Operating Program Scoring Details

For more information on the PBB process and scoring, please see the Priority Based Budgeting (PBB) section under Budget on our website

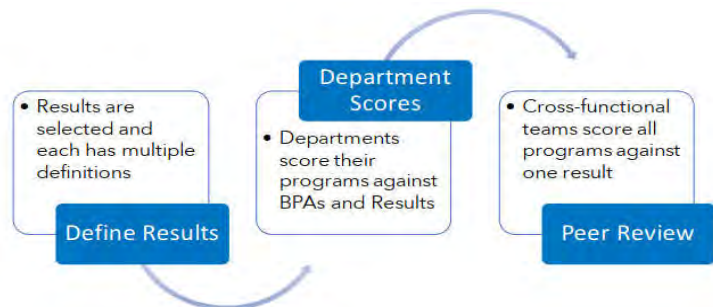Fore detailed definitions of the Results and Basic Program Attributes (BPA), please see:

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 Indoor Ice Arenas are scored against Community results. Governance programs/capital projects like Health & Safety 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	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
Public Works	Cemetery Operations	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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	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	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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	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	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
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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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	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	Well-Planned and Maintained Infrastructure	2
Public Works	Local Transit Service	Community	Thriving Recreation, Culture & Parks	3
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	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

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

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

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	BPA	Demand	2
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	BPA	Mandate	1
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	BPA	Population Served	4
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	BPA	Cost Recovery	1
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	BPA	Reliance	2
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	Governance	Collaboration	1
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	Governance	Financial Stewardship	1
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	Governance	Operational Excellence	3
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	Governance	Resource Management	4
Fleet, Facilities and Engineering	Building Maintenance and Operation-Internal	Governance	Service Excellence	3
Fleet, Facilities and Engineering	Custodial Services-Internal	BPA	Demand	2
Fleet, Facilities and Engineering	Custodial Services-Internal	BPA	Mandate	1
Fleet, Facilities and Engineering	Custodial Services-Internal	BPA	Population Served	4
Fleet, Facilities and Engineering	Custodial Services-Internal	BPA	Cost Recovery	1
Fleet, Facilities and Engineering	Custodial Services-Internal	BPA	Reliance	2
Fleet, Facilities and Engineering	Custodial Services-Internal	Governance	Collaboration	2
Fleet, Facilities and Engineering	Custodial Services-Internal	Governance	Financial Stewardship	0
Fleet, Facilities and Engineering	Custodial Services-Internal	Governance	Operational Excellence	3
Fleet, Facilities and Engineering	Custodial Services-Internal	Governance	Resource Management	1
Fleet, Facilities and Engineering	Custodial Services-Internal	Governance	Service Excellence	3
Fleet, Facilities and Engineering	Facility Life Cycle	BPA	Demand	2
Fleet, Facilities and Engineering	Facility Life Cycle	BPA	Mandate	1
Fleet, Facilities and Engineering	Facility Life Cycle	BPA	Population Served	4
Fleet, Facilities and Engineering	Facility Life Cycle	BPA	Cost Recovery	0
Fleet, Facilities and Engineering	Facility Life Cycle	BPA	Reliance	2
Fleet, Facilities and Engineering	Facility Life Cycle	Governance	Collaboration	1
Fleet, Facilities and Engineering	Facility Life Cycle	Governance	Financial Stewardship	1
Fleet, Facilities and Engineering	Facility Life Cycle	Governance	Operational Excellence	4
Fleet, Facilities and Engineering	Facility Life Cycle	Governance	Resource Management	4
Fleet, Facilities and Engineering	Facility Life Cycle	Governance	Service Excellence	3
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	BPA	Demand	2
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	BPA	Mandate	4
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	BPA	Population Served	4
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	BPA	Cost Recovery	1
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	BPA	Reliance	2
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	Governance	Collaboration	0
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	Governance	Financial Stewardship	0
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	Governance	Operational Excellence	4
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	Governance	Resource Management	4
Fleet, Facilities and Engineering	Fleet Planned/Preventative Maintenance	Governance	Service Excellence	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Fleet, Facilities and Engineering	Fleet Repairs	BPA	Demand	2
Fleet, Facilities and Engineering	Fleet Repairs	BPA	Mandate	1
Fleet, Facilities and Engineering	Fleet Repairs	BPA	Population Served	4
Fleet, Facilities and Engineering	Fleet Repairs	BPA	Cost Recovery	0
Fleet, Facilities and Engineering	Fleet Repairs	BPA	Reliance	2
Fleet, Facilities and Engineering	Fleet Repairs	Governance	Collaboration	0
Fleet, Facilities and Engineering	Fleet Repairs	Governance	Financial Stewardship	0
Fleet, Facilities and Engineering	Fleet Repairs	Governance	Operational Excellence	3
Fleet, Facilities and Engineering	Fleet Repairs	Governance	Resource Management	1
Fleet, Facilities and Engineering	Fleet Repairs	Governance	Service Excellence	1
Planning and Development	Statutory Plan Development	BPA	Demand	4
Planning and Development	Statutory Plan Development	BPA	Mandate	4
Planning and Development	Statutory Plan Development	BPA	Population Served	2
Planning and Development	Statutory Plan Development	BPA	Cost Recovery	1
Planning and Development	Statutory Plan Development	BPA	Reliance	2
Planning and Development	Statutory Plan Development	Community	Well-Planned and Maintained Infrastructure	3
Planning and Development	Statutory Plan Development	Community	Thriving Recreation, Culture & Parks	3
Planning and Development	Statutory Plan Development	Community	Responsive Economy	3
Planning and Development	Statutory Plan Development	Community	Safe Community	1
Planning and Development	Statutory Plan Development	Community	Welcoming Community	3
Planning and Development	Statutory Plan Development	Community	Well-Planned Community	4
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	BPA	Demand	2
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	BPA	Mandate	2
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	BPA	Population Served	2
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	BPA	Cost Recovery	4
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	BPA	Reliance	2
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	Community	Well-Planned and Maintained Infrastructure	1
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	Community	Thriving Recreation, Culture & Parks	1
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	Community	Responsive Economy	1
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	Community	Safe Community	2
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	Community	Welcoming Community	0
Planning and Development	Building, Electrical, Plumbing and Gas Permit Review	Community	Well-Planned Community	2
Planning and Development	Regional Planning and Intermunicipal Collaboration	BPA	Demand	2
Planning and Development	Regional Planning and Intermunicipal Collaboration	BPA	Mandate	4
Planning and Development	Regional Planning and Intermunicipal Collaboration	BPA	Population Served	2
Planning and Development	Regional Planning and Intermunicipal Collaboration	BPA	Cost Recovery	0
Planning and Development	Regional Planning and Intermunicipal Collaboration	BPA	Reliance	4
Planning and Development	Regional Planning and Intermunicipal Collaboration	Community	Well-Planned and Maintained Infrastructure	3
Planning and Development	Regional Planning and Intermunicipal Collaboration	Community	Thriving Recreation, Culture & Parks	2
Planning and Development	Regional Planning and Intermunicipal Collaboration	Community	Responsive Economy	1
Planning and Development	Regional Planning and Intermunicipal Collaboration	Community	Safe Community	0
Planning and Development	Regional Planning and Intermunicipal Collaboration	Community	Welcoming Community	1
Planning and Development	Regional Planning and Intermunicipal Collaboration	Community	Well-Planned Community	4

