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**DEPARTMENT OF FINANCE**

2016-2017 BUDGET ESTIMATES REVIEW

LEGISLATURE HANDOUT

**GRANTS IN LIEU OF PROPERTY TAXES**

**Department of Finance**  
**2016/2017**  
**Information to Support the Departmental Estimates**  
**Expenditure: Grants in Lieu of Property Taxes**

| Name                           | 2015/2016 Forecast |
|--------------------------------|--------------------|
| Airports/Port Authorities      | 247,173            |
| Community Halls                | 155,910            |
| Fire Halls                     | 99,567             |
| Hospitals                      | 310,000            |
| Libraries & Museums            | 48,292             |
| Recreation Centers             | 277,432            |
| Other Non-profit Organizations | 421,103            |
| Royal Canadian Legions         | 36,667             |
| Rinks                          | 457,267            |
| PEI Assn. of Exhibitions       | 6,348              |
| Youth Camps                    | 42,947             |
| Senior Citizen Clubs           | 3,038              |
|                                | <b>2,105,744</b>   |

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# **DEPARTMENT OF FINANCE**

2016-2017 BUDGET ESTIMATES REVIEW

LEGISLATURE HANDOUT

**OUT OF PROVINCE TRAVEL**

**DEPUTY MINISTER & SECRETARY TO TREASURY BOARD**

**Department of Finance**  
**2016/2017**  
**Information to Support the Departmental Estimates**  
**Expenditure: TRAVEL**

Division: DEPUTY MINISTER and SECRETARY TO TREASURY BOARD - OUT OF PROVINCE TRAVEL

| Position Title              | Destination     | Purpose                                   | Dates        | Amount |
|-----------------------------|-----------------|---|--------------|--------|
| Deputy Minister             | Toronto ON      | Sales Force Advisory Committee mtg        | Oct 14-16/15 | 1,101  |
| Deputy Minister             | St. Andrew's NB | Business prospecting                      | Nov 9/15     | 25     |
| Deputy Minister             | Halifax NS      | NS Deputy Minister of Finance mtg         | Nov 16-17/15 | 336    |
| Deputy Minister             | Ottawa ON       | F/P/T Finance Minister mtg                | Dec 20-22/15 | 1,239  |
| Deputy Minister             | Ottawa ON       | Federal Finance Minister mtg              | Feb 22-23/16 | 1,163  |
| Secretary to Treasury Board | Ottawa ON       | Federal Budget                            | Apr 20-22/15 | 1,678  |
| Secretary to Treasury Board | Saint John NB   | ALC Board Meeting                         | Apr 27-28/15 | 0      |
| Secretary to Treasury Board | Moncton NB      | ALC Board Meeting                         | May 13/15    | 0      |
| Secretary to Treasury Board | Moncton NB      | ALC Audit Committee Meeting               | May 27-28/15 | 0      |
| Secretary to Treasury Board | Digby NS        | ALC Annual General Meeting                | Jun 2-4/15   | 0      |
| Secretary to Treasury Board | Halifax NS      | ALC Ministers' Summit                     | Jun 21-22/15 | 219    |
| Secretary to Treasury Board | Dieppe NB       | ALC USA updates                           | Jul 21/15    | 141    |
| Secretary to Treasury Board | Moncton NB      | ALC Board Meeting/Audit Committee Meeting | Aug 19-20/15 | 0      |
| Secretary to Treasury Board | Halifax NS      | ALC Board Meeting                         | Sep 23-24/15 | 0      |
| Secretary to Treasury Board | Moncton NB      | ALC Board Meeting                         | Oct 8-9/15   | 0      |
| Secretary to Treasury Board | Toronto ON      | ILC Board Meeting                         | Oct 14-15/15 | 0      |
| Secretary to Treasury Board | Fredericton NB  | ALC Board Meeting/Audit Committee Meeting | Nov 18-19/15 | 0      |
| Secretary to Treasury Board | Moncton NB      | ALC Board Meeting                         | Dec 16-17/15 | 0      |
| Secretary to Treasury Board | Halifax NS      | ALC Audit Committee Meeting               | Jan 27-28/16 | 0      |
| Secretary to Treasury Board | Halifax NS      | ALC Board Meeting                         | Feb 23-24/16 | 0      |
| Secretary to Treasury Board | Toronto ON      | ILC Board Meeting                         | Mar 16-17/16 | 0      |
| Secretary to Treasury Board | Moncton NB      | ALC Governance & Board Meeting            | Mar 30-31/16 | 0      |

