techn	Geographical Information Systems (GIS)	BPA	Cost Recovery	0
Information Techn	Geographical Information Systems (GIS)	BPA	Reliance	2
Information Techn	Geographical Information Systems (GIS)	Governance	Collaboration	1
Information Techn	Geographical Information Systems (GIS)	Governance	Environmental Resiliency and Climate Change	0
Information Techn	Geographical Information Systems (GIS)	Governance	Financial Stewardship	0
Information Techn	Geographical Information Systems (GIS)	Governance	Operational Excellence	1
Information Techn	Geographical Information Systems (GIS)	Governance	Resource Management	2
Information Techn	Geographical Information Systems (GIS)	Governance	Service Excellence	2
Information Techn	IT Security and Data Management	BPA	Demand	4
Information Techn	IT Security and Data Management	BPA	Mandate	1
Information Techn	IT Security and Data Management	BPA	Population Served	4
Information Techn	IT Security and Data Management	BPA	Cost Recovery	0
Information Techn	IT Security and Data Management	BPA	Reliance	2
Information Techn	IT Security and Data Management	Governance	Collaboration	2
Information Techn	IT Security and Data Management	Governance	Environmental Resiliency and Climate Change	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Information Techn	IT Security and Data Management	Governance	Financial Stewardship	0
Information Techn	IT Security and Data Management	Governance	Operational Excellence	4
Information Techn	IT Security and Data Management	Governance	Resource Management	2
Information Techn	IT Security and Data Management	Governance	Service Excellence	1
People Services	Payroll and Benefits Administration	BPA	Demand	2
People Services	Payroll and Benefits Administration	BPA	Mandate	4
People Services	Payroll and Benefits Administration	BPA	Population Served	4
People Services	Payroll and Benefits Administration	BPA	Cost Recovery	0
People Services	Payroll and Benefits Administration	BPA	Reliance	2
People Services	Payroll and Benefits Administration	Governance	Collaboration	1
People Services	Payroll and Benefits Administration	Governance	Environmental Resiliency and Climate Change	0
People Services	Payroll and Benefits Administration	Governance	Financial Stewardship	3
People Services	Payroll and Benefits Administration	Governance	Operational Excellence	2
People Services	Payroll and Benefits Administration	Governance	Resource Management	0
People Services	Payroll and Benefits Administration	Governance	Service Excellence	2
People Services	Classification and Compensation	BPA	Demand	4
People Services	Classification and Compensation	BPA	Mandate	2
People Services	Classification and Compensation	BPA	Population Served	4
People Services	Classification and Compensation	BPA	Cost Recovery	0
People Services	Classification and Compensation	BPA	Reliance	2
People Services	Classification and Compensation	Governance	Collaboration	2
People Services	Classification and Compensation	Governance	Environmental Resiliency and Climate Change	0
People Services	Classification and Compensation	Governance	Financial Stewardship	2
People Services	Classification and Compensation	Governance	Operational Excellence	2
People Services	Classification and Compensation	Governance	Resource Management	0
People Services	Classification and Compensation	Governance	Service Excellence	3
People Services	Labour Relations	BPA	Demand	2
People Services	Labour Relations	BPA	Mandate	2
People Services	Labour Relations	BPA	Population Served	2
People Services	Labour Relations	BPA	Cost Recovery	0
People Services	Labour Relations	BPA	Reliance	2
People Services	Labour Relations	Governance	Collaboration	3
People Services	Labour Relations	Governance	Environmental Resiliency and Climate Change	0
People Services	Labour Relations	Governance	Financial Stewardship	3
People Services	Labour Relations	Governance	Operational Excellence	3
People Services	Labour Relations	Governance	Resource Management	0
People Services	Labour Relations	Governance	Service Excellence	3
People Services	Health and Safety	BPA	Demand	4
People Services	Health and Safety	BPA	Mandate	4
People Services	Health and Safety	BPA	Population Served	4
People Services	Health and Safety	BPA	Cost Recovery	0
People Services	Health and Safety	BPA	Reliance	2
People Services	Health and Safety	Governance	Collaboration	3
People Services	Health and Safety	Governance	Environmental Resiliency and Climate Change	0
People Services	Health and Safety	Governance	Financial Stewardship	2
People Services	Health and Safety	Governance	Operational Excellence	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
People Services	Health and Safety	Governance	Resource Management	2
People Services	Health and Safety	Governance	Service Excellence	3
People Services	Recruitment and Orientation	BPA	Demand	2
People Services	Recruitment and Orientation	BPA	Mandate	1
People Services	Recruitment and Orientation	BPA	Population Served	4
People Services	Recruitment and Orientation	BPA	Cost Recovery	0
People Services	Recruitment and Orientation	BPA	Reliance	2
People Services	Recruitment and Orientation	Governance	Collaboration	2
People Services	Recruitment and Orientation	Governance	Environmental Resiliency and Climate Change	0
People Services	Recruitment and Orientation	Governance	Financial Stewardship	0
People Services	Recruitment and Orientation	Governance	Operational Excellence	4
People Services	Recruitment and Orientation	Governance	Resource Management	0
People Services	Recruitment and Orientation	Governance	Service Excellence	3
People Services	Corporate Wide Training and Development	BPA	Demand	2
People Services	Corporate Wide Training and Development	BPA	Mandate	2
People Services	Corporate Wide Training and Development	BPA	Population Served	2
People Services	Corporate Wide Training and Development	BPA	Cost Recovery	0
People Services	Corporate Wide Training and Development	BPA	Reliance	2
People Services	Corporate Wide Training and Development	Governance	Collaboration	1
People Services	Corporate Wide Training and Development	Governance	Environmental Resiliency and Climate Change	0
People Services	Corporate Wide Training and Development	Governance	Financial Stewardship	2
People Services	Corporate Wide Training and Development	Governance	Operational Excellence	4
People Services	Corporate Wide Training and Development	Governance	Resource Management	2
People Services	Corporate Wide Training and Development	Governance	Service Excellence	2
Corporate Commu	Communications Planning and Consulting	BPA	Demand	2
Corporate Commu	Communications Planning and Consulting	BPA	Mandate	1
Corporate Commu	Communications Planning and Consulting	BPA	Population Served	2
Corporate Commu	Communications Planning and Consulting	BPA	Cost Recovery	0
Corporate Commu	Communications Planning and Consulting	BPA	Reliance	2
Corporate Commu	Communications Planning and Consulting	Governance	Collaboration	0
Corporate Commu	Communications Planning and Consulting	Governance	Environmental Resiliency and Climate Change	0
Corporate Commu	Communications Planning and Consulting	Governance	Financial Stewardship	0
Corporate Commu	Communications Planning and Consulting	Governance	Operational Excellence	2
Corporate Commu	Communications Planning and Consulting	Governance	Resource Management	0
Corporate Commu	Communications Planning and Consulting	Governance	Service Excellence	3
Corporate Commu	Public Engagement and Community Relations	BPA	Demand	2
Corporate Commu	Public Engagement and Community Relations	BPA	Mandate	0
Corporate Commu	Public Engagement and Community Relations	BPA	Population Served	2
Corporate Commu	Public Engagement and Community Relations	BPA	Cost Recovery	0
Corporate Commu	Public Engagement and Community Relations	BPA	Reliance	2
Corporate Commu	Public Engagement and Community Relations	Governance	Collaboration	2
Corporate Commu	Public Engagement and Community Relations	Governance	Environmental Resiliency and Climate Change	0
Corporate Commu	Public Engagement and Community Relations	Governance	Financial Stewardship	0
Corporate Commu	Public Engagement and Community Relations	Governance	Operational Excellence	1
Corporate Commu	Public Engagement and Community Relations	Governance	Resource Management	0
Corporate Commu	Public Engagement and Community Relations	Governance	Service Excellence	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Corporate Commu Communication Services		BPA	Demand	4
Corporate Commu Communication Services		BPA	Mandate	1
Corporate Commu Communication Services		BPA	Population Served	4
Corporate Commu Communication Services		BPA	Cost Recovery	0
Corporate Commu Communication Services		BPA	Reliance	2
Corporate Commu Communication Services		Governance	Collaboration	2
Corporate Commu Communication Services		Governance	Environmental Resiliency and Climate Change	0
Corporate Commu Communication Services		Governance	Financial Stewardship	0
Corporate Commu Communication Services		Governance	Operational Excellence	3
Corporate Commu Communication Services		Governance	Resource Management	0
Corporate Commu Communication Services		Governance	Service Excellence	3
Corporate Commu Production and Creative Services		BPA	Demand	2
Corporate Commu Production and Creative Services		BPA	Mandate	0
Corporate Commu Production and Creative Services		BPA	Population Served	2
Corporate Commu Production and Creative Services		BPA	Cost Recovery	1
Corporate Commu Production and Creative Services		BPA	Reliance	2
Corporate Commu Production and Creative Services		Governance	Collaboration	0
Corporate Commu Production and Creative Services		Governance	Environmental Resiliency and Climate Change	0
Corporate Commu Production and Creative Services		Governance	Financial Stewardship	0
Corporate Commu Production and Creative Services		Governance	Operational Excellence	2
Corporate Commu Production and Creative Services		Governance	Resource Management	0
Corporate Commu Production and Creative Services		Governance	Service Excellence	2
Corporate Commu Advertising and Marketing		BPA	Demand	2
Corporate Commu Advertising and Marketing		BPA	Mandate	2
Corporate Commu Advertising and Marketing		BPA	Population Served	4
Corporate Commu Advertising and Marketing		BPA	Cost Recovery	0
Corporate Commu Advertising and Marketing		BPA	Reliance	2
Corporate Commu Advertising and Marketing		Governance	Collaboration	1
Corporate Commu Advertising and Marketing		Governance	Environmental Resiliency and Climate Change	0
Corporate Commu Advertising and Marketing		Governance	Financial Stewardship	0
Corporate Commu Advertising and Marketing		Governance	Operational Excellence	2
Corporate Commu Advertising and Marketing		Governance	Resource Management	0
Corporate Commu Advertising and Marketing		Governance	Service Excellence	2
Elected Officials	Council Boards/Committees Governance/Decision Making	BPA	Demand	4
Elected Officials	Council Boards/Committees Governance/Decision Making	BPA	Mandate	4
Elected Officials	Council Boards/Committees Governance/Decision Making	BPA	Population Served	2
Elected Officials	Council Boards/Committees Governance/Decision Making	BPA	Cost Recovery	0
Elected Officials	Council Boards/Committees Governance/Decision Making	BPA	Reliance	4
Elected Officials	Council Boards/Committees Governance/Decision Making	Community	Environmental Resiliency and Climate Change	2
Elected Officials	Council Boards/Committees Governance/Decision Making	Community	Well-Planned and Maintained Infrastructure	2