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

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

Department	Program Name	Result/BPA Type	Result/BPA	Score
Planning and Development	Safety Codes Inspections	BPA	Demand	2
Planning and Development	Safety Codes Inspections	BPA	Mandate	1
Planning and Development	Safety Codes Inspections	BPA	Population Served	2
Planning and Development	Safety Codes Inspections	BPA	Cost Recovery	3
Planning and Development	Safety Codes Inspections	BPA	Reliance	2
Planning and Development	Safety Codes Inspections	Community	Well-Planned and Maintained Infrastructure	1
Planning and Development	Safety Codes Inspections	Community	Thriving Recreation, Culture & Parks	1
Planning and Development	Safety Codes Inspections	Community	Responsive Economy	1
Planning and Development	Safety Codes Inspections	Community	Safe Community	3
Planning and Development	Safety Codes Inspections	Community	Welcoming Community	0
Planning and Development	Safety Codes Inspections	Community	Well-Planned Community	2
Planning and Development	Subdivision Application Review	BPA	Demand	2
Planning and Development	Subdivision Application Review	BPA	Mandate	4
Planning and Development	Subdivision Application Review	BPA	Population Served	0
Planning and Development	Subdivision Application Review	BPA	Cost Recovery	2
Planning and Development	Subdivision Application Review	BPA	Reliance	4
Planning and Development	Subdivision Application Review	Community	Well-Planned and Maintained Infrastructure	2
Planning and Development	Subdivision Application Review	Community	Thriving Recreation, Culture & Parks	2
Planning and Development	Subdivision Application Review	Community	Responsive Economy	2
Planning and Development	Subdivision Application Review	Community	Safe Community	0
Planning and Development	Subdivision Application Review	Community	Welcoming Community	1
Planning and Development	Subdivision Application Review	Community	Well-Planned Community	3
Economic Development	Business Retention	BPA	Demand	4
Economic Development	Business Retention	BPA	Mandate	1
Economic Development	Business Retention	BPA	Population Served	2
Economic Development	Business Retention	BPA	Cost Recovery	0
Economic Development	Business Retention	BPA	Reliance	2
Economic Development	Business Retention	Community	Well-Planned and Maintained Infrastructure	0
Economic Development	Business Retention	Community	Thriving Recreation, Culture & Parks	2
Economic Development	Business Retention	Community	Responsive Economy	4
Economic Development	Business Retention	Community	Safe Community	0
Economic Development	Business Retention	Community	Welcoming Community	1
Economic Development	Business Retention	Community	Well-Planned Community	2
Economic Development	Business Attraction	BPA	Demand	2
Economic Development	Business Attraction	BPA	Mandate	1
Economic Development	Business Attraction	BPA	Population Served	0
Economic Development	Business Attraction	BPA	Cost Recovery	0
Economic Development	Business Attraction	BPA	Reliance	2
Economic Development	Business Attraction	Community	Well-Planned and Maintained Infrastructure	1
Economic Development	Business Attraction	Community	Thriving Recreation, Culture & Parks	0
Economic Development	Business Attraction	Community	Responsive Economy	4
Economic Development	Business Attraction	Community	Safe Community	0
Economic Development	Business Attraction	Community	Welcoming Community	1
Economic Development	Business Attraction	Community	Well-Planned Community	1