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# **DEPARTMENT OF FINANCE**

2016-2017 BUDGET ESTIMATES REVIEW

LEGISLATURE HANDOUT

**PROFESSIONAL AND CONTRACT SERVICES**

**Department of Finance**  
**2016/2017**  
**Information to Support the Departmental Estimates**  
**Expenditure: PROFESSIONAL AND CONTRACT SERVICES**

**Division: ADMINISTRATION**

**Section: DEBT & INVESTMENT MANAGEMENT**

| Number | Type       | Description          | Amount |
|--------|------------|----------------------|--------|
| 1      | CONSULTANT | BOND RATING SERVICES | 55,800 |
| 2      | CONSULTANT | BOND RATING SERVICES | 34,100 |
| 3      | CONSULTANT | BOND RATING SERVICES | 15,000 |

**Division: ECONOMICS, STATISTICS & FEDERAL FISCAL RELATIONS**

**Section: ECONOMICS, STATISTICS & FEDERAL FISCAL RELATIONS**

| Number | Type              | Description                            | Amount |
|--------|-------------------|--|--------|
| 4      | CONSULTANT        | PEI INPUT-OUTPUT MODEL UPDATE          | 15,380 |
| 5      | COMPUTER SERVICES | ECONOMICAL AND STATISTICAL INFORMATION | 17,615 |
| 6      | CONSULTANT        | STUDY ON HOUSEHOLD SPENDING            | 2,304  |

**Division: TAXATION & PROPERTY RECORDS**

**Section: TAXATION & PROPERTY RECORDS**

| Number | Type              | Description                                   | Amount |
|--------|-------------------|---|--------|
| 7      | CONSULTANT        | BRINKS PICKUP IN CHARLOTTETOWN AND SUMMERSIDE | 15,470 |
| 8      | COMPUTER SERVICES | ONSITE TECHNICAL SERVICES                     | 61,425 |

**Division: TREASURY BOARD SECRETARIAT**

**Section: RISK MANAGEMENT AND INSURANCE**

| Number | Type       | Description                      | Amount |
|--------|------------|----------------------------------|--------|
| 9      | CONSULTANT | LEGAL SERVICES- CONTRACT 2015-16 | 61,010 |

**Division: INFORMATION TECHNOLOGY SHARED SERVICES**

| Number | Type | Description | Amount |
|--------|------|-------------|--------|
|--------|------|-------------|--------|

**Section: BUSINESS INFRASTRUCTURE SERVICES**

|    |            |  |        |
|----|------------|--|--------|
| 10 | CONSULTANT | PROFESSIONAL SERVICE FOR NETWORK RESOURCE  | 43,338 |
| 11 | CONSULTANT | SERVICE CENTRE REVIEW OF OPERATIONS TO IMPROVE DELIVERY OF SERVICE AND INCREASE EFFICIENCIES | 49,000 |
| 12 | CONSULTANT | PROFESSIONAL SERVICES FOR UNION GRIEVANCES   | 825    |
| 13 | CONSULTANT | STABILIZATION OF BLACKBERRY & GROUPWISE ENVIRONMENTS   | 11,000 |
| 14 | CONSULTANT | PROFESSIONAL SERVICES FOR OPERATIONAL ANALYSIS OF PRINTING NEEDS/REQUIREMENTS                | 95,491 |
| 15 | CONSULTANT | PROFESSIONAL SERVICES FOR INSTALL & SUPPORT OF MICROSOFT PRODUCTS                            | 10,938 |
| 16 | CONSULTANT | WORKFLOW CONSULTING SERVICES   | 5,665  |