Elected Officials	Council Boards/Committees Governance/Decision Making	Community	Thriving Recreation, Culture & Parks	1
Elected Officials	Council Boards/Committees Governance/Decision Making	Community	Responsive Economy	1
Elected Officials	Council Boards/Committees Governance/Decision Making	Community	Safe Community	2
Elected Officials	Council Boards/Committees Governance/Decision Making	Community	Welcoming Community	1
Elected Officials	Council Boards/Committees Governance/Decision Making	Community	Well-Planned Community	2
Elected Officials	Council Community Outreach/Constituent Services	BPA	Demand	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Elected Officials	Council Community Outreach/Constituent Services	BPA	Mandate	1
Elected Officials	Council Community Outreach/Constituent Services	BPA	Population Served	2
Elected Officials	Council Community Outreach/Constituent Services	BPA	Cost Recovery	0
Elected Officials	Council Community Outreach/Constituent Services	BPA	Reliance	4
Elected Officials	Council Community Outreach/Constituent Services	Community	Environmental Resiliency and Climate Change	2
Elected Officials	Council Community Outreach/Constituent Services	Community	Well-Planned and Maintained Infrastructure	2
Elected Officials	Council Community Outreach/Constituent Services	Community	Thriving Recreation, Culture & Parks	3
Elected Officials	Council Community Outreach/Constituent Services	Community	Responsive Economy	2
Elected Officials	Council Community Outreach/Constituent Services	Community	Safe Community	3
Elected Officials	Council Community Outreach/Constituent Services	Community	Welcoming Community	4
Elected Officials	Council Community Outreach/Constituent Services	Community	Well-Planned Community	3
Elected Officials	Council Intergovernmental Advocacy	BPA	Demand	4
Elected Officials	Council Intergovernmental Advocacy	BPA	Mandate	1
Elected Officials	Council Intergovernmental Advocacy	BPA	Population Served	2
Elected Officials	Council Intergovernmental Advocacy	BPA	Cost Recovery	0
Elected Officials	Council Intergovernmental Advocacy	BPA	Reliance	4
Elected Officials	Council Intergovernmental Advocacy	Community	Environmental Resiliency and Climate Change	3
Elected Officials	Council Intergovernmental Advocacy	Community	Well-Planned and Maintained Infrastructure	1
Elected Officials	Council Intergovernmental Advocacy	Community	Thriving Recreation, Culture & Parks	1
Elected Officials	Council Intergovernmental Advocacy	Community	Responsive Economy	4
Elected Officials	Council Intergovernmental Advocacy	Community	Safe Community	2
Elected Officials	Council Intergovernmental Advocacy	Community	Welcoming Community	1
Elected Officials	Council Intergovernmental Advocacy	Community	Well-Planned Community	2
Senior Leadership	Organization Oversight/Leadership - City Manager	BPA	Demand	4
Senior Leadership	Organization Oversight/Leadership - City Manager	BPA	Mandate	3
Senior Leadership	Organization Oversight/Leadership - City Manager	BPA	Population Served	4
Senior Leadership	Organization Oversight/Leadership - City Manager	BPA	Cost Recovery	0
Senior Leadership	Organization Oversight/Leadership - City Manager	BPA	Reliance	4
Senior Leadership	Organization Oversight/Leadership - City Manager	Governance	Collaboration	3
Senior Leadership	Organization Oversight/Leadership - City Manager	Governance	Environmental Resiliency and Climate Change	1
Senior Leadership	Organization Oversight/Leadership - City Manager	Governance	Financial Stewardship	4
Senior Leadership	Organization Oversight/Leadership - City Manager	Governance	Operational Excellence	4
Senior Leadership	Organization Oversight/Leadership - City Manager	Governance	Resource Management	4
Senior Leadership	Organization Oversight/Leadership - City Manager	Governance	Service Excellence	4
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	BPA	Demand	4
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	BPA	Mandate	3
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	BPA	Population Served	4
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	BPA	Cost Recovery	0
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	BPA	Reliance	4
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	Governance	Collaboration	3
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	Governance	Environmental Resiliency and Climate Change	1
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	Governance	Financial Stewardship	4
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	Governance	Operational Excellence	4
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	Governance	Resource Management	3
Senior Leadership	Divisional Organization Oversight/Leadership - General Managers	Governance	Service Excellence	3
Senior Leadership	Council Support/Advice	BPA	Demand	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Senior Leadership Council Support/Advice		BPA	Mandate	3
Senior Leadership Council Support/Advice		BPA	Population Served	4
Senior Leadership Council Support/Advice		BPA	Cost Recovery	0
Senior Leadership Council Support/Advice		BPA	Reliance	4
Senior Leadership Council Support/Advice		Governance	Collaboration	4
Senior Leadership Council Support/Advice		Governance	Environmental Resiliency and Climate Change	1
Senior Leadership Council Support/Advice		Governance	Financial Stewardship	4
Senior Leadership Council Support/Advice		Governance	Operational Excellence	2
Senior Leadership Council Support/Advice		Governance	Resource Management	4
Senior Leadership Council Support/Advice		Governance	Service Excellence	2
Senior Leadership Community and Stakeholder Relations		BPA	Demand	2
Senior Leadership Community and Stakeholder Relations		BPA	Mandate	1
Senior Leadership Community and Stakeholder Relations		BPA	Population Served	2
Senior Leadership Community and Stakeholder Relations		BPA	Cost Recovery	0
Senior Leadership Community and Stakeholder Relations		BPA	Reliance	4
Senior Leadership Community and Stakeholder Relations		Governance	Collaboration	4
Senior Leadership Community and Stakeholder Relations		Governance	Environmental Resiliency and Climate Change	1
Senior Leadership Community and Stakeholder Relations		Governance	Financial Stewardship	1
Senior Leadership Community and Stakeholder Relations		Governance	Operational Excellence	1
Senior Leadership Community and Stakeholder Relations		Governance	Resource Management	2
Senior Leadership Community and Stakeholder Relations		Governance	Service Excellence	3
Senior Leadership Strategic, Corporate and Business Planning		BPA	Demand	4
Senior Leadership Strategic, Corporate and Business Planning		BPA	Mandate	1
Senior Leadership Strategic, Corporate and Business Planning		BPA	Population Served	4
Senior Leadership Strategic, Corporate and Business Planning		BPA	Cost Recovery	0
Senior Leadership Strategic, Corporate and Business Planning		BPA	Reliance	4
Senior Leadership Strategic, Corporate and Business Planning		Governance	Collaboration	3
Senior Leadership Strategic, Corporate and Business Planning		Governance	Environmental Resiliency and Climate Change	3
Senior Leadership Strategic, Corporate and Business Planning		Governance	Financial Stewardship	4
Senior Leadership Strategic, Corporate and Business Planning		Governance	Operational Excellence	3
Senior Leadership Strategic, Corporate and Business Planning		Governance	Resource Management	3
Senior Leadership Strategic, Corporate and Business Planning		Governance	Service Excellence	2
Senior Leadership Project Management and Project Sponsorship/Support		BPA	Demand	4
Senior Leadership Project Management and Project Sponsorship/Support		BPA	Mandate	1
Senior Leadership Project Management and Project Sponsorship/Support		BPA	Population Served	4
Senior Leadership Project Management and Project Sponsorship/Support		BPA	Cost Recovery	0
Senior Leadership Project Management and Project Sponsorship/Support		BPA	Reliance	2
Senior Leadership Project Management and Project Sponsorship/Support		Governance	Collaboration	2
Senior Leadership Project Management and Project Sponsorship/Support		Governance	Environmental Resiliency and Climate Change	1
Senior Leadership Project Management and Project Sponsorship/Support		Governance	Financial Stewardship	3
Senior Leadership Project Management and Project Sponsorship/Support		Governance	Operational Excellence	3
Senior Leadership Project Management and Project Sponsorship/Support		Governance	Resource Management	4
Senior Leadership Project Management and Project Sponsorship/Support		Governance	Service Excellence	2
Fiscal Services	Office Supply and Furnishings Management	Fixed	Non-Prioritized	
Senior Leadership Intergovernmental Relations and Advocacy		BPA	Demand	4
Senior Leadership Intergovernmental Relations and Advocacy		BPA	Mandate	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Senior Leadership Intergovernmental Relations and Advocacy		BPA	Population Served	2
Senior Leadership Intergovernmental Relations and Advocacy		BPA	Cost Recovery	0
Senior Leadership Intergovernmental Relations and Advocacy		BPA	Reliance	2
Senior Leadership Intergovernmental Relations and Advocacy		Governance	Collaboration	4
Senior Leadership Intergovernmental Relations and Advocacy		Governance	Environmental Resiliency and Climate Change	1
Senior Leadership Intergovernmental Relations and Advocacy		Governance	Financial Stewardship	0
Senior Leadership Intergovernmental Relations and Advocacy		Governance	Operational Excellence	2
Senior Leadership Intergovernmental Relations and Advocacy		Governance	Resource Management	2
Senior Leadership Intergovernmental Relations and Advocacy		Governance	Service Excellence	1
Senior Leadership Internal City Committee Management		BPA	Demand	2
Senior Leadership Internal City Committee Management		BPA	Mandate	1
Senior Leadership Internal City Committee Management		BPA	Population Served	2
Senior Leadership Internal City Committee Management		BPA	Cost Recovery	0
Senior Leadership Internal City Committee Management		BPA	Reliance	4
Senior Leadership Internal City Committee Management		Governance	Collaboration	3
Senior Leadership Internal City Committee Management		Governance	Environmental Resiliency and Climate Change	1
Senior Leadership Internal City Committee Management		Governance	Financial Stewardship	0
Senior Leadership Internal City Committee Management		Governance	Operational Excellence	2
Senior Leadership Internal City Committee Management		Governance	Resource Management	0
Senior Leadership Internal City Committee Management		Governance	Service Excellence	2
Family & Commun Community Development, Planning, Engagement and Support		BPA	Demand	4
Family & Commun Community Development, Planning, Engagement and Support		BPA	Mandate	2
Family & Commun Community Development, Planning, Engagement and Support		BPA	Population Served	2
Family & Commun Community Development, Planning, Engagement and Support		BPA	Cost Recovery	3
Family & Commun Community Development, Planning, Engagement and Support		BPA	Reliance	2
Family & Commun Community Development, Planning, Engagement and Support		Governance	Collaboration	4
Family & Commun Community Development, Planning, Engagement and Support		Governance	Environmental Resiliency and Climate Change	0
Family & Commun Community Development, Planning, Engagement and Support		Governance	Financial Stewardship	0
Family & Commun Community Development, Planning, Engagement and Support		Governance	Operational Excellence	2
Family & Commun Community Development, Planning, Engagement and Support		Governance	Resource Management	0