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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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
Economic Development	Leases and Licenses - Non-Profit	Community	Welcoming Community	3
Economic Development	Leases and Licenses - Non-Profit	Community	Well-Planned Community	1
Economic Development	Leases and Licenses - For-Profit	BPA	Demand	2
Economic Development	Leases and Licenses - For-Profit	BPA	Mandate	2
Economic Development	Leases and Licenses - For-Profit	BPA	Population Served	0
Economic Development	Leases and Licenses - For-Profit	BPA	Cost Recovery	4
Economic Development	Leases and Licenses - For-Profit	BPA	Reliance	2
Economic Development	Leases and Licenses - For-Profit	Community	Well-Planned and Maintained Infrastructure	0
Economic Development	Leases and Licenses - For-Profit	Community	Thriving Recreation, Culture & Parks	1
Economic Development	Leases and Licenses - For-Profit	Community	Responsive Economy	1
Economic Development	Leases and Licenses - For-Profit	Community	Safe Community	0
Economic Development	Leases and Licenses - For-Profit	Community	Welcoming Community	1
Economic Development	Leases and Licenses - For-Profit	Community	Well-Planned Community	0
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	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	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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
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	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	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	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	Bulk Water Station	BPA	Demand	2
Utilities	Bulk Water Station	BPA	Mandate	3
Utilities	Bulk Water Station	BPA	Population Served	2
Utilities	Bulk Water Station	BPA	Cost Recovery	4
Utilities	Bulk Water Station	BPA	Reliance	4
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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	Well-Planned and Maintained Infrastructure	3
Utilities	Sanitary Sewer Transmission	Community	Thriving Recreation, Culture & Parks	1
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
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	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	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
Utilities	Sanitary Sewer Lateral Program	Community	Welcoming Community	0
Utilities	Sanitary Sewer Lateral Program	Community	Well-Planned Community	0
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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
Utilities	Organics Collection & Disposal	BPA	Demand	4
Utilities	Organics Collection & Disposal	BPA	Mandate	3
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	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	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	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	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	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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	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	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	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	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	Utility User Rates	Fixed	Non-Prioritized	
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	BPA	Demand	2
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	BPA	Mandate	0
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	BPA	Population Served	2
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	BPA	Cost Recovery	2
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	BPA	Reliance	2
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	Community	Responsive Economy	3
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	Community	Safe Community	0
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	Community	Welcoming Community	4
Culture and Recreation Services	Theatre and Performing Arts Centre-Series	Community	Well-Planned Community	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	BPA	Demand	4
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	BPA	Mandate	0
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	BPA	Population Served	2
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	BPA	Cost Recovery	3
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	BPA	Reliance	2
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	Community	Responsive Economy	3
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	Community	Safe Community	0
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	Community	Welcoming Community	4
Culture and Recreation Services	Theatre and Performing Arts Centre-Rental	Community	Well-Planned Community	1
Culture and Recreation Services	Art Galleries and Public Art Program	BPA	Demand	2
Culture and Recreation Services	Art Galleries and Public Art Program	BPA	Mandate	1
Culture and Recreation Services	Art Galleries and Public Art Program	BPA	Population Served	2
Culture and Recreation Services	Art Galleries and Public Art Program	BPA	Cost Recovery	1
Culture and Recreation Services	Art Galleries and Public Art Program	BPA	Reliance	2
Culture and Recreation Services	Art Galleries and Public Art Program	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Art Galleries and Public Art Program	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Art Galleries and Public Art Program	Community	Responsive Economy	0
Culture and Recreation Services	Art Galleries and Public Art Program	Community	Safe Community	0
Culture and Recreation Services	Art Galleries and Public Art Program	Community	Welcoming Community	3
Culture and Recreation Services	Art Galleries and Public Art Program	Community	Well-Planned Community	1
Culture and Recreation Services	Ticketing Services Coordination	BPA	Demand	0
Culture and Recreation Services	Ticketing Services Coordination	BPA	Mandate	0
Culture and Recreation Services	Ticketing Services Coordination	BPA	Population Served	0
Culture and Recreation Services	Ticketing Services Coordination	BPA	Cost Recovery	0
Culture and Recreation Services	Ticketing Services Coordination	BPA	Reliance	2
Culture and Recreation Services	Ticketing Services Coordination	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Ticketing Services Coordination	Community	Thriving Recreation, Culture & Parks	1
Culture and Recreation Services	Ticketing Services Coordination	Community	Responsive Economy	0
Culture and Recreation Services	Ticketing Services Coordination	Community	Safe Community	0
Culture and Recreation Services	Ticketing Services Coordination	Community	Welcoming Community	0
Culture and Recreation Services	Ticketing Services Coordination	Community	Well-Planned Community	0
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	BPA	Demand	4
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	BPA	Mandate	1
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	BPA	Population Served	2
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	BPA	Cost Recovery	1
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	BPA	Reliance	2
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	Community	Responsive Economy	0
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	Community	Safe Community	0
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	Community	Welcoming Community	3
Culture and Recreation Services	Fort Heritage Precinct Public and School Programs	Community	Well-Planned Community	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	BPA	Demand	2
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	BPA	Mandate	1
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	BPA	Population Served	2
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	BPA	Cost Recovery	1
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	BPA	Reliance	2
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	Governance	Collaboration	3
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	Governance	Financial Stewardship	1
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	Governance	Operational Excellence	3
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	Governance	Resource Management	0
Culture and Recreation Services	Fort Heritage Precinct Artifacts and Archives	Governance	Service Excellence	4
Culture and Recreation Services	Heritage Building Preservation	BPA	Demand	2
Culture and Recreation Services	Heritage Building Preservation	BPA	Mandate	1
Culture and Recreation Services	Heritage Building Preservation	BPA	Population Served	0
Culture and Recreation Services	Heritage Building Preservation	BPA	Cost Recovery	1
Culture and Recreation Services	Heritage Building Preservation	BPA	Reliance	2
Culture and Recreation Services	Heritage Building Preservation	Governance	Collaboration	3
Culture and Recreation Services	Heritage Building Preservation	Governance	Financial Stewardship	1
Culture and Recreation Services	Heritage Building Preservation	Governance	Operational Excellence	3
Culture and Recreation Services	Heritage Building Preservation	Governance	Resource Management	4
Culture and Recreation Services	Heritage Building Preservation	Governance	Service Excellence	4
Culture and Recreation Services	Sheep Grazing Program	BPA	Demand	4
Culture and Recreation Services	Sheep Grazing Program	BPA	Mandate	2
Culture and Recreation Services	Sheep Grazing Program	BPA	Population Served	4
Culture and Recreation Services	Sheep Grazing Program	BPA	Cost Recovery	0
Culture and Recreation Services	Sheep Grazing Program	BPA	Reliance	2
Culture and Recreation Services	Sheep Grazing Program	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Sheep Grazing Program	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Sheep Grazing Program	Community	Responsive Economy	1
Culture and Recreation Services	Sheep Grazing Program	Community	Safe Community	0
Culture and Recreation Services	Sheep Grazing Program	Community	Welcoming Community	2
Culture and Recreation Services	Sheep Grazing Program	Community	Well-Planned Community	1
Culture and Recreation Services	Volunteer Management	BPA	Demand	4
Culture and Recreation Services	Volunteer Management	BPA	Mandate	0
Culture and Recreation Services	Volunteer Management	BPA	Population Served	2
Culture and Recreation Services	Volunteer Management	BPA	Cost Recovery	0
Culture and Recreation Services	Volunteer Management	BPA	Reliance	2
Culture and Recreation Services	Volunteer Management	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Volunteer Management	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Volunteer Management	Community	Responsive Economy	0
Culture and Recreation Services	Volunteer Management	Community	Safe Community	0
Culture and Recreation Services	Volunteer Management	Community	Welcoming Community	3
Culture and Recreation Services	Volunteer Management	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	Culture Programming	BPA	Demand	2
Culture and Recreation Services	Culture Programming	BPA	Mandate	0
Culture and Recreation Services	Culture Programming	BPA	Population Served	2
Culture and Recreation Services	Culture Programming	BPA	Cost Recovery	2
Culture and Recreation Services	Culture Programming	BPA	Reliance	0
Culture and Recreation Services	Culture Programming	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Culture Programming	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Culture Programming	Community	Responsive Economy	0
Culture and Recreation Services	Culture Programming	Community	Safe Community	1
Culture and Recreation Services	Culture Programming	Community	Welcoming Community	3
Culture and Recreation Services	Culture Programming	Community	Well-Planned Community	0
Culture and Recreation Services	Community Events (City Led)	BPA	Demand	4
Culture and Recreation Services	Community Events (City Led)	BPA	Mandate	0
Culture and Recreation Services	Community Events (City Led)	BPA	Population Served	4
Culture and Recreation Services	Community Events (City Led)	BPA	Cost Recovery	2
Culture and Recreation Services	Community Events (City Led)	BPA	Reliance	2
Culture and Recreation Services	Community Events (City Led)	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Community Events (City Led)	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Community Events (City Led)	Community	Responsive Economy	2
Culture and Recreation Services	Community Events (City Led)	Community	Safe Community	2
Culture and Recreation Services	Community Events (City Led)	Community	Welcoming Community	4
Culture and Recreation Services	Community Events (City Led)	Community	Well-Planned Community	2
Culture and Recreation Services	Community Events (City Partner)	BPA	Demand	4
Culture and Recreation Services	Community Events (City Partner)	BPA	Mandate	0
Culture and Recreation Services	Community Events (City Partner)	BPA	Population Served	2
Culture and Recreation Services	Community Events (City Partner)	BPA	Cost Recovery	1
Culture and Recreation Services	Community Events (City Partner)	BPA	Reliance	2
Culture and Recreation Services	Community Events (City Partner)	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Community Events (City Partner)	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Community Events (City Partner)	Community	Responsive Economy	2
Culture and Recreation Services	Community Events (City Partner)	Community	Safe Community	2
Culture and Recreation Services	Community Events (City Partner)	Community	Welcoming Community	4
Culture and Recreation Services	Community Events (City Partner)	Community	Well-Planned Community	1
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	BPA	Demand	2
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	BPA	Mandate	0
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	BPA	Population Served	0
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	BPA	Cost Recovery	1
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	BPA	Reliance	2
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	Community	Responsive Economy	3
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	Community	Safe Community	0
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	Community	Welcoming Community	2
Culture and Recreation Services	Tourism Advertising, Education and Visitor Information	Community	Well-Planned Community	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	Truth and Reconciliation	BPA	Demand	4
Culture and Recreation Services	Truth and Reconciliation	BPA	Mandate	1
Culture and Recreation Services	Truth and Reconciliation	BPA	Population Served	4
Culture and Recreation Services	Truth and Reconciliation	BPA	Cost Recovery	0
Culture and Recreation Services	Truth and Reconciliation	BPA	Reliance	2
Culture and Recreation Services	Truth and Reconciliation	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Truth and Reconciliation	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Truth and Reconciliation	Community	Responsive Economy	1
Culture and Recreation Services	Truth and Reconciliation	Community	Safe Community	0
Culture and Recreation Services	Truth and Reconciliation	Community	Welcoming Community	4
Culture and Recreation Services	Truth and Reconciliation	Community	Well-Planned Community	0
Culture and Recreation Services	Indoor Ice Arenas	BPA	Demand	2
Culture and Recreation Services	Indoor Ice Arenas	BPA	Mandate	1
Culture and Recreation Services	Indoor Ice Arenas	BPA	Population Served	2
Culture and Recreation Services	Indoor Ice Arenas	BPA	Cost Recovery	3