**Section: BUSINESS APPLICATION SERVICES**

|    |                   |   |         |
|----|-------------------|---|---------|
| 17 | COMPUTER SERVICES | PEOPLESFT PROJECT   | 629,800 |
| 18 | COMPUTER SERVICES | ALFRESCO SYSTEM SUPPORT   | 11,882  |
| 19 | COMPUTER SERVICES | PEI PLANNING DECISIONS ONLINE (BUILDING PERMITS, ZONING, BY-LAWS, ETC)                          | 16,000  |
| 20 | COMPUTER SERVICES | DRIVER VEHICLE SYSTEM (DVS), CLARITY UPGRADE, WINDOWS 7 UPGRADE                                 | 150,396 |
| 21 | COMPUTER SERVICES | INTEGRATED SYSTEMS MANAGEMENT (ISM) PROJECT   | 162,211 |
| 22 | COMPUTER SERVICES | TIE SUPPORT - FLEET FOCUS   | 65,485  |
| 23 | COMPUTER SERVICES | DVS REPLACEMENT PROJECT   | 1,450   |
| 24 | COMPUTER SERVICES | INTEGRATED SYSTEMS MANAGEMENT (ISM) SA & POWER BUILDER  | 260,915 |
| 25 | COMPUTER SERVICES | CLIENT REGISTRY SUPPORT (HEALTH)  | 134,878 |
| 26 | COMPUTER SERVICES | INTEGRATED CLAIMS SYSTEMS (ICS) SUPPORT   | 840,179 |
| 27 | COMPUTER SERVICES | ONE-CLIENT SERVICE MODEL (OCSM) WORKFORCE & ADVANCED LEARNING                                   | 299,696 |
| 28 | COMPUTER SERVICES | HEALTH FINANCIAL SYSTEM (HFS) ORACLE DATABASE SUPPORT   | 189,675 |
| 29 | COMPUTER SERVICES | DEPARTMENT OF FINANCE ORACLE DATABASE SUPPORT   | 220,000 |
| 30 | COMPUTER SERVICES | GOVERN (PROPERTY TAX) & CHRIS (COMPUTER HOSTED REGISTRY INFORMATION SYSTEM) INTERFACE TO ORACLE | 129,223 |
| 31 | COMPUTER SERVICES | HYPERION SUPPORT  | 50,781  |
| 32 | COMPUTER SERVICES | VITAL STATISTICS SUPPORT  | 42,525  |
| 33 | COMPUTER SERVICES | DVS REPLACEMENT PROJECT   | 36,550  |
| 34 | COMPUTER SERVICES | FLEET MANAGEMENT  | 9,751   |
| 35 | COMPUTER SERVICES | MISCELLANEOUS SMALL PROJECTS  | 10,839  |
| 36 | COMPUTER SERVICES | TREVLAC SUPPORT - SCHOOL ADMINISTRATOR SOFTWARE   | 10,929  |
| 37 | COMPUTER SERVICES | LABORATORY INFORMATION SYSTEM (LIS) ENHANCEMENTS  | 10,104  |
| 38 | CONSULTANT        | BUSINESS OBJECTS ENTERPRISE (CRYSTAL REPORTS) MAINTENANCE SUPPORT                               | 6,225   |

**Section: ENTERPRISE ARCHITECTURE**

|    |                   |                                    |        |
|----|-------------------|------------------------------------|--------|
| 39 | COMPUTER SERVICES | IT LEADERS ACCESS ADVISOR          | 30,300 |
| 40 | COMPUTER SERVICES | SMB ENTERPRISE ACCESS & PREVENTION | 64,300 |

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**DEPARTMENT OF FINANCE**

2016-2017 BUDGET ESTIMATES REVIEW

LEGISLATURE HANDOUT

**MUNICIPAL FUNDING REPORT**

**Department of Finance**  
**2016-2017**  
**Information to Support the Departmental Estimates**  
**Expenditure: MUNICIPAL FUNDING REPORT**