Family & Commun Community Development, Planning, Engagement and Support		Governance	Service Excellence	3
Family & Commun Community Events		BPA	Demand	0
Family & Commun Community Events		BPA	Mandate	0
Family & Commun Community Events		BPA	Population Served	2
Family & Commun Community Events		BPA	Cost Recovery	3
Family & Commun Community Events		BPA	Reliance	2
Family & Commun Community Events		Community	Environmental Resiliency and Climate Change	2
Family & Commun Community Events		Community	Well-Planned and Maintained Infrastructure	0
Family & Commun Community Events		Community	Thriving Recreation, Culture & Parks	2
Family & Commun Community Events		Community	Responsive Economy	0
Family & Commun Community Events		Community	Safe Community	0
Family & Commun Community Events		Community	Welcoming Community	3
Family & Commun Community Events		Community	Well-Planned Community	1
Family & Commun Home Support		BPA	Demand	4
Family & Commun Home Support		BPA	Mandate	2
Family & Commun Home Support		BPA	Population Served	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Family & Commun Home Support		BPA	Cost Recovery	2
Family & Commun Home Support		BPA	Reliance	2
Family & Commun Home Support		Community	Environmental Resiliency and Climate Change	0
Family & Commun Home Support		Community	Well-Planned and Maintained Infrastructure	0
Family & Commun Home Support		Community	Thriving Recreation, Culture & Parks	0
Family & Commun Home Support		Community	Responsive Economy	0
Family & Commun Home Support		Community	Safe Community	0
Family & Commun Home Support		Community	Welcoming Community	3
Family & Commun Home Support		Community	Well-Planned Community	0
Family & Commun Seniors and Adult Support Programs		BPA	Demand	4
Family & Commun Seniors and Adult Support Programs		BPA	Mandate	2
Family & Commun Seniors and Adult Support Programs		BPA	Population Served	2
Family & Commun Seniors and Adult Support Programs		BPA	Cost Recovery	2
Family & Commun Seniors and Adult Support Programs		BPA	Reliance	2
Family & Commun Seniors and Adult Support Programs		Community	Environmental Resiliency and Climate Change	0
Family & Commun Seniors and Adult Support Programs		Community	Well-Planned and Maintained Infrastructure	0
Family & Commun Seniors and Adult Support Programs		Community	Thriving Recreation, Culture & Parks	0
Family & Commun Seniors and Adult Support Programs		Community	Responsive Economy	0
Family & Commun Seniors and Adult Support Programs		Community	Safe Community	1
Family & Commun Seniors and Adult Support Programs		Community	Welcoming Community	3
Family & Commun Seniors and Adult Support Programs		Community	Well-Planned Community	0
Family & Commun Counselling Services		BPA	Demand	4
Family & Commun Counselling Services		BPA	Mandate	2
Family & Commun Counselling Services		BPA	Population Served	0
Family & Commun Counselling Services		BPA	Cost Recovery	3
Family & Commun Counselling Services		BPA	Reliance	2
Family & Commun Counselling Services		Community	Environmental Resiliency and Climate Change	0
Family & Commun Counselling Services		Community	Well-Planned and Maintained Infrastructure	0
Family & Commun Counselling Services		Community	Thriving Recreation, Culture & Parks	0
Family & Commun Counselling Services		Community	Responsive Economy	0
Family & Commun Counselling Services		Community	Safe Community	0
Family & Commun Counselling Services		Community	Welcoming Community	3
Family & Commun Counselling Services		Community	Well-Planned Community	0
Family & Commun Youth Support Programs		BPA	Demand	4
Family & Commun Youth Support Programs		BPA	Mandate	2
Family & Commun Youth Support Programs		BPA	Population Served	2
Family & Commun Youth Support Programs		BPA	Cost Recovery	1
Family & Commun Youth Support Programs		BPA	Reliance	2
Family & Commun Youth Support Programs		Community	Environmental Resiliency and Climate Change	0
Family & Commun Youth Support Programs		Community	Well-Planned and Maintained Infrastructure	0
Family & Commun Youth Support Programs		Community	Thriving Recreation, Culture & Parks	2
Family & Commun Youth Support Programs		Community	Responsive Economy	0
Family & Commun Youth Support Programs		Community	Safe Community	0
Family & Commun Youth Support Programs		Community	Welcoming Community	3
Family & Commun Youth Support Programs		Community	Well-Planned Community	0
Family & Commun Information and Referral		BPA	Demand	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Family & Commun	Information and Referral	BPA	Mandate	2
Family & Commun	Information and Referral	BPA	Population Served	4
Family & Commun	Information and Referral	BPA	Cost Recovery	4
Family & Commun	Information and Referral	BPA	Reliance	0
Family & Commun	Information and Referral	Community	Environmental Resiliency and Climate Change	0
Family & Commun	Information and Referral	Community	Well-Planned and Maintained Infrastructure	0
Family & Commun	Information and Referral	Community	Thriving Recreation, Culture & Parks	0
Family & Commun	Information and Referral	Community	Responsive Economy	0
Family & Commun	Information and Referral	Community	Safe Community	0
Family & Commun	Information and Referral	Community	Welcoming Community	3
Family & Commun	Information and Referral	Community	Well-Planned Community	0
Family & Commun	Volunteer Engagement	BPA	Demand	0
Family & Commun	Volunteer Engagement	BPA	Mandate	1
Family & Commun	Volunteer Engagement	BPA	Population Served	2
Family & Commun	Volunteer Engagement	BPA	Cost Recovery	4
Family & Commun	Volunteer Engagement	BPA	Reliance	2
Family & Commun	Volunteer Engagement	Community	Environmental Resiliency and Climate Change	0
Family & Commun	Volunteer Engagement	Community	Well-Planned and Maintained Infrastructure	0
Family & Commun	Volunteer Engagement	Community	Thriving Recreation, Culture & Parks	1
Family & Commun	Volunteer Engagement	Community	Responsive Economy	0
Family & Commun	Volunteer Engagement	Community	Safe Community	0
Family & Commun	Volunteer Engagement	Community	Welcoming Community	4
Family & Commun	Volunteer Engagement	Community	Well-Planned Community	0
Family & Commun	FCSS Grants to Non-Profit Organizations	BPA	Demand	2
Family & Commun	FCSS Grants to Non-Profit Organizations	BPA	Mandate	2
Family & Commun	FCSS Grants to Non-Profit Organizations	BPA	Population Served	0
Family & Commun	FCSS Grants to Non-Profit Organizations	BPA	Cost Recovery	4
Family & Commun	FCSS Grants to Non-Profit Organizations	BPA	Reliance	2
Family & Commun	FCSS Grants to Non-Profit Organizations	Community	Environmental Resiliency and Climate Change	2
Family & Commun	FCSS Grants to Non-Profit Organizations	Community	Well-Planned and Maintained Infrastructure	0
Family & Commun	FCSS Grants to Non-Profit Organizations	Community	Thriving Recreation, Culture & Parks	0
Family & Commun	FCSS Grants to Non-Profit Organizations	Community	Responsive Economy	1
Family & Commun	FCSS Grants to Non-Profit Organizations	Community	Safe Community	0
Family & Commun	FCSS Grants to Non-Profit Organizations	Community	Welcoming Community	4
Family & Commun	FCSS Grants to Non-Profit Organizations	Community	Well-Planned Community	0
Family & Commun	Educational Workshops, Support Groups, Information Sessions	BPA	Demand	2
Family & Commun	Educational Workshops, Support Groups, Information Sessions	BPA	Mandate	2
Family & Commun	Educational Workshops, Support Groups, Information Sessions	BPA	Population Served	2
Family & Commun	Educational Workshops, Support Groups, Information Sessions	BPA	Cost Recovery	4
Family & Commun	Educational Workshops, Support Groups, Information Sessions	BPA	Reliance	0
Family & Commun	Educational Workshops, Support Groups, Information Sessions	Community	Environmental Resiliency and Climate Change	2
Family & Commun	Educational Workshops, Support Groups, Information Sessions	Community	Well-Planned and Maintained Infrastructure	0
Family & Commun	Educational Workshops, Support Groups, Information Sessions	Community	Thriving Recreation, Culture & Parks	0
Family & Commun	Educational Workshops, Support Groups, Information Sessions	Community	Responsive Economy	0
Family & Commun	Educational Workshops, Support Groups, Information Sessions	Community	Safe Community	1
Family & Commun	Educational Workshops, Support Groups, Information Sessions	Community	Welcoming Community	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Family & Commun	Educational Workshops, Support Groups, Information Sessions	Community	Well-Planned Community	0
Family & Commun	Municipal Grants to Non-Profit Organizations	BPA	Demand	4
Family & Commun	Municipal Grants to Non-Profit Organizations	BPA	Mandate	0
Family & Commun	Municipal Grants to Non-Profit Organizations	BPA	Population Served	2
Family & Commun	Municipal Grants to Non-Profit Organizations	BPA	Cost Recovery	0
Family & Commun	Municipal Grants to Non-Profit Organizations	BPA	Reliance	2
Family & Commun	Municipal Grants to Non-Profit Organizations	Community	Environmental Resiliency and Climate Change	2
Family & Commun	Municipal Grants to Non-Profit Organizations	Community	Well-Planned and Maintained Infrastructure	0
Family & Commun	Municipal Grants to Non-Profit Organizations	Community	Thriving Recreation, Culture & Parks	2
Family & Commun	Municipal Grants to Non-Profit Organizations	Community	Responsive Economy	1
Family & Commun	Municipal Grants to Non-Profit Organizations	Community	Safe Community	1
Family & Commun	Municipal Grants to Non-Profit Organizations	Community	Welcoming Community	4
Family & Commun	Municipal Grants to Non-Profit Organizations	Community	Well-Planned Community	1
Elected Officials	Council Governance/Decision Making	BPA	Demand	4
Elected Officials	Council Governance/Decision Making	BPA	Mandate	4
Elected Officials	Council Governance/Decision Making	BPA	Population Served	4
Elected Officials	Council Governance/Decision Making	BPA	Cost Recovery	0
Elected Officials	Council Governance/Decision Making	BPA	Reliance	4
Elected Officials	Council Governance/Decision Making	Community	Environmental Resiliency and Climate Change	3
Elected Officials	Council Governance/Decision Making	Community	Well-Planned and Maintained Infrastructure	4
Elected Officials	Council Governance/Decision Making	Community	Thriving Recreation, Culture & Parks	4
Elected Officials	Council Governance/Decision Making	Community	Responsive Economy	4
Elected Officials	Council Governance/Decision Making	Community	Safe Community	4
Elected Officials	Council Governance/Decision Making	Community	Welcoming Community	4
Elected Officials	Council Governance/Decision Making	Community	Well-Planned Community	4
Legislative Service	Council and Council Meeting Support	BPA	Demand	4
Legislative Service	Council and Council Meeting Support	BPA	Mandate	3
Legislative Service	Council and Council Meeting Support	BPA	Population Served	4
Legislative Service	Council and Council Meeting Support	BPA	Cost Recovery	0
Legislative Service	Council and Council Meeting Support	BPA	Reliance	4
Legislative Service	Council and Council Meeting Support	Governance	Collaboration	1
Legislative Service	Council and Council Meeting Support	Governance	Environmental Resiliency and Climate Change	1
Legislative Service	Council and Council Meeting Support	Governance	Financial Stewardship	1
Legislative Service	Council and Council Meeting Support	Governance	Operational Excellence	2
Legislative Service	Council and Council Meeting Support	Governance	Resource Management	2
Legislative Service	Council and Council Meeting Support	Governance	Service Excellence	3