Culture and Recreation Services	Indoor Ice Arenas	BPA	Reliance	2
Culture and Recreation Services	Indoor Ice Arenas	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Indoor Ice Arenas	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Indoor Ice Arenas	Community	Responsive Economy	2
Culture and Recreation Services	Indoor Ice Arenas	Community	Safe Community	0
Culture and Recreation Services	Indoor Ice Arenas	Community	Welcoming Community	2
Culture and Recreation Services	Indoor Ice Arenas	Community	Well-Planned Community	0
Culture and Recreation Services	Indoor Dry Surface Arenas	BPA	Demand	2
Culture and Recreation Services	Indoor Dry Surface Arenas	BPA	Mandate	1
Culture and Recreation Services	Indoor Dry Surface Arenas	BPA	Population Served	2
Culture and Recreation Services	Indoor Dry Surface Arenas	BPA	Cost Recovery	1
Culture and Recreation Services	Indoor Dry Surface Arenas	BPA	Reliance	2
Culture and Recreation Services	Indoor Dry Surface Arenas	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Indoor Dry Surface Arenas	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Indoor Dry Surface Arenas	Community	Responsive Economy	3
Culture and Recreation Services	Indoor Dry Surface Arenas	Community	Safe Community	0
Culture and Recreation Services	Indoor Dry Surface Arenas	Community	Welcoming Community	2
Culture and Recreation Services	Indoor Dry Surface Arenas	Community	Well-Planned Community	0
Culture and Recreation Services	Indoor Field	BPA	Demand	0
Culture and Recreation Services	Indoor Field	BPA	Mandate	1
Culture and Recreation Services	Indoor Field	BPA	Population Served	2
Culture and Recreation Services	Indoor Field	BPA	Cost Recovery	3
Culture and Recreation Services	Indoor Field	BPA	Reliance	2
Culture and Recreation Services	Indoor Field	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Indoor Field	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Indoor Field	Community	Responsive Economy	3
Culture and Recreation Services	Indoor Field	Community	Safe Community	0
Culture and Recreation Services	Indoor Field	Community	Welcoming Community	2
Culture and Recreation Services	Indoor Field	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	BPA	Demand	2
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	BPA	Mandate	1
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	BPA	Population Served	2
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	BPA	Cost Recovery	1
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	BPA	Reliance	2
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	Community	Responsive Economy	0
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	Community	Safe Community	0
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	Community	Welcoming Community	2
Culture and Recreation Services	Gymnasium and Flex Hall-Rentals/Programs	Community	Well-Planned Community	0
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	BPA	Demand	2
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	BPA	Mandate	1
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	BPA	Population Served	2
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	BPA	Cost Recovery	3
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	BPA	Reliance	2
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	Community	Responsive Economy	0
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	Community	Safe Community	0
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	Community	Welcoming Community	2
Culture and Recreation Services	Gymnasium and Flex Hall-Spontaneous Use	Community	Well-Planned Community	0
Culture and Recreation Services	Taurus Field	BPA	Demand	2
Culture and Recreation Services	Taurus Field	BPA	Mandate	1
Culture and Recreation Services	Taurus Field	BPA	Population Served	2
Culture and Recreation Services	Taurus Field	BPA	Cost Recovery	2
Culture and Recreation Services	Taurus Field	BPA	Reliance	0
Culture and Recreation Services	Taurus Field	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Taurus Field	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Taurus Field	Community	Responsive Economy	1
Culture and Recreation Services	Taurus Field	Community	Safe Community	0
Culture and Recreation Services	Taurus Field	Community	Welcoming Community	2
Culture and Recreation Services	Taurus Field	Community	Well-Planned Community	0
Culture and Recreation Services	Fitness Centre	BPA	Demand	0
Culture and Recreation Services	Fitness Centre	BPA	Mandate	1
Culture and Recreation Services	Fitness Centre	BPA	Population Served	2
Culture and Recreation Services	Fitness Centre	BPA	Cost Recovery	4
Culture and Recreation Services	Fitness Centre	BPA	Reliance	0
Culture and Recreation Services	Fitness Centre	Community	Well-Planned and Maintained Infrastructure	1
Culture and Recreation Services	Fitness Centre	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Fitness Centre	Community	Responsive Economy	1
Culture and Recreation Services	Fitness Centre	Community	Safe Community	1
Culture and Recreation Services	Fitness Centre	Community	Welcoming Community	2
Culture and Recreation Services	Fitness Centre	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	Fitness and Wellness Programs	BPA	Demand	2
Culture and Recreation Services	Fitness and Wellness Programs	BPA	Mandate	1
Culture and Recreation Services	Fitness and Wellness Programs	BPA	Population Served	2
Culture and Recreation Services	Fitness and Wellness Programs	BPA	Cost Recovery	3
Culture and Recreation Services	Fitness and Wellness Programs	BPA	Reliance	0
Culture and Recreation Services	Fitness and Wellness Programs	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Fitness and Wellness Programs	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Fitness and Wellness Programs	Community	Responsive Economy	1
Culture and Recreation Services	Fitness and Wellness Programs	Community	Safe Community	1
Culture and Recreation Services	Fitness and Wellness Programs	Community	Welcoming Community	2
Culture and Recreation Services	Fitness and Wellness Programs	Community	Well-Planned Community	0
Culture and Recreation Services	Aquatics-Rentals	BPA	Demand	2
Culture and Recreation Services	Aquatics-Rentals	BPA	Mandate	1
Culture and Recreation Services	Aquatics-Rentals	BPA	Population Served	2
Culture and Recreation Services	Aquatics-Rentals	BPA	Cost Recovery	1
Culture and Recreation Services	Aquatics-Rentals	BPA	Reliance	2
Culture and Recreation Services	Aquatics-Rentals	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Aquatics-Rentals	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Aquatics-Rentals	Community	Responsive Economy	0
Culture and Recreation Services	Aquatics-Rentals	Community	Safe Community	0
Culture and Recreation Services	Aquatics-Rentals	Community	Welcoming Community	3
Culture and Recreation Services	Aquatics-Rentals	Community	Well-Planned Community	0
Culture and Recreation Services	Aquatics-Spontaneous Use	BPA	Demand	2
Culture and Recreation Services	Aquatics-Spontaneous Use	BPA	Mandate	1
Culture and Recreation Services	Aquatics-Spontaneous Use	BPA	Population Served	4
Culture and Recreation Services	Aquatics-Spontaneous Use	BPA	Cost Recovery	2
Culture and Recreation Services	Aquatics-Spontaneous Use	BPA	Reliance	2
Culture and Recreation Services	Aquatics-Spontaneous Use	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Aquatics-Spontaneous Use	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Aquatics-Spontaneous Use	Community	Responsive Economy	0
Culture and Recreation Services	Aquatics-Spontaneous Use	Community	Safe Community	0
Culture and Recreation Services	Aquatics-Spontaneous Use	Community	Welcoming Community	3
Culture and Recreation Services	Aquatics-Spontaneous Use	Community	Well-Planned Community	0
Culture and Recreation Services	Aquatics-Programs	BPA	Demand	2
Culture and Recreation Services	Aquatics-Programs	BPA	Mandate	1
Culture and Recreation Services	Aquatics-Programs	BPA	Population Served	2
Culture and Recreation Services	Aquatics-Programs	BPA	Cost Recovery	2
Culture and Recreation Services	Aquatics-Programs	BPA	Reliance	2
Culture and Recreation Services	Aquatics-Programs	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Aquatics-Programs	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Aquatics-Programs	Community	Responsive Economy	0
Culture and Recreation Services	Aquatics-Programs	Community	Safe Community	2
Culture and Recreation Services	Aquatics-Programs	Community	Welcoming Community	3
Culture and Recreation Services	Aquatics-Programs	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	City Camp Programs	BPA	Demand	2
Culture and Recreation Services	City Camp Programs	BPA	Mandate	1
Culture and Recreation Services	City Camp Programs	BPA	Population Served	2
Culture and Recreation Services	City Camp Programs	BPA	Cost Recovery	3
Culture and Recreation Services	City Camp Programs	BPA	Reliance	0
Culture and Recreation Services	City Camp Programs	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	City Camp Programs	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	City Camp Programs	Community	Responsive Economy	0
Culture and Recreation Services	City Camp Programs	Community	Safe Community	1
Culture and Recreation Services	City Camp Programs	Community	Welcoming Community	3
Culture and Recreation Services	City Camp Programs	Community	Well-Planned Community	0
Culture and Recreation Services	Access Programs and Services	BPA	Demand	4
Culture and Recreation Services	Access Programs and Services	BPA	Mandate	2
Culture and Recreation Services	Access Programs and Services	BPA	Population Served	2
Culture and Recreation Services	Access Programs and Services	BPA	Cost Recovery	1
Culture and Recreation Services	Access Programs and Services	BPA	Reliance	2
Culture and Recreation Services	Access Programs and Services	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Access Programs and Services	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Access Programs and Services	Community	Responsive Economy	1
Culture and Recreation Services	Access Programs and Services	Community	Safe Community	1
Culture and Recreation Services	Access Programs and Services	Community	Welcoming Community	4
Culture and Recreation Services	Access Programs and Services	Community	Well-Planned Community	1
Culture and Recreation Services	Childminding Services	BPA	Demand	2
Culture and Recreation Services	Childminding Services	BPA	Mandate	1
Culture and Recreation Services	Childminding Services	BPA	Population Served	0
Culture and Recreation Services	Childminding Services	BPA	Cost Recovery	1
Culture and Recreation Services	Childminding Services	BPA	Reliance	0
Culture and Recreation Services	Childminding Services	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Childminding Services	Community	Thriving Recreation, Culture & Parks	1
Culture and Recreation Services	Childminding Services	Community	Responsive Economy	0
Culture and Recreation Services	Childminding Services	Community	Safe Community	0
Culture and Recreation Services	Childminding Services	Community	Welcoming Community	1
Culture and Recreation Services	Childminding Services	Community	Well-Planned Community	0
Culture and Recreation Services	Facility Bookings	BPA	Demand	4
Culture and Recreation Services	Facility Bookings	BPA	Mandate	0
Culture and Recreation Services	Facility Bookings	BPA	Population Served	4
Culture and Recreation Services	Facility Bookings	BPA	Cost Recovery	1
Culture and Recreation Services	Facility Bookings	BPA	Reliance	2
Culture and Recreation Services	Facility Bookings	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Facility Bookings	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Facility Bookings	Community	Responsive Economy	1
Culture and Recreation Services	Facility Bookings	Community	Safe Community	0
Culture and Recreation Services	Facility Bookings	Community	Welcoming Community	1
Culture and Recreation Services	Facility Bookings	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Culture and Recreation Services	Community Support	BPA	Demand	2
Culture and Recreation Services	Community Support	BPA	Mandate	2
Culture and Recreation Services	Community Support	BPA	Population Served	0
Culture and Recreation Services	Community Support	BPA	Cost Recovery	1
Culture and Recreation Services	Community Support	BPA	Reliance	0
Culture and Recreation Services	Community Support	Community	Well-Planned and Maintained Infrastructure	0
Culture and Recreation Services	Community Support	Community	Thriving Recreation, Culture & Parks	4
Culture and Recreation Services	Community Support	Community	Responsive Economy	2
Culture and Recreation Services	Community Support	Community	Safe Community	0
Culture and Recreation Services	Community Support	Community	Welcoming Community	4
Culture and Recreation Services	Community Support	Community	Well-Planned Community	1
Protective Services	Conventional Traffic Enforcement	BPA	Demand	4
Protective Services	Conventional Traffic Enforcement	BPA	Mandate	3
Protective Services	Conventional Traffic Enforcement	BPA	Population Served	2
Protective Services	Conventional Traffic Enforcement	BPA	Cost Recovery	2
Protective Services	Conventional Traffic Enforcement	BPA	Reliance	2
Protective Services	Conventional Traffic Enforcement	Community	Well-Planned and Maintained Infrastructure	0
Protective Services	Conventional Traffic Enforcement	Community	Thriving Recreation, Culture & Parks	0
Protective Services	Conventional Traffic Enforcement	Community	Responsive Economy	0
Protective Services	Conventional Traffic Enforcement	Community	Safe Community	3
Protective Services	Conventional Traffic Enforcement	Community	Welcoming Community	1
Protective Services	Conventional Traffic Enforcement	Community	Well-Planned Community	0
Protective Services	Automated Traffic Enforcement	BPA	Demand	4
Protective Services	Automated Traffic Enforcement	BPA	Mandate	3
Protective Services	Automated Traffic Enforcement	BPA	Population Served	2
Protective Services	Automated Traffic Enforcement	BPA	Cost Recovery	4
Protective Services	Automated Traffic Enforcement	BPA	Reliance	2
Protective Services	Automated Traffic Enforcement	Community	Well-Planned and Maintained Infrastructure	0
Protective Services	Automated Traffic Enforcement	Community	Thriving Recreation, Culture & Parks	0
Protective Services	Automated Traffic Enforcement	Community	Responsive Economy	0
Protective Services	Automated Traffic Enforcement	Community	Safe Community	2
Protective Services	Automated Traffic Enforcement	Community	Welcoming Community	0
Protective Services	Automated Traffic Enforcement	Community	Well-Planned Community	0
Protective Services	Commercial Vehicle Enforcement	BPA	Demand	4
Protective Services	Commercial Vehicle Enforcement	BPA	Mandate	3
Protective Services	Commercial Vehicle Enforcement	BPA	Population Served	2
Protective Services	Commercial Vehicle Enforcement	BPA	Cost Recovery	1
Protective Services	Commercial Vehicle Enforcement	BPA	Reliance	2
Protective Services	Commercial Vehicle Enforcement	Community	Well-Planned and Maintained Infrastructure	1
Protective Services	Commercial Vehicle Enforcement	Community	Thriving Recreation, Culture & Parks	0
Protective Services	Commercial Vehicle Enforcement	Community	Responsive Economy	0
Protective Services	Commercial Vehicle Enforcement	Community	Safe Community	3
Protective Services	Commercial Vehicle Enforcement	Community	Welcoming Community	1
Protective Services	Commercial Vehicle Enforcement	Community	Well-Planned Community	0