|                          | 2016/17 Grant<br>(excluding<br>equalization) | 2016/17<br>Equalization<br>Funding | Total 2016/17<br>Municipal<br>Grant | Total 2015/16<br>Municipal<br>Grant | Increase       |
|--------------------------|--|------------------------------------|-------------------------------------|-------------------------------------|----------------|
| <b>Cities</b>            |  |                                    |                                     |                                     |                |
| Charlottetown            | 10,984,903                                   | -                                  | 10,984,903                          | 10,876,141                          | 108,761        |
| Summerside               | 5,366,582                                    | 1,533,580                          | 6,900,163                           | 6,831,844                           | 68,318         |
|                          | <b>16,351,485</b>                            | <b>1,533,580</b>                   | <b>17,885,066</b>                   | <b>17,707,986</b>                   | <b>177,080</b> |
| <b>Towns/Communities</b> |  |                                    |                                     |                                     |                |
| Alberton                 | 172,842                                      | 157,457                            | 330,299                             | 327,029                             | 3,270          |
| Borden-Carleton          | 125,238                                      | -                                  | 125,238                             | 123,998                             | 1,240          |
| Cornwall                 | 439,654                                      | 313,761                            | 753,415                             | 745,956                             | 7,460          |
| Georgetown               | 95,546                                       | 215,979                            | 311,526                             | 308,441                             | 3,084          |
| Kensington               | 223,179                                      | 123,150                            | 346,328                             | 342,899                             | 3,429          |
| Montague                 | 215,733                                      | 299,431                            | 515,165                             | 510,064                             | 5,101          |
| O'Leary                  | 64,464                                       | 159,877                            | 224,341                             | 222,120                             | 2,221          |
| Souris                   | 213,183                                      | 151,594                            | 364,777                             | 361,165                             | 3,612          |
| Stratford                | 914,805                                      | -                                  | 914,805                             | 905,747                             | 9,057          |
| Tignish                  | 61,253                                       | 99,525                             | 160,778                             | 159,186                             | 1,592          |
|                          | <b>2,525,898</b>                             | <b>1,520,774</b>                   | <b>4,046,672</b>                    | <b>4,006,606</b>                    | <b>40,066</b>  |
| <b>Communities</b>       |  |                                    |                                     |                                     |                |
| Abrams Village           |  | 9,385                              | 9,385                               | 9,292                               | 93             |
| Bedeque & Area           |  | 14,872                             | 14,872                              | 14,725                              | 147            |
| Bonshaw                  |  | 5,055                              | 5,055                               | 5,005                               | 50             |
| Breadalbane              |  | 8,891                              | 8,891                               | 8,803                               | 88             |
| Cardigan                 |  | 32,642                             | 32,642                              | 32,318                              | 323            |
| Central Kings            |  | 2,310                              | 2,310                               | 2,287                               | 23             |
| Crapaud                  |  | 26,274                             | 26,274                              | 26,013                              | 260            |
| Darlington               |  | 1,743                              | 1,743                               | 1,726                               | 17             |
| Ellerslie-Bideford       |  | 8,972                              | 8,972                               | 8,883                               | 89             |
| Greenmount-Montrose      |  | 1,130                              | 1,130                               | 1,118                               | 11             |
| Hampshire                |  | 9,238                              | 9,238                               | 9,147                               | 91             |
| Hazelbrook               |  | 996                                | 996                                 | 986                                 | 10             |
| Hunter River             |  | 7,310                              | 7,310                               | 7,238                               | 72             |
| Kinkora                  |  | 48,200                             | 48,200                              | 47,722                              | 477            |
| Lady Slipper             |  | 11,167                             | 11,167                              | 11,057                              | 111            |
| Linkletter               |  | 3,900                              | 3,900                               | 3,861                               | 39             |
| Lorne Valley             |  | 4,137                              | 4,137                               | 4,096                               | 41             |
| Lot 11 and Area          |  | 4,740                              | 4,740                               | 4,693                               | 47             |
| Miltonvale Park          |  | 8,375                              | 8,375                               | 8,292                               | 83             |
| Miminegash               |  | 17,476                             | 17,476                              | 17,303                              | 173            |
| Miscouche                |  | 71,697                             | 71,697                              | 70,987                              | 710            |
| Morell                   |  | 48,842                             | 48,842                              | 48,358                              | 484            |
| Mt. Stewart              |  | 44,357                             | 44,357                              | 43,918                              | 439            |
| Murray Harbour           |  | 20,151                             | 20,151                              | 19,952                              | 200            |
| Murray River             |  | 27,189                             | 27,189                              | 26,919                              | 269            |
| New Haven-Riverdale      |  | 2,403                              | 2,403                               | 2,379                               | 24             |
| North Wiltshire          |  | 5,017                              | 5,017                               | 4,967                               | 50             |
| Pleasant Grove           |  | 5,532                              | 5,532                               | 5,477                               | 55             |
| St. Felix                |  | 4,713                              | 4,713                               | 4,666                               | 47             |
| St. Louis                |  | 1,543                              | 1,543                               | 1,528                               | 15             |
| St. Peters Bay           |  | 20,100                             | 20,100                              | 19,901                              | 199            |
| Tignish Shore            |  | 9,548                              | 9,548                               | 9,454                               | 95             |
| Tyne Valley              |  | 17,415                             | 17,415                              | 17,242                              | 172            |
| Union Road               |  | 6,080                              | 6,080                               | 6,019                               | 60             |
| Valleyfield              |  | 11,722                             | 11,722                              | 11,606                              | 116            |
| Warren Grove             |  | 6,935                              | 6,935                               | 6,867                               | 69             |
| Wellington               |  | 51,362                             | 51,362                              | 50,853                              | 509            |
| Winsloe South            |  | 1,699                              | 1,699                               | 1,682                               | 17             |
|                          | -  | <b>583,116</b>                     | <b>583,116</b>                      | <b>577,342</b>                      | <b>5,773</b>   |
| <b>Total</b>             | <b>18,877,383</b>                            | <b>3,637,470</b>                   | <b>22,514,854</b>                   | <b>22,291,934</b>                   | <b>222,919</b> |