Legislative Service	Assessment Review Board	BPA	Demand	2
Legislative Service	Assessment Review Board	BPA	Mandate	4
Legislative Service	Assessment Review Board	BPA	Population Served	2
Legislative Service	Assessment Review Board	BPA	Cost Recovery	1
Legislative Service	Assessment Review Board	BPA	Reliance	4
Legislative Service	Assessment Review Board	Governance	Collaboration	2
Legislative Service	Assessment Review Board	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Assessment Review Board	Governance	Financial Stewardship	1
Legislative Service	Assessment Review Board	Governance	Operational Excellence	1
Legislative Service	Assessment Review Board	Governance	Resource Management	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Legislative Service	Assessment Review Board	Governance	Service Excellence	3
Legislative Service	Subdivision and Development Appeal Board	BPA	Demand	2
Legislative Service	Subdivision and Development Appeal Board	BPA	Mandate	4
Legislative Service	Subdivision and Development Appeal Board	BPA	Population Served	2
Legislative Service	Subdivision and Development Appeal Board	BPA	Cost Recovery	1
Legislative Service	Subdivision and Development Appeal Board	BPA	Reliance	4
Legislative Service	Subdivision and Development Appeal Board	Governance	Collaboration	3
Legislative Service	Subdivision and Development Appeal Board	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Subdivision and Development Appeal Board	Governance	Financial Stewardship	1
Legislative Service	Subdivision and Development Appeal Board	Governance	Operational Excellence	2
Legislative Service	Subdivision and Development Appeal Board	Governance	Resource Management	0
Legislative Service	Subdivision and Development Appeal Board	Governance	Service Excellence	3
Legislative Service	Insurance Administration and Risk Management	BPA	Demand	4
Legislative Service	Insurance Administration and Risk Management	BPA	Mandate	2
Legislative Service	Insurance Administration and Risk Management	BPA	Population Served	4
Legislative Service	Insurance Administration and Risk Management	BPA	Cost Recovery	0
Legislative Service	Insurance Administration and Risk Management	BPA	Reliance	2
Legislative Service	Insurance Administration and Risk Management	Governance	Collaboration	2
Legislative Service	Insurance Administration and Risk Management	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Insurance Administration and Risk Management	Governance	Financial Stewardship	2
Legislative Service	Insurance Administration and Risk Management	Governance	Operational Excellence	4
Legislative Service	Insurance Administration and Risk Management	Governance	Resource Management	2
Legislative Service	Insurance Administration and Risk Management	Governance	Service Excellence	3
Legislative Service	Census	BPA	Demand	0
Legislative Service	Census	BPA	Mandate	1
Legislative Service	Census	BPA	Population Served	4
Legislative Service	Census	BPA	Cost Recovery	0
Legislative Service	Census	BPA	Reliance	2
Legislative Service	Census	Governance	Collaboration	2
Legislative Service	Census	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Census	Governance	Financial Stewardship	2
Legislative Service	Census	Governance	Operational Excellence	2
Legislative Service	Census	Governance	Resource Management	2
Legislative Service	Census	Governance	Service Excellence	1
Legislative Service	Legislative and Legal Support	BPA	Demand	4
Legislative Service	Legislative and Legal Support	BPA	Mandate	1
Legislative Service	Legislative and Legal Support	BPA	Population Served	2
Legislative Service	Legislative and Legal Support	BPA	Cost Recovery	0
Legislative Service	Legislative and Legal Support	BPA	Reliance	2
Legislative Service	Legislative and Legal Support	Governance	Collaboration	0
Legislative Service	Legislative and Legal Support	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Legislative and Legal Support	Governance	Financial Stewardship	2
Legislative Service	Legislative and Legal Support	Governance	Operational Excellence	2
Legislative Service	Legislative and Legal Support	Governance	Resource Management	1
Legislative Service	Legislative and Legal Support	Governance	Service Excellence	1
Legislative Service	Bylaw and Policy Development and Management	BPA	Demand	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Legislative Service	Bylaw and Policy Development and Management	BPA	Mandate	4
Legislative Service	Bylaw and Policy Development and Management	BPA	Population Served	4
Legislative Service	Bylaw and Policy Development and Management	BPA	Cost Recovery	0
Legislative Service	Bylaw and Policy Development and Management	BPA	Reliance	2
Legislative Service	Bylaw and Policy Development and Management	Governance	Collaboration	3
Legislative Service	Bylaw and Policy Development and Management	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Bylaw and Policy Development and Management	Governance	Financial Stewardship	2
Legislative Service	Bylaw and Policy Development and Management	Governance	Operational Excellence	3
Legislative Service	Bylaw and Policy Development and Management	Governance	Resource Management	1
Legislative Service	Bylaw and Policy Development and Management	Governance	Service Excellence	3
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	BPA	Demand	4
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	BPA	Mandate	4
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	BPA	Population Served	2
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	BPA	Cost Recovery	1
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	BPA	Reliance	4
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	Governance	Collaboration	0
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	Governance	Financial Stewardship	0
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	Governance	Operational Excellence	1
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	Governance	Resource Management	0
Legislative Service	Freedom of Information and Protection of Privacy (FOIP)	Governance	Service Excellence	2
Legislative Service	Contract and Agreement Administration	BPA	Demand	2
Legislative Service	Contract and Agreement Administration	BPA	Mandate	4
Legislative Service	Contract and Agreement Administration	BPA	Population Served	2
Legislative Service	Contract and Agreement Administration	BPA	Cost Recovery	0
Legislative Service	Contract and Agreement Administration	BPA	Reliance	2
Legislative Service	Contract and Agreement Administration	Governance	Collaboration	1
Legislative Service	Contract and Agreement Administration	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Contract and Agreement Administration	Governance	Financial Stewardship	2
Legislative Service	Contract and Agreement Administration	Governance	Operational Excellence	2
Legislative Service	Contract and Agreement Administration	Governance	Resource Management	0
Legislative Service	Contract and Agreement Administration	Governance	Service Excellence	2
Legislative Service	Records Management	BPA	Demand	4
Legislative Service	Records Management	BPA	Mandate	3
Legislative Service	Records Management	BPA	Population Served	4
Legislative Service	Records Management	BPA	Cost Recovery	0
Legislative Service	Records Management	BPA	Reliance	4
Legislative Service	Records Management	Governance	Collaboration	1
Legislative Service	Records Management	Governance	Environmental Resiliency and Climate Change	1
Legislative Service	Records Management	Governance	Financial Stewardship	0
Legislative Service	Records Management	Governance	Operational Excellence	3
Legislative Service	Records Management	Governance	Resource Management	0
Legislative Service	Records Management	Governance	Service Excellence	4
Culture and Recre	Fitness Centre	BPA	Demand	0
Culture and Recre	Fitness Centre	BPA	Mandate	1
Culture and Recre	Fitness Centre	BPA	Population Served	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recre Fitness Centre		BPA	Cost Recovery	4
Culture and Recre Fitness Centre		BPA	Reliance	0
Culture and Recre Fitness Centre		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Fitness Centre		Community	Well-Planned and Maintained Infrastructure	1
Culture and Recre Fitness Centre		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Fitness Centre		Community	Responsive Economy	1
Culture and Recre Fitness Centre		Community	Safe Community	1
Culture and Recre Fitness Centre		Community	Welcoming Community	2
Culture and Recre Fitness Centre		Community	Well-Planned Community	0
Culture and Recre Community Support		BPA	Demand	2
Culture and Recre Community Support		BPA	Mandate	2
Culture and Recre Community Support		BPA	Population Served	0
Culture and Recre Community Support		BPA	Cost Recovery	1
Culture and Recre Community Support		BPA	Reliance	0
Culture and Recre Community Support		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Community Support		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Community Support		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Community Support		Community	Responsive Economy	2
Culture and Recre Community Support		Community	Safe Community	0
Culture and Recre Community Support		Community	Welcoming Community	4
Culture and Recre Community Support		Community	Well-Planned Community	1
Culture and Recre City Camp Programs		BPA	Demand	2
Culture and Recre City Camp Programs		BPA	Mandate	1
Culture and Recre City Camp Programs		BPA	Population Served	2
Culture and Recre City Camp Programs		BPA	Cost Recovery	3
Culture and Recre City Camp Programs		BPA	Reliance	0
Culture and Recre City Camp Programs		Community	Environmental Resiliency and Climate Change	2
Culture and Recre City Camp Programs		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre City Camp Programs		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre City Camp Programs		Community	Responsive Economy	0
Culture and Recre City Camp Programs		Community	Safe Community	1
Culture and Recre City Camp Programs		Community	Welcoming Community	3
Culture and Recre City Camp Programs		Community	Well-Planned Community	0
Culture and Recre Access Programs and Services		BPA	Demand	4
Culture and Recre Access Programs and Services		BPA	Mandate	2
Culture and Recre Access Programs and Services		BPA	Population Served	2
Culture and Recre Access Programs and Services		BPA	Cost Recovery	1
Culture and Recre Access Programs and Services		BPA	Reliance	2
Culture and Recre Access Programs and Services		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Access Programs and Services		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Access Programs and Services		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Access Programs and Services		Community	Responsive Economy	1
Culture and Recre Access Programs and Services		Community	Safe Community	1
Culture and Recre Access Programs and Services		Community	Welcoming Community	4
Culture and Recre Access Programs and Services		Community	Well-Planned Community	1
Planning and Dev€ Compliance Letters and File Searches		BPA	Demand	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Planning and Dev	Compliance Letters and File Searches	BPA	Mandate	2
Planning and Dev	Compliance Letters and File Searches	BPA	Population Served	2
Planning and Dev	Compliance Letters and File Searches	BPA	Cost Recovery	4
Planning and Dev	Compliance Letters and File Searches	BPA	Reliance	2
Planning and Dev	Compliance Letters and File Searches	Community	Environmental Resiliency and Climate Change	0