Department	Program Name	Result/BPA Type	Result/BPA	Score
Protective Services	Animal Control	BPA	Demand	4
Protective Services	Animal Control	BPA	Mandate	3
Protective Services	Animal Control	BPA	Population Served	0
Protective Services	Animal Control	BPA	Cost Recovery	4
Protective Services	Animal Control	BPA	Reliance	2
Protective Services	Animal Control	Community	Well-Planned and Maintained Infrastructure	0
Protective Services	Animal Control	Community	Thriving Recreation, Culture & Parks	1
Protective Services	Animal Control	Community	Responsive Economy	0
Protective Services	Animal Control	Community	Safe Community	4
Protective Services	Animal Control	Community	Welcoming Community	2
Protective Services	Animal Control	Community	Well-Planned Community	0
Protective Services	Municipal Enforcement	BPA	Demand	0
Protective Services	Municipal Enforcement	BPA	Mandate	3
Protective Services	Municipal Enforcement	BPA	Population Served	2
Protective Services	Municipal Enforcement	BPA	Cost Recovery	1
Protective Services	Municipal Enforcement	BPA	Reliance	2
Protective Services	Municipal Enforcement	Community	Well-Planned and Maintained Infrastructure	0
Protective Services	Municipal Enforcement	Community	Thriving Recreation, Culture & Parks	2
Protective Services	Municipal Enforcement	Community	Responsive Economy	1
Protective Services	Municipal Enforcement	Community	Safe Community	4
Protective Services	Municipal Enforcement	Community	Welcoming Community	2
Protective Services	Municipal Enforcement	Community	Well-Planned Community	1
Protective Services	Protective Services Analysis	BPA	Demand	4
Protective Services	Protective Services Analysis	BPA	Mandate	1
Protective Services	Protective Services Analysis	BPA	Population Served	0
Protective Services	Protective Services Analysis	BPA	Cost Recovery	0
Protective Services	Protective Services Analysis	BPA	Reliance	2
Protective Services	Protective Services Analysis	Community	Well-Planned and Maintained Infrastructure	0
Protective Services	Protective Services Analysis	Community	Thriving Recreation, Culture & Parks	0
Protective Services	Protective Services Analysis	Community	Responsive Economy	0
Protective Services	Protective Services Analysis	Community	Safe Community	2
Protective Services	Protective Services Analysis	Community	Welcoming Community	0
Protective Services	Protective Services Analysis	Community	Well-Planned Community	0
Protective Services	General Duty Response to Calls	BPA	Demand	4
Protective Services	General Duty Response to Calls	BPA	Mandate	4
Protective Services	General Duty Response to Calls	BPA	Population Served	2
Protective Services	General Duty Response to Calls	BPA	Cost Recovery	1
Protective Services	General Duty Response to Calls	BPA	Reliance	2
Protective Services	General Duty Response to Calls	Community	Well-Planned and Maintained Infrastructure	0
Protective Services	General Duty Response to Calls	Community	Thriving Recreation, Culture & Parks	2
Protective Services	General Duty Response to Calls	Community	Responsive Economy	1
Protective Services	General Duty Response to Calls	Community	Safe Community	4
Protective Services	General Duty Response to Calls	Community	Welcoming Community	1
Protective Services	General Duty Response to Calls	Community	Well-Planned Community	0