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# **DEPARTMENT OF FINANCE**

2016-2017 BUDGET ESTIMATES REVIEW

LEGISLATURE HANDOUT

**SALARY POSITION LISTING**

**Department of Finance**  
**2016/2017**  
**Information to Support the Departmental Estimates**  
**Expenditure: SALARY**

| Division: ADMINISTRATION             |       |     |              |         |
|--------------------------------------|-------|-----|--------------|---------|
| Section: GENERAL                     |       |     | Salary Range |         |
| Position                             | Level | FTE | Low          | High    |
| Deputy Minister                      | SCP   | 1   | 116,684      | 151,579 |
| Legislative and Planning Coordinator | 18x   | 1   | 57,302       | 71,627  |
| Policy Development Officer           | 17    | 1   | 54,208       | 67,761  |
| Administrative Assistant             | 13x   | 1   | 45,568       | 54,248  |

  

| Section: DEBT AND INVESTMENT MANAGEMENT |       |     | Salary Range |        |
|---|-------|-----|--------------|--------|
| Position                                | Level | FTE | Low          | High   |
| Manager                                 | 23x   | 1   | 75,434       | 94,294 |
| Investment Officer                      | 20x   | 1   | 64,242       | 80,302 |
| Investment/ Pension Accountant          | 20x   | 1   | 64,242       | 80,302 |
| Banking Officer                         | 18x   | 1   | 57,302       | 71,627 |
| Administrative Assistant                | 12x   | 1   | 42,759       | 50,904 |

  

| Section: PENSIONS AND BENEFITS         |       |     | Salary Range |        |
|--|-------|-----|--------------|--------|
| Position                               | Level | FTE | Low          | High   |
| Manager                                | 24x   | 1   | 79,394       | 99,243 |
| Operations Supervisor                  | 21    | 1   | 67,040       | 83,784 |
| Accounting Officer                     | 19x   | 1   | 60,602       | 75,751 |
| Accounting Officer                     | 18x   | 1   | 57,302       | 71,627 |
| Audit Compliance Officer/Supervisor    | 16x   | 2   | 51,590       | 64,489 |
| Senior Pension Officer                 | 15x   | 1   | 49,108       | 61,386 |
| Accounting Clerk                       | 12x   | 1   | 42,759       | 50,904 |
| Jr. Pension Officer/Data Analyst/Admin | 11x   | 8   | 42,119       | 47,864 |

  

| Division: ECONOMICS, STATISTICS AND FEDERAL FISCAL RELATIONS |       |     |              |         |
|--|-------|-----|--------------|---------|
| Section: ECONOMICS, STATISTICS AND FEDERAL FISCAL RELATIONS  |       |     | Salary Range |         |
| Position   | Level | FTE | Low          | High    |
| Director   | 25x   | 1   | 83,563       | 104,453 |
| Economist  | 19x   | 1   | 60,602       | 75,751  |
| Economist  | 19    | 3   | 60,450       | 75,608  |