Planning and Dev	Compliance Letters and File Searches	Community	Well-Planned and Maintained Infrastructure	1
Planning and Dev	Compliance Letters and File Searches	Community	Thriving Recreation, Culture & Parks	1
Planning and Dev	Compliance Letters and File Searches	Community	Responsive Economy	1
Planning and Dev	Compliance Letters and File Searches	Community	Safe Community	2
Planning and Dev	Compliance Letters and File Searches	Community	Welcoming Community	0
Planning and Dev	Compliance Letters and File Searches	Community	Well-Planned Community	1
Planning and Dev	Development Agreements	BPA	Demand	2
Planning and Dev	Development Agreements	BPA	Mandate	2
Planning and Dev	Development Agreements	BPA	Population Served	0
Planning and Dev	Development Agreements	BPA	Cost Recovery	2
Planning and Dev	Development Agreements	BPA	Reliance	2
Planning and Dev	Development Agreements	Community	Environmental Resiliency and Climate Change	2
Planning and Dev	Development Agreements	Community	Well-Planned and Maintained Infrastructure	2
Planning and Dev	Development Agreements	Community	Thriving Recreation, Culture & Parks	2
Planning and Dev	Development Agreements	Community	Responsive Economy	2
Planning and Dev	Development Agreements	Community	Safe Community	0
Planning and Dev	Development Agreements	Community	Welcoming Community	0
Planning and Dev	Development Agreements	Community	Well-Planned Community	4
Planning and Dev	Development Permit Review and Issuance	BPA	Demand	2
Planning and Dev	Development Permit Review and Issuance	BPA	Mandate	4
Planning and Dev	Development Permit Review and Issuance	BPA	Population Served	2
Planning and Dev	Development Permit Review and Issuance	BPA	Cost Recovery	2
Planning and Dev	Development Permit Review and Issuance	BPA	Reliance	2
Planning and Dev	Development Permit Review and Issuance	Community	Environmental Resiliency and Climate Change	2
Planning and Dev	Development Permit Review and Issuance	Community	Well-Planned and Maintained Infrastructure	1
Planning and Dev	Development Permit Review and Issuance	Community	Thriving Recreation, Culture & Parks	1
Planning and Dev	Development Permit Review and Issuance	Community	Responsive Economy	3
Planning and Dev	Development Permit Review and Issuance	Community	Safe Community	1
Planning and Dev	Development Permit Review and Issuance	Community	Welcoming Community	1
Planning and Dev	Development Permit Review and Issuance	Community	Well-Planned Community	3
Planning and Dev	Encroachment Agreements	BPA	Demand	2
Planning and Dev	Encroachment Agreements	BPA	Mandate	2
Planning and Dev	Encroachment Agreements	BPA	Population Served	0
Planning and Dev	Encroachment Agreements	BPA	Cost Recovery	1
Planning and Dev	Encroachment Agreements	BPA	Reliance	2
Planning and Dev	Encroachment Agreements	Community	Environmental Resiliency and Climate Change	0
Planning and Dev	Encroachment Agreements	Community	Well-Planned and Maintained Infrastructure	1
Planning and Dev	Encroachment Agreements	Community	Thriving Recreation, Culture & Parks	0
Planning and Dev	Encroachment Agreements	Community	Responsive Economy	1
Planning and Dev	Encroachment Agreements	Community	Safe Community	0
Planning and Dev	Encroachment Agreements	Community	Welcoming Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Planning and Dev	Encroachment Agreements	Community	Well-Planned Community	1
Planning and Dev	Joint Land Use Planning Agreement	BPA	Demand	2
Planning and Dev	Joint Land Use Planning Agreement	BPA	Mandate	4
Planning and Dev	Joint Land Use Planning Agreement	BPA	Population Served	0
Planning and Dev	Joint Land Use Planning Agreement	BPA	Cost Recovery	0
Planning and Dev	Joint Land Use Planning Agreement	BPA	Reliance	2
Planning and Dev	Joint Land Use Planning Agreement	Community	Environmental Resiliency and Climate Change	2
Planning and Dev	Joint Land Use Planning Agreement	Community	Well-Planned and Maintained Infrastructure	1
Planning and Dev	Joint Land Use Planning Agreement	Community	Thriving Recreation, Culture & Parks	2
Planning and Dev	Joint Land Use Planning Agreement	Community	Responsive Economy	0
Planning and Dev	Joint Land Use Planning Agreement	Community	Safe Community	0
Planning and Dev	Joint Land Use Planning Agreement	Community	Welcoming Community	2
Planning and Dev	Joint Land Use Planning Agreement	Community	Well-Planned Community	3
Planning and Dev	Land Use Bylaw	BPA	Demand	4
Planning and Dev	Land Use Bylaw	BPA	Mandate	4
Planning and Dev	Land Use Bylaw	BPA	Population Served	4
Planning and Dev	Land Use Bylaw	BPA	Cost Recovery	1
Planning and Dev	Land Use Bylaw	BPA	Reliance	2
Planning and Dev	Land Use Bylaw	Community	Environmental Resiliency and Climate Change	4
Planning and Dev	Land Use Bylaw	Community	Well-Planned and Maintained Infrastructure	0
Planning and Dev	Land Use Bylaw	Community	Thriving Recreation, Culture & Parks	1
Planning and Dev	Land Use Bylaw	Community	Responsive Economy	2
Planning and Dev	Land Use Bylaw	Community	Safe Community	2
Planning and Dev	Land Use Bylaw	Community	Welcoming Community	1
Planning and Dev	Land Use Bylaw	Community	Well-Planned Community	4
Planning and Dev	Land Use Bylaw Enforcement	BPA	Demand	2
Planning and Dev	Land Use Bylaw Enforcement	BPA	Mandate	4
Planning and Dev	Land Use Bylaw Enforcement	BPA	Population Served	2
Planning and Dev	Land Use Bylaw Enforcement	BPA	Cost Recovery	0
Planning and Dev	Land Use Bylaw Enforcement	BPA	Reliance	2
Planning and Dev	Land Use Bylaw Enforcement	Community	Environmental Resiliency and Climate Change	1
Planning and Dev	Land Use Bylaw Enforcement	Community	Well-Planned and Maintained Infrastructure	0
Planning and Dev	Land Use Bylaw Enforcement	Community	Thriving Recreation, Culture & Parks	1
Planning and Dev	Land Use Bylaw Enforcement	Community	Responsive Economy	2
Planning and Dev	Land Use Bylaw Enforcement	Community	Safe Community	2
Planning and Dev	Land Use Bylaw Enforcement	Community	Welcoming Community	1
Planning and Dev	Land Use Bylaw Enforcement	Community	Well-Planned Community	3
Planning and Dev	Safety Code Compliance	BPA	Demand	2
Planning and Dev	Safety Code Compliance	BPA	Mandate	1
Planning and Dev	Safety Code Compliance	BPA	Population Served	2
Planning and Dev	Safety Code Compliance	BPA	Cost Recovery	4
Planning and Dev	Safety Code Compliance	BPA	Reliance	2
Planning and Dev	Safety Code Compliance	Community	Environmental Resiliency and Climate Change	0
Planning and Dev	Safety Code Compliance	Community	Well-Planned and Maintained Infrastructure	1
Planning and Dev	Safety Code Compliance	Community	Thriving Recreation, Culture & Parks	1
Planning and Dev	Safety Code Compliance	Community	Responsive Economy	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Planning and Dev	Safety Code Compliance	Community	Safe Community	3
Planning and Dev	Safety Code Compliance	Community	Welcoming Community	0
Planning and Dev	Safety Code Compliance	Community	Well-Planned Community	2
Planning and Dev	Safety Codes Inspections	BPA	Demand	2
Planning and Dev	Safety Codes Inspections	BPA	Mandate	1
Planning and Dev	Safety Codes Inspections	BPA	Population Served	2
Planning and Dev	Safety Codes Inspections	BPA	Cost Recovery	3
Planning and Dev	Safety Codes Inspections	BPA	Reliance	2
Planning and Dev	Safety Codes Inspections	Community	Environmental Resiliency and Climate Change	0
Planning and Dev	Safety Codes Inspections	Community	Well-Planned and Maintained Infrastructure	1
Planning and Dev	Safety Codes Inspections	Community	Thriving Recreation, Culture & Parks	1
Planning and Dev	Safety Codes Inspections	Community	Responsive Economy	1
Planning and Dev	Safety Codes Inspections	Community	Safe Community	3
Planning and Dev	Safety Codes Inspections	Community	Welcoming Community	0
Planning and Dev	Safety Codes Inspections	Community	Well-Planned Community	2
Planning and Dev	Subdivision Application Review	BPA	Demand	2
Planning and Dev	Subdivision Application Review	BPA	Mandate	4
Planning and Dev	Subdivision Application Review	BPA	Population Served	0
Planning and Dev	Subdivision Application Review	BPA	Cost Recovery	2
Planning and Dev	Subdivision Application Review	BPA	Reliance	4
Planning and Dev	Subdivision Application Review	Community	Environmental Resiliency and Climate Change	1
Planning and Dev	Subdivision Application Review	Community	Well-Planned and Maintained Infrastructure	2
Planning and Dev	Subdivision Application Review	Community	Thriving Recreation, Culture & Parks	2
Planning and Dev	Subdivision Application Review	Community	Responsive Economy	2
Planning and Dev	Subdivision Application Review	Community	Safe Community	0
Planning and Dev	Subdivision Application Review	Community	Welcoming Community	1
Planning and Dev	Subdivision Application Review	Community	Well-Planned Community	3
Legislative Service	Elections	BPA	Demand	2
Legislative Service	Elections	BPA	Mandate	4
Legislative Service	Elections	BPA	Population Served	4
Legislative Service	Elections	BPA	Cost Recovery	0
Legislative Service	Elections	BPA	Reliance	2
Legislative Service	Elections	Governance	Collaboration	2
Legislative Service	Elections	Governance	Environmental Resiliency and Climate Change	0
Legislative Service	Elections	Governance	Financial Stewardship	0
Legislative Service	Elections	Governance	Operational Excellence	1
Legislative Service	Elections	Governance	Resource Management	0
Legislative Service	Elections	Governance	Service Excellence	2
Fleet, Facilities an	Facility Life Cycle	BPA	Demand	2
Fleet, Facilities an	Facility Life Cycle	BPA	Mandate	1
Fleet, Facilities an	Facility Life Cycle	BPA	Population Served	4
Fleet, Facilities an	Facility Life Cycle	BPA	Cost Recovery	0
Fleet, Facilities an	Facility Life Cycle	BPA	Reliance	2
Fleet, Facilities an	Facility Life Cycle	Governance	Collaboration	1
Fleet, Facilities an	Facility Life Cycle	Governance	Environmental Resiliency and Climate Change	2
Fleet, Facilities an	Facility Life Cycle	Governance	Financial Stewardship	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fleet, Facilities an	Facility Life Cycle	Governance	Operational Excellence	4
Fleet, Facilities an	Facility Life Cycle	Governance	Resource Management	4
Fleet, Facilities an	Facility Life Cycle	Governance	Service Excellence	3
Fleet, Facilities an	Fleet Repairs	BPA	Demand	2
Fleet, Facilities an	Fleet Repairs	BPA	Mandate	1
Fleet, Facilities an	Fleet Repairs	BPA	Population Served	4
Fleet, Facilities an	Fleet Repairs	BPA	Cost Recovery	0
Fleet, Facilities an	Fleet Repairs	BPA	Reliance	2
Fleet, Facilities an	Fleet Repairs	Governance	Collaboration	0
Fleet, Facilities an	Fleet Repairs	Governance	Environmental Resiliency and Climate Change	0
Fleet, Facilities an	Fleet Repairs	Governance	Financial Stewardship	0
Fleet, Facilities an	Fleet Repairs	Governance	Operational Excellence	3
Fleet, Facilities an	Fleet Repairs	Governance	Resource Management	1
Fleet, Facilities an	Fleet Repairs	Governance	Service Excellence	1
Financial Services	Property Assessment and Assessment Roll Changes	BPA	Demand	2
Financial Services	Property Assessment and Assessment Roll Changes	BPA	Mandate	4
Financial Services	Property Assessment and Assessment Roll Changes	BPA	Population Served	0
Financial Services	Property Assessment and Assessment Roll Changes	BPA	Cost Recovery	0
Financial Services	Property Assessment and Assessment Roll Changes	BPA	Reliance	2
Financial Services	Property Assessment and Assessment Roll Changes	Governance	Collaboration	1
Financial Services	Property Assessment and Assessment Roll Changes	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Property Assessment and Assessment Roll Changes	Governance	Financial Stewardship	2