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

Department	Program Name	Result/BPA Type	Result/BPA	Score
Protective Services	Policing Committee	BPA	Demand	0
Protective Services	Policing Committee	BPA	Mandate	3
Protective Services	Policing Committee	BPA	Population Served	2
Protective Services	Policing Committee	BPA	Cost Recovery	0
Protective Services	Policing Committee	BPA	Reliance	4
Protective Services	Policing Committee	Community	Well-Planned and Maintained Infrastructure	0
Protective Services	Policing Committee	Community	Thriving Recreation, Culture & Parks	0
Protective Services	Policing Committee	Community	Responsive Economy	0
Protective Services	Policing Committee	Community	Safe Community	1
Protective Services	Policing Committee	Community	Welcoming Community	1
Protective Services	Policing Committee	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	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
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	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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	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
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	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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
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	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
Family & Community Support Services	Community Development, Planning, Engagement and Support	BPA	Demand	4
Family & Community Support Services	Community Development, Planning, Engagement and Support	BPA	Mandate	2
Family & Community Support Services	Community Development, Planning, Engagement and Support	BPA	Population Served	2
Family & Community Support Services	Community Development, Planning, Engagement and Support	BPA	Cost Recovery	3
Family & Community Support Services	Community Development, Planning, Engagement and Support	BPA	Reliance	2
Family & Community Support Services	Community Development, Planning, Engagement and Support	Governance	Collaboration	4
Family & Community Support Services	Community Development, Planning, Engagement and Support	Governance	Financial Stewardship	0
Family & Community Support Services	Community Development, Planning, Engagement and Support	Governance	Operational Excellence	2
Family & Community Support Services	Community Development, Planning, Engagement and Support	Governance	Resource Management	0
Family & Community Support Services	Community Development, Planning, Engagement and Support	Governance	Service Excellence	3
Family & Community Support Services	Community Events	BPA	Demand	0
Family & Community Support Services	Community Events	BPA	Mandate	0
Family & Community Support Services	Community Events	BPA	Population Served	2
Family & Community Support Services	Community Events	BPA	Cost Recovery	3
Family & Community Support Services	Community Events	BPA	Reliance	2
Family & Community Support Services	Community Events	Community	Well-Planned and Maintained Infrastructure	0
Family & Community Support Services	Community Events	Community	Thriving Recreation, Culture & Parks	2
Family & Community Support Services	Community Events	Community	Responsive Economy	0
Family & Community Support Services	Community Events	Community	Safe Community	0
Family & Community Support Services	Community Events	Community	Welcoming Community	3
Family & Community Support Services	Community Events	Community	Well-Planned Community	1

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

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

Department	Program Name	Result/BPA Type	Result/BPA	Score
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	BPA	Demand	4
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	BPA	Mandate	0
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	BPA	Population Served	2
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	BPA	Cost Recovery	0
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	BPA	Reliance	2
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	Community	Well-Planned and Maintained Infrastructure	0
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	Community	Thriving Recreation, Culture & Parks	2
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	Community	Responsive Economy	1
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	Community	Safe Community	1
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	Community	Welcoming Community	4
Family & Community Support Services	Municipal Grants to Non-Profit Organizations	Community	Well-Planned Community	1
Family & Community Support Services	Diversity and Inclusion	BPA	Demand	0
Family & Community Support Services	Diversity and Inclusion	BPA	Mandate	2
Family & Community Support Services	Diversity and Inclusion	BPA	Population Served	4
Family & Community Support Services	Diversity and Inclusion	BPA	Cost Recovery	0
Family & Community Support Services	Diversity and Inclusion	BPA	Reliance	2
Family & Community Support Services	Diversity and Inclusion	Governance	Collaboration	4
Family & Community Support Services	Diversity and Inclusion	Governance	Financial Stewardship	0
Family & Community Support Services	Diversity and Inclusion	Governance	Operational Excellence	1
Family & Community Support Services	Diversity and Inclusion	Governance	Resource Management	2
Family & Community Support Services	Diversity and Inclusion	Governance	Service Excellence	4
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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	BPA	Demand	2
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	BPA	Mandate	4
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	BPA	Population Served	0
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	BPA	Cost Recovery	4
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	BPA	Reliance	2
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	Governance	Collaboration	0
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	Governance	Financial Stewardship	3
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	Governance	Operational Excellence	1
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	Governance	Resource Management	1
Financial Services	Property Tax Rates, Annual and Supplementary Property Taxes, Tax Arrears and Tax Recovery	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	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
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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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	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	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	Asset Management	BPA	Demand	4
Financial Services	Asset Management	BPA	Mandate	2
Financial Services	Asset Management	BPA	Population Served	4
Financial Services	Asset Management	BPA	Cost Recovery	0
Financial Services	Asset Management	BPA	Reliance	2
Financial Services	Asset Management	Governance	Collaboration	0
Financial Services	Asset Management	Governance	Financial Stewardship	3
Financial Services	Asset Management	Governance	Operational Excellence	2
Financial Services	Asset Management	Governance	Resource Management	4
Financial Services	Asset Management	Governance	Service Excellence	1