**Department of Finance**  
**2016/2017**  
**Information to Support the Departmental Estimates**  
**Expenditure: SALARY**

|   |  |  |  |  |
|---|--|--|--|--|
| <b>Division: TREASURY BOARD SECRETARIAT</b> |  |  |  |  |
|---|--|--|--|--|

| <b>Section: ADMINISTRATION</b> |       |     | <b>Salary Range</b> |         |
|--------------------------------|-------|-----|---------------------|---------|
| Position                       | Level | FTE | Low                 | High    |
| Secretary to Treasury Board    | SCP   | 1   | 116,684             | 151,579 |
| Budget Analyst                 | 20x   | 1   | 64,242              | 80,302  |
| Administrative Assistant       | 13x   | 1   | 45,568              | 54,248  |
| Administrative Assistant       | 12x   | 1   | 42,759              | 50,904  |

| <b>Section: FISCAL MANAGEMENT</b> |       |     | <b>Salary Range</b> |         |
|-----------------------------------|-------|-----|---------------------|---------|
| Position                          | Level | FTE | Low                 | High    |
| Executive Director                | 27x   | 1   | 92,567              | 115,708 |
| Budget Analyst                    | 22x   | 2   | 71,673              | 89,589  |

| <b>Section: RISK MANAGEMENT AND INSURANCE</b> |       |     | <b>Salary Range</b> |        |
|---|-------|-----|---------------------|--------|
| Position                                      | Level | FTE | Low                 | High   |
| Insurance Officer                             | 17    | 1   | 54,208              | 67,761 |
| Loss Analyst                                  | 16    | 1   | 51,490              | 64,342 |
| Administrative Support                        | 11    | 1   | 42,057              | 47,762 |

**Department of Finance**  
**2016/2017**  
**Information to Support the Departmental Estimates**  
**Expenditure: SALARY**

| Section: INFORMATION TECHNOLOGY SHARED SERVICES - BAS |       |     | Salary Range |        |
|---|-------|-----|--------------|--------|
| Position  | Level | FTE | Low          | High   |
| Director  | 24x   | 1   | 79,394       | 99,243 |
| Manager   | 21x   | 1   | 68,098       | 85,120 |
| Manager   | 20x   | 5   | 64,242       | 80,302 |
| Specialist/Consultant/Lead/Supervisor/Manager         | 19    | 28  | 60,450       | 75,608 |
| Release Change Coordinator                            | 18    | 1   | 57,195       | 71,489 |
| Specialist/Analyst                                    | 17    | 28  | 54,208       | 67,761 |
| Business Analyst                                      | 16    | 1   | 51,490       | 64,342 |
| Specialist/Analyst/Administrator                      | 15    | 11  | 48,977       | 61,252 |
| Specialist/Analyst/Administrator                      | 14    | 10  | 48,565       | 57,792 |
| Programmer Analyst                                    | 13    | 1   | 45,456       | 54,126 |
| CIS Admin Assistant                                   | 12    | 1   | 42,655       | 50,893 |
| Admin Assistant                                       | 11    | 1   | 42,057       | 47,762 |

| Section: INFORMATION TECHNOLOGY SHARED SERVICES - OTHER |       |     | Salary Range |         |
|---|-------|-----|--------------|---------|
| Position  | Level | FTE | Low          | High    |
| Chief Operations Officer                                | 26x   | 1   | 87,949       | 109,936 |
| Director  | 24x   | 1   | 79,394       | 99,243  |
| Supervisor/Consultant/Specialist/Manager                | 19    | 2   | 60,450       | 75,608  |
| Corporate Operations Coordinator                        | 18    | 1   | 57,195       | 71,489  |
| Access & Privacy Coordinator                            | 17x   | 1   | 54,315       | 67,894  |
| Security Specialist                                     | 17    | 1   | 54,208       | 67,761  |
| Accountant  | 15    | 1   | 48,977       | 61,252  |
| Financial Admin Officer                                 | 13    | 1   | 45,456       | 54,126  |

| Section: DOCUMENT PUBLISHING CENTRE      |       |     | Salary Range |        |
|--|-------|-----|--------------|--------|
| Position                                 | Level | FTE | Low          | High   |
| Manager                                  | 18    | 1   | 57,195       | 71,489 |
| Print Production & Pre-Press Coordinator | 13    | 1   | 45,456       | 54,126 |
| Mail Room Supervisor                     | 12    | 1   | 42,655       | 50,893 |
| Digital Imaging Specialist               | 11    | 2   | 42,057       | 47,762 |
| Admin Support/Bindery Operator           | 10    | 1   | 39,585       | 44,981 |
| Mail Room Operator                       | 8     | 1   | 37,031       | 40,183 |