Financial Services	Property Assessment and Assessment Roll Changes	Governance	Operational Excellence	1
Financial Services	Property Assessment and Assessment Roll Changes	Governance	Resource Management	1
Financial Services	Property Assessment and Assessment Roll Changes	Governance	Service Excellence	1
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	BPA	Demand	2
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	BPA	Mandate	4
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	BPA	Population Served	0
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	BPA	Cost Recovery	4
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	BPA	Reliance	2
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	Governance	Collaboration	0
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	Governance	Financial Stewardship	3
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	Governance	Operational Excellence	1
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	Governance	Resource Management	1
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Ar	Governance	Service Excellence	1
Financial Services	Accounting Services and Treasury Management	BPA	Demand	2
Financial Services	Accounting Services and Treasury Management	BPA	Mandate	2
Financial Services	Accounting Services and Treasury Management	BPA	Population Served	0
Financial Services	Accounting Services and Treasury Management	BPA	Cost Recovery	0
Financial Services	Accounting Services and Treasury Management	BPA	Reliance	2
Financial Services	Accounting Services and Treasury Management	Governance	Collaboration	0
Financial Services	Accounting Services and Treasury Management	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Accounting Services and Treasury Management	Governance	Financial Stewardship	4
Financial Services	Accounting Services and Treasury Management	Governance	Operational Excellence	3
Financial Services	Accounting Services and Treasury Management	Governance	Resource Management	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Financial Services	Accounting Services and Treasury Management	Governance	Service Excellence	2
Financial Services	Financial Accounting, Reporting, Compliance and Controls	BPA	Demand	2
Financial Services	Financial Accounting, Reporting, Compliance and Controls	BPA	Mandate	4
Financial Services	Financial Accounting, Reporting, Compliance and Controls	BPA	Population Served	0
Financial Services	Financial Accounting, Reporting, Compliance and Controls	BPA	Cost Recovery	0
Financial Services	Financial Accounting, Reporting, Compliance and Controls	BPA	Reliance	2
Financial Services	Financial Accounting, Reporting, Compliance and Controls	Governance	Collaboration	0
Financial Services	Financial Accounting, Reporting, Compliance and Controls	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Financial Accounting, Reporting, Compliance and Controls	Governance	Financial Stewardship	4
Financial Services	Financial Accounting, Reporting, Compliance and Controls	Governance	Operational Excellence	2
Financial Services	Financial Accounting, Reporting, Compliance and Controls	Governance	Resource Management	3
Financial Services	Financial Accounting, Reporting, Compliance and Controls	Governance	Service Excellence	2
Financial Services	Accounts Payable	BPA	Demand	2
Financial Services	Accounts Payable	BPA	Mandate	1
Financial Services	Accounts Payable	BPA	Population Served	0
Financial Services	Accounts Payable	BPA	Cost Recovery	1
Financial Services	Accounts Payable	BPA	Reliance	2
Financial Services	Accounts Payable	Governance	Collaboration	1
Financial Services	Accounts Payable	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Accounts Payable	Governance	Financial Stewardship	3
Financial Services	Accounts Payable	Governance	Operational Excellence	1
Financial Services	Accounts Payable	Governance	Resource Management	2
Financial Services	Accounts Payable	Governance	Service Excellence	1
Financial Services	Accounts Receivable	BPA	Demand	2
Financial Services	Accounts Receivable	BPA	Mandate	1
Financial Services	Accounts Receivable	BPA	Population Served	0
Financial Services	Accounts Receivable	BPA	Cost Recovery	1
Financial Services	Accounts Receivable	BPA	Reliance	2
Financial Services	Accounts Receivable	Governance	Collaboration	1
Financial Services	Accounts Receivable	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Accounts Receivable	Governance	Financial Stewardship	3
Financial Services	Accounts Receivable	Governance	Operational Excellence	1
Financial Services	Accounts Receivable	Governance	Resource Management	2
Financial Services	Accounts Receivable	Governance	Service Excellence	1
Financial Services	Tangible Capital Assets	BPA	Demand	2
Financial Services	Tangible Capital Assets	BPA	Mandate	1
Financial Services	Tangible Capital Assets	BPA	Population Served	0
Financial Services	Tangible Capital Assets	BPA	Cost Recovery	0
Financial Services	Tangible Capital Assets	BPA	Reliance	2
Financial Services	Tangible Capital Assets	Governance	Collaboration	0
Financial Services	Tangible Capital Assets	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Tangible Capital Assets	Governance	Financial Stewardship	4
Financial Services	Tangible Capital Assets	Governance	Operational Excellence	1
Financial Services	Tangible Capital Assets	Governance	Resource Management	4
Financial Services	Tangible Capital Assets	Governance	Service Excellence	1
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	BPA	Demand	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	BPA	Mandate	4
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	BPA	Population Served	0
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	BPA	Cost Recovery	0
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	BPA	Reliance	2
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	Governance	Collaboration	0
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	Governance	Financial Stewardship	4
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	Governance	Operational Excellence	3
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	Governance	Resource Management	3
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	Governance	Service Excellence	2
Financial Services	Capital Budget and 10 Year Capital Plan	BPA	Demand	2
Financial Services	Capital Budget and 10 Year Capital Plan	BPA	Mandate	4
Financial Services	Capital Budget and 10 Year Capital Plan	BPA	Population Served	0
Financial Services	Capital Budget and 10 Year Capital Plan	BPA	Cost Recovery	0
Financial Services	Capital Budget and 10 Year Capital Plan	BPA	Reliance	2
Financial Services	Capital Budget and 10 Year Capital Plan	Governance	Collaboration	0
Financial Services	Capital Budget and 10 Year Capital Plan	Governance	Environmental Resiliency and Climate Change	0
Financial Services	Capital Budget and 10 Year Capital Plan	Governance	Financial Stewardship	4
Financial Services	Capital Budget and 10 Year Capital Plan	Governance	Operational Excellence	3
Financial Services	Capital Budget and 10 Year Capital Plan	Governance	Resource Management	4
Financial Services	Capital Budget and 10 Year Capital Plan	Governance	Service Excellence	2
Financial Services	Utility Billing Services	BPA	Demand	2
Financial Services	Utility Billing Services	BPA	Mandate	3
Financial Services	Utility Billing Services	BPA	Population Served	4
Financial Services	Utility Billing Services	BPA	Cost Recovery	2
Financial Services	Utility Billing Services	BPA	Reliance	2
Financial Services	Utility Billing Services	Community	Environmental Resiliency and Climate Change	0
Financial Services	Utility Billing Services	Community	Well-Planned and Maintained Infrastructure	1
Financial Services	Utility Billing Services	Community	Thriving Recreation, Culture & Parks	0
Financial Services	Utility Billing Services	Community	Responsive Economy	0
Financial Services	Utility Billing Services	Community	Safe Community	0
Financial Services	Utility Billing Services	Community	Welcoming Community	0
Financial Services	Utility Billing Services	Community	Well-Planned Community	0
Culture and Recre	Community Events (City Led)	BPA	Demand	4
Culture and Recre	Community Events (City Led)	BPA	Mandate	0
Culture and Recre	Community Events (City Led)	BPA	Population Served	4
Culture and Recre	Community Events (City Led)	BPA	Cost Recovery	2
Culture and Recre	Community Events (City Led)	BPA	Reliance	2
Culture and Recre	Community Events (City Led)	Community	Environmental Resiliency and Climate Change	2
Culture and Recre	Community Events (City Led)	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre	Community Events (City Led)	Community	Thriving Recreation, Culture & Parks	4
Culture and Recre	Community Events (City Led)	Community	Responsive Economy	2
Culture and Recre	Community Events (City Led)	Community	Safe Community	2
Culture and Recre	Community Events (City Led)	Community	Welcoming Community	4
Culture and Recre	Community Events (City Led)	Community	Well-Planned Community	2
Culture and Recre	Community Events (City Partner)	BPA	Demand	4

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recre Community Events (City Partner)		BPA	Mandate	0
Culture and Recre Community Events (City Partner)		BPA	Population Served	2
Culture and Recre Community Events (City Partner)		BPA	Cost Recovery	1
Culture and Recre Community Events (City Partner)		BPA	Reliance	2
Culture and Recre Community Events (City Partner)		Community	Environmental Resiliency and Climate Change	2
Culture and Recre Community Events (City Partner)		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Community Events (City Partner)		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Community Events (City Partner)		Community	Responsive Economy	2
Culture and Recre Community Events (City Partner)		Community	Safe Community	2
Culture and Recre Community Events (City Partner)		Community	Welcoming Community	4
Culture and Recre Community Events (City Partner)		Community	Well-Planned Community	1
Culture and Recre Heritage Building Preservation		BPA	Demand	2
Culture and Recre Heritage Building Preservation		BPA	Mandate	1
Culture and Recre Heritage Building Preservation		BPA	Population Served	0
Culture and Recre Heritage Building Preservation		BPA	Cost Recovery	1
Culture and Recre Heritage Building Preservation		BPA	Reliance	2
Culture and Recre Heritage Building Preservation		Governance	Collaboration	3
Culture and Recre Heritage Building Preservation		Governance	Environmental Resiliency and Climate Change	0
Culture and Recre Heritage Building Preservation		Governance	Financial Stewardship	1
Culture and Recre Heritage Building Preservation		Governance	Operational Excellence	3
Culture and Recre Heritage Building Preservation		Governance	Resource Management	4
Culture and Recre Heritage Building Preservation		Governance	Service Excellence	4
Culture and Recre Theatre and Performing Arts Centre-Series		BPA	Demand	2
Culture and Recre Theatre and Performing Arts Centre-Series		BPA	Mandate	0
Culture and Recre Theatre and Performing Arts Centre-Series		BPA	Population Served	2
Culture and Recre Theatre and Performing Arts Centre-Series		BPA	Cost Recovery	2
Culture and Recre Theatre and Performing Arts Centre-Series		BPA	Reliance	2
Culture and Recre Theatre and Performing Arts Centre-Series		Community	Environmental Resiliency and Climate Change	0