Department	Program Name	Result/BPA Type	Result/BPA	Score
Financial Services	Operating Budget and 3 Year Financial Planning Operating Forecasts	BPA	Demand	2
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	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	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	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
Information Technology	Network Infrastructure	BPA	Demand	4
Information Technology	Network Infrastructure	BPA	Mandate	1
Information Technology	Network Infrastructure	BPA	Population Served	4
Information Technology	Network Infrastructure	BPA	Cost Recovery	0
Information Technology	Network Infrastructure	BPA	Reliance	2
Information Technology	Network Infrastructure	Governance	Collaboration	0
Information Technology	Network Infrastructure	Governance	Financial Stewardship	0
Information Technology	Network Infrastructure	Governance	Operational Excellence	4
Information Technology	Network Infrastructure	Governance	Resource Management	3
Information Technology	Network Infrastructure	Governance	Service Excellence	2

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

Department	Program Name	Result/BPA Type	Result/BPA	Score
Information Technology	IT Security and Data Management	BPA	Demand	4
Information Technology	IT Security and Data Management	BPA	Mandate	1
Information Technology	IT Security and Data Management	BPA	Population Served	4
Information Technology	IT Security and Data Management	BPA	Cost Recovery	0
Information Technology	IT Security and Data Management	BPA	Reliance	2
Information Technology	IT Security and Data Management	Governance	Collaboration	2
Information Technology	IT Security and Data Management	Governance	Financial Stewardship	0
Information Technology	IT Security and Data Management	Governance	Operational Excellence	4
Information Technology	IT Security and Data Management	Governance	Resource Management	2
Information Technology	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	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	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	Financial Stewardship	2
People Services	Health and Safety	Governance	Operational Excellence	4
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	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	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 Communications	Communications Planning and Consulting	BPA	Demand	2
Corporate Communications	Communications Planning and Consulting	BPA	Mandate	1
Corporate Communications	Communications Planning and Consulting	BPA	Population Served	2
Corporate Communications	Communications Planning and Consulting	BPA	Cost Recovery	0
Corporate Communications	Communications Planning and Consulting	BPA	Reliance	2
Corporate Communications	Communications Planning and Consulting	Governance	Collaboration	0
Corporate Communications	Communications Planning and Consulting	Governance	Financial Stewardship	0
Corporate Communications	Communications Planning and Consulting	Governance	Operational Excellence	2
Corporate Communications	Communications Planning and Consulting	Governance	Resource Management	0
Corporate Communications	Communications Planning and Consulting	Governance	Service Excellence	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Corporate Communications	Public Engagement and Community Relations	BPA	Demand	2
Corporate Communications	Public Engagement and Community Relations	BPA	Mandate	0
Corporate Communications	Public Engagement and Community Relations	BPA	Population Served	2
Corporate Communications	Public Engagement and Community Relations	BPA	Cost Recovery	0
Corporate Communications	Public Engagement and Community Relations	BPA	Reliance	2
Corporate Communications	Public Engagement and Community Relations	Governance	Collaboration	2
Corporate Communications	Public Engagement and Community Relations	Governance	Financial Stewardship	0
Corporate Communications	Public Engagement and Community Relations	Governance	Operational Excellence	1
Corporate Communications	Public Engagement and Community Relations	Governance	Resource Management	0
Corporate Communications	Public Engagement and Community Relations	Governance	Service Excellence	1
Corporate Communications	Communication Services	BPA	Demand	4
Corporate Communications	Communication Services	BPA	Mandate	1
Corporate Communications	Communication Services	BPA	Population Served	4
Corporate Communications	Communication Services	BPA	Cost Recovery	0
Corporate Communications	Communication Services	BPA	Reliance	2
Corporate Communications	Communication Services	Governance	Collaboration	2
Corporate Communications	Communication Services	Governance	Financial Stewardship	0
Corporate Communications	Communication Services	Governance	Operational Excellence	3
Corporate Communications	Communication Services	Governance	Resource Management	0
Corporate Communications	Communication Services	Governance	Service Excellence	3
Corporate Communications	Production and Creative Services	BPA	Demand	2
Corporate Communications	Production and Creative Services	BPA	Mandate	0
Corporate Communications	Production and Creative Services	BPA	Population Served	2
Corporate Communications	Production and Creative Services	BPA	Cost Recovery	1
Corporate Communications	Production and Creative Services	BPA	Reliance	2
Corporate Communications	Production and Creative Services	Governance	Collaboration	0
Corporate Communications	Production and Creative Services	Governance	Financial Stewardship	0
Corporate Communications	Production and Creative Services	Governance	Operational Excellence	2
Corporate Communications	Production and Creative Services	Governance	Resource Management	0
Corporate Communications	Production and Creative Services	Governance	Service Excellence	2
Corporate Communications	Advertising and Marketing	BPA	Demand	2
Corporate Communications	Advertising and Marketing	BPA	Mandate	2
Corporate Communications	Advertising and Marketing	BPA	Population Served	4
Corporate Communications	Advertising and Marketing	BPA	Cost Recovery	0
Corporate Communications	Advertising and Marketing	BPA	Reliance	2
Corporate Communications	Advertising and Marketing	Governance	Collaboration	1
Corporate Communications	Advertising and Marketing	Governance	Financial Stewardship	0
Corporate Communications	Advertising and Marketing	Governance	Operational Excellence	2
Corporate Communications	Advertising and Marketing	Governance	Resource Management	0
Corporate Communications	Advertising and Marketing	Governance	Service Excellence	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Legislative Services	Council and Council Meeting Support	BPA	Demand	4
Legislative Services	Council and Council Meeting Support	BPA	Mandate	3
Legislative Services	Council and Council Meeting Support	BPA	Population Served	4
Legislative Services	Council and Council Meeting Support	BPA	Cost Recovery	0
Legislative Services	Council and Council Meeting Support	BPA	Reliance	4
Legislative Services	Council and Council Meeting Support	Governance	Collaboration	1
Legislative Services	Council and Council Meeting Support	Governance	Financial Stewardship	1
Legislative Services	Council and Council Meeting Support	Governance	Operational Excellence	2
Legislative Services	Council and Council Meeting Support	Governance	Resource Management	2
Legislative Services	Council and Council Meeting Support	Governance	Service Excellence	3
Legislative Services	Assessment Review Board	BPA	Demand	2
Legislative Services	Assessment Review Board	BPA	Mandate	4
Legislative Services	Assessment Review Board	BPA	Population Served	2
Legislative Services	Assessment Review Board	BPA	Cost Recovery	1
Legislative Services	Assessment Review Board	BPA	Reliance	4
Legislative Services	Assessment Review Board	Governance	Collaboration	2
Legislative Services	Assessment Review Board	Governance	Financial Stewardship	1
Legislative Services	Assessment Review Board	Governance	Operational Excellence	1
Legislative Services	Assessment Review Board	Governance	Resource Management	0
Legislative Services	Assessment Review Board	Governance	Service Excellence	3
Legislative Services	Subdivision and Development Appeal Board	BPA	Demand	2
Legislative Services	Subdivision and Development Appeal Board	BPA	Mandate	4
Legislative Services	Subdivision and Development Appeal Board	BPA	Population Served	2
Legislative Services	Subdivision and Development Appeal Board	BPA	Cost Recovery	1
Legislative Services	Subdivision and Development Appeal Board	BPA	Reliance	4
Legislative Services	Subdivision and Development Appeal Board	Governance	Collaboration	3
Legislative Services	Subdivision and Development Appeal Board	Governance	Financial Stewardship	1
Legislative Services	Subdivision and Development Appeal Board	Governance	Operational Excellence	2
Legislative Services	Subdivision and Development Appeal Board	Governance	Resource Management	0
Legislative Services	Subdivision and Development Appeal Board	Governance	Service Excellence	3
Legislative Services	Insurance Administration and Risk Management	BPA	Demand	4
Legislative Services	Insurance Administration and Risk Management	BPA	Mandate	2
Legislative Services	Insurance Administration and Risk Management	BPA	Population Served	4
Legislative Services	Insurance Administration and Risk Management	BPA	Cost Recovery	0
Legislative Services	Insurance Administration and Risk Management	BPA	Reliance	2
Legislative Services	Insurance Administration and Risk Management	Governance	Collaboration	2
Legislative Services	Insurance Administration and Risk Management	Governance	Financial Stewardship	2
Legislative Services	Insurance Administration and Risk Management	Governance	Operational Excellence	4
Legislative Services	Insurance Administration and Risk Management	Governance	Resource Management	2
Legislative Services	Insurance Administration and Risk Management	Governance	Service Excellence	3