Culture and Recre Theatre and Performing Arts Centre-Series		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre Theatre and Performing Arts Centre-Series		Community	Thriving Recreation, Culture & Parks	4
Culture and Recre Theatre and Performing Arts Centre-Series		Community	Responsive Economy	3
Culture and Recre Theatre and Performing Arts Centre-Series		Community	Safe Community	0
Culture and Recre Theatre and Performing Arts Centre-Series		Community	Welcoming Community	4
Culture and Recre Theatre and Performing Arts Centre-Series		Community	Well-Planned Community	1
Protective Service: Municipal Enforcement		BPA	Demand	0
Protective Service: Municipal Enforcement		BPA	Mandate	3
Protective Service: Municipal Enforcement		BPA	Population Served	2
Protective Service: Municipal Enforcement		BPA	Cost Recovery	1
Protective Service: Municipal Enforcement		BPA	Reliance	2
Protective Service: Municipal Enforcement		Community	Environmental Resiliency and Climate Change	0
Protective Service: Municipal Enforcement		Community	Well-Planned and Maintained Infrastructure	0
Protective Service: Municipal Enforcement		Community	Thriving Recreation, Culture & Parks	2
Protective Service: Municipal Enforcement		Community	Responsive Economy	1
Protective Service: Municipal Enforcement		Community	Safe Community	4
Protective Service: Municipal Enforcement		Community	Welcoming Community	2
Protective Service: Municipal Enforcement		Community	Well-Planned Community	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Protective Service	Protective Services Analysis	BPA	Demand	4
Protective Service	Protective Services Analysis	BPA	Mandate	1
Protective Service	Protective Services Analysis	BPA	Population Served	0
Protective Service	Protective Services Analysis	BPA	Cost Recovery	0
Protective Service	Protective Services Analysis	BPA	Reliance	2
Protective Service	Protective Services Analysis	Community	Environmental Resiliency and Climate Change	0
Protective Service	Protective Services Analysis	Community	Well-Planned and Maintained Infrastructure	0
Protective Service	Protective Services Analysis	Community	Thriving Recreation, Culture & Parks	0
Protective Service	Protective Services Analysis	Community	Responsive Economy	0
Protective Service	Protective Services Analysis	Community	Safe Community	2
Protective Service	Protective Services Analysis	Community	Welcoming Community	0
Protective Service	Protective Services Analysis	Community	Well-Planned Community	0
Fire Services	Emergency Management and Preparation	BPA	Demand	4
Fire Services	Emergency Management and Preparation	BPA	Mandate	3
Fire Services	Emergency Management and Preparation	BPA	Population Served	2
Fire Services	Emergency Management and Preparation	BPA	Cost Recovery	0
Fire Services	Emergency Management and Preparation	BPA	Reliance	2
Fire Services	Emergency Management and Preparation	Governance	Collaboration	3
Fire Services	Emergency Management and Preparation	Governance	Environmental Resiliency and Climate Change	0
Fire Services	Emergency Management and Preparation	Governance	Financial Stewardship	3
Fire Services	Emergency Management and Preparation	Governance	Operational Excellence	2
Fire Services	Emergency Management and Preparation	Governance	Resource Management	2
Fire Services	Emergency Management and Preparation	Governance	Service Excellence	2
Fiscal Services	Internal Allocations	Fixed	Non-Prioritized	
Protective Service	Animal Control	BPA	Demand	4
Protective Service	Animal Control	BPA	Mandate	3
Protective Service	Animal Control	BPA	Population Served	0
Protective Service	Animal Control	BPA	Cost Recovery	4
Protective Service	Animal Control	BPA	Reliance	2
Protective Service	Animal Control	Community	Environmental Resiliency and Climate Change	1
Protective Service	Animal Control	Community	Well-Planned and Maintained Infrastructure	0
Protective Service	Animal Control	Community	Thriving Recreation, Culture & Parks	1
Protective Service	Animal Control	Community	Responsive Economy	0
Protective Service	Animal Control	Community	Safe Community	4
Protective Service	Animal Control	Community	Welcoming Community	2
Protective Service	Animal Control	Community	Well-Planned Community	0
Protective Service	Policing Committee	BPA	Demand	0
Protective Service	Policing Committee	BPA	Mandate	3
Protective Service	Policing Committee	BPA	Population Served	2
Protective Service	Policing Committee	BPA	Cost Recovery	0
Protective Service	Policing Committee	BPA	Reliance	4
Protective Service	Policing Committee	Community	Environmental Resiliency and Climate Change	0
Protective Service	Policing Committee	Community	Well-Planned and Maintained Infrastructure	0
Protective Service	Policing Committee	Community	Thriving Recreation, Culture & Parks	0
Protective Service	Policing Committee	Community	Responsive Economy	0
Protective Service	Policing Committee	Community	Safe Community	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Protective Service: Policing Committee		Community	Welcoming Community	1
Protective Service: Policing Committee		Community	Well-Planned Community	0
Utilities	Grant Funded Recycling Program	BPA	Demand	2
Utilities	Grant Funded Recycling Program	BPA	Mandate	1
Utilities	Grant Funded Recycling Program	BPA	Population Served	2
Utilities	Grant Funded Recycling Program	BPA	Cost Recovery	3
Utilities	Grant Funded Recycling Program	BPA	Reliance	2
Utilities	Grant Funded Recycling Program	Community	Environmental Resiliency and Climate Change	4
Utilities	Grant Funded Recycling Program	Community	Well-Planned and Maintained Infrastructure	0
Utilities	Grant Funded Recycling Program	Community	Thriving Recreation, Culture & Parks	0
Utilities	Grant Funded Recycling Program	Community	Responsive Economy	0
Utilities	Grant Funded Recycling Program	Community	Safe Community	2
Utilities	Grant Funded Recycling Program	Community	Welcoming Community	1
Utilities	Grant Funded Recycling Program	Community	Well-Planned Community	1
Utilities	Organics Drop-Off & Processing	BPA	Demand	4
Utilities	Organics Drop-Off & Processing	BPA	Mandate	1
Utilities	Organics Drop-Off & Processing	BPA	Population Served	2
Utilities	Organics Drop-Off & Processing	BPA	Cost Recovery	0
Utilities	Organics Drop-Off & Processing	BPA	Reliance	2
Utilities	Organics Drop-Off & Processing	Community	Environmental Resiliency and Climate Change	4
Utilities	Organics Drop-Off & Processing	Community	Well-Planned and Maintained Infrastructure	2
Utilities	Organics Drop-Off & Processing	Community	Thriving Recreation, Culture & Parks	0
Utilities	Organics Drop-Off & Processing	Community	Responsive Economy	0
Utilities	Organics Drop-Off & Processing	Community	Safe Community	1
Utilities	Organics Drop-Off & Processing	Community	Welcoming Community	1
Utilities	Organics Drop-Off & Processing	Community	Well-Planned Community	1
Utilities	Water Supply	BPA	Demand	0
Utilities	Water Supply	BPA	Mandate	3
Utilities	Water Supply	BPA	Population Served	4
Utilities	Water Supply	BPA	Cost Recovery	0
Utilities	Water Supply	BPA	Reliance	2
Utilities	Water Supply	Community	Environmental Resiliency and Climate Change	4
Utilities	Water Supply	Community	Well-Planned and Maintained Infrastructure	3
Utilities	Water Supply	Community	Thriving Recreation, Culture & Parks	0
Utilities	Water Supply	Community	Responsive Economy	2
Utilities	Water Supply	Community	Safe Community	4
Utilities	Water Supply	Community	Welcoming Community	0
Utilities	Water Supply	Community	Well-Planned Community	0
Utilities	Sanitary Sewer Transmission	BPA	Demand	4
Utilities	Sanitary Sewer Transmission	BPA	Mandate	3
Utilities	Sanitary Sewer Transmission	BPA	Population Served	4
Utilities	Sanitary Sewer Transmission	BPA	Cost Recovery	0
Utilities	Sanitary Sewer Transmission	BPA	Reliance	2
Utilities	Sanitary Sewer Transmission	Community	Environmental Resiliency and Climate Change	4
Utilities	Sanitary Sewer Transmission	Community	Well-Planned and Maintained Infrastructure	3
Utilities	Sanitary Sewer Transmission	Community	Thriving Recreation, Culture & Parks	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Utilities	Sanitary Sewer Transmission	Community	Responsive Economy	1
Utilities	Sanitary Sewer Transmission	Community	Safe Community	4
Utilities	Sanitary Sewer Transmission	Community	Welcoming Community	0
Utilities	Sanitary Sewer Transmission	Community	Well-Planned Community	0
Fiscal Services	Property Tax & Requisition	Fixed	Non-Prioritized	
Utilities	Utility User Rates	Fixed	Non-Prioritized	
Fiscal Services	Annual Capital Funding	Fixed	Non-Prioritized	
Fiscal Services	Debt Management	Fixed	Non-Prioritized	
Family & Commun	Diversity and Inclusion	BPA	Demand	0
Family & Commun	Diversity and Inclusion	BPA	Mandate	2
Family & Commun	Diversity and Inclusion	BPA	Population Served	4
Family & Commun	Diversity and Inclusion	BPA	Cost Recovery	0
Family & Commun	Diversity and Inclusion	BPA	Reliance	2
Family & Commun	Diversity and Inclusion	Governance	Collaboration	4
Family & Commun	Diversity and Inclusion	Governance	Environmental Resiliency and Climate Change	0
Family & Commun	Diversity and Inclusion	Governance	Financial Stewardship	0
Family & Commun	Diversity and Inclusion	Governance	Operational Excellence	1
Family & Commun	Diversity and Inclusion	Governance	Resource Management	2
Family & Commun	Diversity and Inclusion	Governance	Service Excellence	4
Fiscal Services	Salary and Wage Mitigation	Fixed	Non-Prioritized	
Utilities	Solid Waste Collection & Disposal	BPA	Demand	4
Utilities	Solid Waste Collection & Disposal	BPA	Mandate	3
Utilities	Solid Waste Collection & Disposal	BPA	Population Served	4
Utilities	Solid Waste Collection & Disposal	BPA	Cost Recovery	0
Utilities	Solid Waste Collection & Disposal	BPA	Reliance	2
Utilities	Solid Waste Collection & Disposal	Community	Environmental Resiliency and Climate Change	4
Utilities	Solid Waste Collection & Disposal	Community	Well-Planned and Maintained Infrastructure	2
Utilities	Solid Waste Collection & Disposal	Community	Thriving Recreation, Culture & Parks	0
Utilities	Solid Waste Collection & Disposal	Community	Responsive Economy	1
Utilities	Solid Waste Collection & Disposal	Community	Safe Community	3
Utilities	Solid Waste Collection & Disposal	Community	Welcoming Community	1
Utilities	Solid Waste Collection & Disposal	Community	Well-Planned Community	1
Utilities	Recycling Collection & Disposal	BPA	Demand	4
Utilities	Recycling Collection & Disposal	BPA	Mandate	3
Utilities	Recycling Collection & Disposal	BPA	Population Served	4
Utilities	Recycling Collection & Disposal	BPA	Cost Recovery	0
Utilities	Recycling Collection & Disposal	BPA	Reliance	2
Utilities	Recycling Collection & Disposal	Community	Environmental Resiliency and Climate Change	4
Utilities	Recycling Collection & Disposal	Community	Well-Planned and Maintained Infrastructure	2
Utilities	Recycling Collection & Disposal	Community	Thriving Recreation, Culture & Parks	0
Utilities	Recycling Collection & Disposal	Community	Responsive Economy	0
Utilities	Recycling Collection & Disposal	Community	Safe Community	1
Utilities	Recycling Collection & Disposal	Community	Welcoming Community	1
Utilities	Recycling Collection & Disposal	Community	Well-Planned Community	1
Utilities	Organics Collection & Disposal	BPA	Demand	4
Utilities	Organics Collection & Disposal	BPA	Mandate	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Utilities	Organics Collection & Disposal	BPA	Population Served	4
Utilities	Organics Collection & Disposal	BPA	Cost Recovery	0
Utilities	Organics Collection & Disposal	BPA	Reliance	2
Utilities	Organics Collection & Disposal	Community	Environmental Resiliency and Climate Change	4
Utilities	Organics Collection & Disposal	Community	Well-Planned and Maintained Infrastructure	2
Utilities	Organics Collection & Disposal	Community	Thriving Recreation, Culture & Parks	0
Utilities	Organics Collection & Disposal	Community	Responsive Economy	0
Utilities	Organics Collection & Disposal	Community	Safe Community	1
Utilities	Organics Collection & Disposal	Community	Welcoming Community	1
Utilities	Organics Collection & Disposal	Community	Well-Planned Community	1
Utilities	Recycle Station Drop-Off & Disposal	BPA	Demand	4
Utilities	Recycle Station Drop-Off & Disposal	BPA	Mandate	1
Utilities	Recycle Station Drop-Off & Disposal	BPA	Population Served	2
Utilities	Recycle Station Drop-Off & Disposal	BPA	Cost Recovery	1
Utilities	Recycle Station Drop-Off & Disposal	BPA	Reliance	0
Utilities	Recycle Station Drop-Off & Disposal	Community	Environmental Resiliency and Climate Change	4
Utilities	Recycle Station Drop-Off & Disposal	Community	Well-Planned and Maintained Infrastructure	2
Utilities	Recycle Station Drop-Off & Disposal	Community	Thriving Recreation, Culture & Parks	0
Utilities	Recycle Station Drop-Off & Disposal	Community	Responsive Economy	0
Utilities	Recycle Station Drop-Off & Disposal	Community	Safe Community	1
Utilities	Recycle Station Drop-Off & Disposal	Community	Welcoming Community	1
Utilities	Recycle Station Drop-Off & Disposal	Community	Well-Planned Community	1
Utilities	Water Service Line Program	BPA	Demand	4
Utilities	Water Service Line Program	BPA	Mandate	3
Utilities	Water Service Line Program	BPA	Population Served	4
Utilities	Water Service Line Program	BPA	Cost Recovery	1
Utilities	Water Service Line Program	BPA	Reliance	2
Utilities	Water Service Line Program	Community	Environmental Resiliency and Climate Change	1
Utilities	Water Service Line Program	Community	Well-Planned and Maintained Infrastructure	4
Utilities	Water Service Line Program	Community	Thriving Recreation, Culture & Parks	0
Utilities	Water Service Line Program	Community	Responsive Economy	2
Utilities	Water Service Line Program	Community	Safe Community	3
Utilities	Water Service Line Program	Community	Welcoming Community	0
Utilities	Water Service Line Program	Community	Well-Planned Community	0
Fleet, Facilities an	Capital Construction - Community	BPA	Demand	2
Fleet, Facilities an	Capital Construction - Community	BPA	Mandate	2
Fleet, Facilities an	Capital Construction - Community	BPA	Population Served	2
Fleet, Facilities an	Capital Construction - Community	BPA	Cost Recovery	0
Fleet, Facilities an	Capital Construction - Community	BPA	Reliance	2
Fleet, Facilities an	Capital Construction - Community	Community	Environmental Resiliency and Climate Change	4
Fleet, Facilities an	Capital Construction - Community	Community	Well-Planned and Maintained Infrastructure	4
Fleet, Facilities an	Capital Construction - Community	Community	Thriving Recreation, Culture & Parks	2
Fleet, Facilities an	Capital Construction - Community	Community	Responsive Economy	2
Fleet, Facilities an	Capital Construction - Community	Community	Safe Community	1
Fleet, Facilities an	Capital Construction - Community	Community	Welcoming Community	2
Fleet, Facilities an	Capital Construction - Community	Community	Well-Planned Community	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fiscal Services	Interest and Investment Income	Fixed	Non-Prioritized	
Fleet, Facilities and Custodial Services-Internal		BPA	Demand	2
Fleet, Facilities and Custodial Services-Internal		BPA	Mandate	1
Fleet, Facilities and Custodial Services-Internal		BPA	Population Served	4
Fleet, Facilities and Custodial Services-Internal		BPA	Cost Recovery	1
Fleet, Facilities and Custodial Services-Internal		BPA	Reliance	2
Fleet, Facilities and Custodial Services-Internal		Governance	Collaboration	2
Fleet, Facilities and Custodial Services-Internal		Governance	Environmental Resiliency and Climate Change	0
Fleet, Facilities and Custodial Services-Internal		Governance	Financial Stewardship	0
Fleet, Facilities and Custodial Services-Internal		Governance	Operational Excellence	3
Fleet, Facilities and Custodial Services-Internal		Governance	Resource Management	1
Fleet, Facilities and Custodial Services-Internal		Governance	Service Excellence	3
Culture and Recreation Indoor Ice Arenas		BPA	Demand	2
Culture and Recreation Indoor Ice Arenas		BPA	Mandate	1
Culture and Recreation Indoor Ice Arenas		BPA	Population Served	2
Culture and Recreation Indoor Ice Arenas		BPA	Cost Recovery	3
Culture and Recreation Indoor Ice Arenas		BPA	Reliance	2
Culture and Recreation Indoor Ice Arenas		Community	Environmental Resiliency and Climate Change	0
Culture and Recreation Indoor Ice Arenas		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Indoor Ice Arenas		Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Indoor Ice Arenas		Community	Responsive Economy	2
Culture and Recreation Indoor Ice Arenas		Community	Safe Community	0
Culture and Recreation Indoor Ice Arenas		Community	Welcoming Community	2
Culture and Recreation Indoor Ice Arenas		Community	Well-Planned Community	0
Culture and Recreation Indoor Dry Surface Arenas		BPA	Demand	2
Culture and Recreation Indoor Dry Surface Arenas		BPA	Mandate	1
Culture and Recreation Indoor Dry Surface Arenas		BPA	Population Served	2
Culture and Recreation Indoor Dry Surface Arenas		BPA	Cost Recovery	1
Culture and Recreation Indoor Dry Surface Arenas		BPA	Reliance	2
Culture and Recreation Indoor Dry Surface Arenas		Community	Environmental Resiliency and Climate Change	0
Culture and Recreation Indoor Dry Surface Arenas		Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Indoor Dry Surface Arenas		Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Indoor Dry Surface Arenas		Community	Responsive Economy	3
Culture and Recreation Indoor Dry Surface Arenas		Community	Safe Community	0
Culture and Recreation Indoor Dry Surface Arenas		Community	Welcoming Community	2
Culture and Recreation Indoor Dry Surface Arenas		Community	Well-Planned Community	0
Economic Development Leases and Licenses - Non-Profit		BPA	Demand	2
Economic Development Leases and Licenses - Non-Profit		BPA	Mandate	2
Economic Development Leases and Licenses - Non-Profit		BPA	Population Served	2
Economic Development Leases and Licenses - Non-Profit		BPA	Cost Recovery	3
Economic Development Leases and Licenses - Non-Profit		BPA	Reliance	4
Economic Development Leases and Licenses - Non-Profit		Community	Environmental Resiliency and Climate Change	0
Economic Development Leases and Licenses - Non-Profit		Community	Well-Planned and Maintained Infrastructure	1
Economic Development Leases and Licenses - Non-Profit		Community	Thriving Recreation, Culture & Parks	3
Economic Development Leases and Licenses - Non-Profit		Community	Responsive Economy	0
Economic Development Leases and Licenses - Non-Profit		Community	Safe Community	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Economic Develop	Leases and Licenses - Non-Profit	Community	Welcoming Community	3
Economic Develop	Leases and Licenses - Non-Profit	Community	Well-Planned Community	1
Economic Develop	Leases and Licenses - For-Profit	BPA	Demand	2
Economic Develop	Leases and Licenses - For-Profit	BPA	Mandate	2
Economic Develop	Leases and Licenses - For-Profit	BPA	Population Served	0
Economic Develop	Leases and Licenses - For-Profit	BPA	Cost Recovery	4
Economic Develop	Leases and Licenses - For-Profit	BPA	Reliance	2
Economic Develop	Leases and Licenses - For-Profit	Community	Environmental Resiliency and Climate Change	0
Economic Develop	Leases and Licenses - For-Profit	Community	Well-Planned and Maintained Infrastructure	0
Economic Develop	Leases and Licenses - For-Profit	Community	Thriving Recreation, Culture & Parks	1
Economic Develop	Leases and Licenses - For-Profit	Community	Responsive Economy	1
Economic Develop	Leases and Licenses - For-Profit	Community	Safe Community	0
Economic Develop	Leases and Licenses - For-Profit	Community	Welcoming Community	1
Economic Develop	Leases and Licenses - For-Profit	Community	Well-Planned Community	0
Culture and Recre	Childminding Services	BPA	Demand	2
Culture and Recre	Childminding Services	BPA	Mandate	1
Culture and Recre	Childminding Services	BPA	Population Served	0
Culture and Recre	Childminding Services	BPA	Cost Recovery	1
Culture and Recre	Childminding Services	BPA	Reliance	0
Culture and Recre	Childminding Services	Community	Environmental Resiliency and Climate Change	0
Culture and Recre	Childminding Services	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre	Childminding Services	Community	Thriving Recreation, Culture & Parks	1
Culture and Recre	Childminding Services	Community	Responsive Economy	0
Culture and Recre	Childminding Services	Community	Safe Community	0
Culture and Recre	Childminding Services	Community	Welcoming Community	1
Culture and Recre	Childminding Services	Community	Well-Planned Community	0
Senior Leadership	Asset Management	BPA	Demand	4
Senior Leadership	Asset Management	BPA	Mandate	2
Senior Leadership	Asset Management	BPA	Population Served	4
Senior Leadership	Asset Management	BPA	Cost Recovery	0
Senior Leadership	Asset Management	BPA	Reliance	2
Senior Leadership	Asset Management	Governance	Collaboration	0
Senior Leadership	Asset Management	Governance	Environmental Resiliency and Climate Change	1
Senior Leadership	Asset Management	Governance	Financial Stewardship	3
Senior Leadership	Asset Management	Governance	Operational Excellence	2
Senior Leadership	Asset Management	Governance	Resource Management	4
Senior Leadership	Asset Management	Governance	Service Excellence	1
Culture and Recre	Truth and Reconciliation	BPA	Demand	4
Culture and Recre	Truth and Reconciliation	BPA	Mandate	1
Culture and Recre	Truth and Reconciliation	BPA	Population Served	4
Culture and Recre	Truth and Reconciliation	BPA	Cost Recovery	0
Culture and Recre	Truth and Reconciliation	BPA	Reliance	2
Culture and Recre	Truth and Reconciliation	Community	Environmental Resiliency and Climate Change	1
Culture and Recre	Truth and Reconciliation	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recre	Truth and Reconciliation	Community	Thriving Recreation, Culture & Parks	4
Culture and Recre	Truth and Reconciliation	Community	Responsive Economy	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recre Truth and Reconciliation		Community	Safe Community	0
Culture and Recre Truth and Reconciliation		Community	Welcoming Community	4
Culture and Recre Truth and Reconciliation		Community	Well-Planned Community	0
Protective Service: Commercial Vehicle Enforcement		BPA	Demand	4
Protective Service: Commercial Vehicle Enforcement		BPA	Mandate	3
Protective Service: Commercial Vehicle Enforcement		BPA	Population Served	2
Protective Service: Commercial Vehicle Enforcement		BPA	Cost Recovery	1
Protective Service: Commercial Vehicle Enforcement		BPA	Reliance	2
Protective Service: Commercial Vehicle Enforcement		Community	Environmental Resiliency and Climate Change	1
Protective Service: Commercial Vehicle Enforcement		Community	Well-Planned and Maintained Infrastructure	1
Protective Service: Commercial Vehicle Enforcement		Community	Thriving Recreation, Culture & Parks	0
Protective Service: Commercial Vehicle Enforcement		Community	Responsive Economy	0
Protective Service: Commercial Vehicle Enforcement		Community	Safe Community	3
Protective Service: Commercial Vehicle Enforcement		Community	Welcoming Community	1
Protective Service: Commercial Vehicle Enforcement		Community	Well-Planned Community	0