Department	Program Name	Result/BPA Type	Result/BPA	Score
Legislative Services	Census	BPA	Demand	0
Legislative Services	Census	BPA	Mandate	1
Legislative Services	Census	BPA	Population Served	4
Legislative Services	Census	BPA	Cost Recovery	0
Legislative Services	Census	BPA	Reliance	2
Legislative Services	Census	Governance	Collaboration	2
Legislative Services	Census	Governance	Financial Stewardship	2
Legislative Services	Census	Governance	Operational Excellence	2
Legislative Services	Census	Governance	Resource Management	2
Legislative Services	Census	Governance	Service Excellence	1
Legislative Services	Legislative and Legal Support	BPA	Demand	4
Legislative Services	Legislative and Legal Support	BPA	Mandate	1
Legislative Services	Legislative and Legal Support	BPA	Population Served	2
Legislative Services	Legislative and Legal Support	BPA	Cost Recovery	0
Legislative Services	Legislative and Legal Support	BPA	Reliance	2
Legislative Services	Legislative and Legal Support	Governance	Collaboration	0
Legislative Services	Legislative and Legal Support	Governance	Financial Stewardship	2
Legislative Services	Legislative and Legal Support	Governance	Operational Excellence	2
Legislative Services	Legislative and Legal Support	Governance	Resource Management	1
Legislative Services	Legislative and Legal Support	Governance	Service Excellence	1
Legislative Services	Bylaw and Policy Development and Management	BPA	Demand	4
Legislative Services	Bylaw and Policy Development and Management	BPA	Mandate	4
Legislative Services	Bylaw and Policy Development and Management	BPA	Population Served	4
Legislative Services	Bylaw and Policy Development and Management	BPA	Cost Recovery	0
Legislative Services	Bylaw and Policy Development and Management	BPA	Reliance	2
Legislative Services	Bylaw and Policy Development and Management	Governance	Collaboration	3
Legislative Services	Bylaw and Policy Development and Management	Governance	Financial Stewardship	2
Legislative Services	Bylaw and Policy Development and Management	Governance	Operational Excellence	3
Legislative Services	Bylaw and Policy Development and Management	Governance	Resource Management	1
Legislative Services	Bylaw and Policy Development and Management	Governance	Service Excellence	3
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	BPA	Demand	4
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	BPA	Mandate	4
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	BPA	Population Served	2
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	BPA	Cost Recovery	1
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	BPA	Reliance	4
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	Governance	Collaboration	0
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	Governance	Financial Stewardship	0
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	Governance	Operational Excellence	1
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	Governance	Resource Management	0
Legislative Services	Freedom of Information and Protection of Privacy (FOIP)	Governance	Service Excellence	2

Department	Program Name	Result/BPA Type	Result/BPA	Score
Legislative Services	Contract and Agreement Administration	BPA	Demand	2
Legislative Services	Contract and Agreement Administration	BPA	Mandate	4
Legislative Services	Contract and Agreement Administration	BPA	Population Served	2
Legislative Services	Contract and Agreement Administration	BPA	Cost Recovery	0
Legislative Services	Contract and Agreement Administration	BPA	Reliance	2
Legislative Services	Contract and Agreement Administration	Governance	Collaboration	1
Legislative Services	Contract and Agreement Administration	Governance	Financial Stewardship	2
Legislative Services	Contract and Agreement Administration	Governance	Operational Excellence	2
Legislative Services	Contract and Agreement Administration	Governance	Resource Management	0
Legislative Services	Contract and Agreement Administration	Governance	Service Excellence	2
Legislative Services	Records Management	BPA	Demand	4
Legislative Services	Records Management	BPA	Mandate	3
Legislative Services	Records Management	BPA	Population Served	4
Legislative Services	Records Management	BPA	Cost Recovery	0
Legislative Services	Records Management	BPA	Reliance	4
Legislative Services	Records Management	Governance	Collaboration	1
Legislative Services	Records Management	Governance	Financial Stewardship	0
Legislative Services	Records Management	Governance	Operational Excellence	3
Legislative Services	Records Management	Governance	Resource Management	0
Legislative Services	Records Management	Governance	Service Excellence	4
Legislative Services	Elections	BPA	Demand	2
Legislative Services	Elections	BPA	Mandate	4
Legislative Services	Elections	BPA	Population Served	4
Legislative Services	Elections	BPA	Cost Recovery	0
Legislative Services	Elections	BPA	Reliance	2
Legislative Services	Elections	Governance	Collaboration	2
Legislative Services	Elections	Governance	Financial Stewardship	0
Legislative Services	Elections	Governance	Operational Excellence	1
Legislative Services	Elections	Governance	Resource Management	0
Legislative Services	Elections	Governance	Service Excellence	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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
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	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	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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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
Senior Leadership	Intergovernmental Relations and Advocacy	BPA	Demand	4
Senior Leadership	Intergovernmental Relations and Advocacy	BPA	Mandate	1
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	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	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
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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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
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	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
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	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

Department	Program Name	Result/BPA Type	Result/BPA	Score
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	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
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	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