



THE TOWN OF ROCKY MOUNTAIN HOUSE

Service Level Review

What is a Service Level Review?

A Service Level Review is a systematic review of municipal services and programs, designed to help municipalities evaluate and determine the most fiscally responsible and appropriate way to deliver these services and programs. It is also one of the earliest steps in a priority budgeting process. The process allows municipalities to set priorities and creates potential for innovative, efficient and cost-saving methods to deliver services that a municipality has deemed as important or essential. A review of local services and programs, can be undertaken to improve a current service, meet new service demands and/or maintain a current service by finding efficiencies to reduce the costs of delivering it, for example.

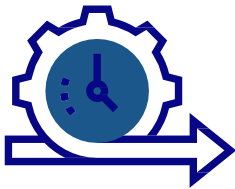
The first step is to define what constitutes a program. Often the thought is that it is something the Town offers or provides to the public. There are, however, internal programs necessary to operate the municipality. Considering this, a “Program” is defined as a function or service that is necessary or desired in operating the Town of Rocky Mountain House.

The next step is to define or explain what service level is currently provided under each program. For some programs, this is easy; it is legislated, a policy exists for it, or a timeframe/frequency is easily applied to it. For others, it is difficult. This could be because it has never been defined before, it has always been done this way, or a municipality is re-examining what it is trying to achieve.

Programs are then classified according to Council’s Core Services Policy 009/2023 (Appendix I).



SERVICE LEVEL REVIEW: **METHODOLOGY**

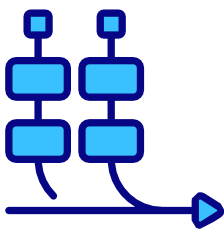
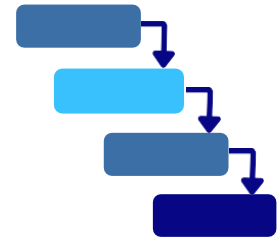


A demanding assessment process involves:

- Documenting all current services and current levels of service;
- Identifying potential gaps between current levels of service and those required by legislation;
- Identifying potential gaps between current levels of service and those desired or expected by citizens; and
- Identifying actions and estimated costs to meet regulatory requirements, citizen expectations and Council's Strategic Plan goals.

Each service or program prompts questions, such as:

- Why is it done this way?
- Is this service necessary or important to our municipality?
- How is demand for this service being assessed?
- What are the benefits and costs of providing the service?
- Are there alternative and more efficient ways to offer the service?
- Does this support Council's Strategic Plan goals?
- Does this reflect citizen expectations regarding this service? Or
- How does the current performance of this service compare to targeted performance goals?

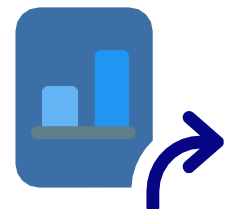


Which motivates the organization to address gaps in one or more of the following ways:

- Reduce service level commitment;
- Change Operation and Maintenance practice;
- Manage demands;
- Acquire or improve assets; or
- Consult Council and the public.

Council must also consider:

- Changing climate: drought, flood, wildfire and extreme storms;
- Community growth and demographic change;
- The economy;
- Social impact; and
- Asset deterioration and unfunded renewal needs.



What next?



ALL CONSIDERED FACTORS WILL INFORM THE ANNUAL BUDGET

DEFINING & MONITORING MUNICIPAL SERVICES

The last step is to assign attributes to each program. The attributes identify the requirement, demand, delivery, citizens benefiting and cost recovery considerations of the program. Even if a program is mandated, the Town should evaluate its delivery to ensure best possible value for service. The attributes provide a snapshot of the program in its current state.

Program attributes, as noted earlier, are assigned to each program or service as outlined below.

Attribute A – Mandated to Provide Program

Programs that are mandated by the Federal or Provincial government receive a higher score for this attribute compared to programs that are mandated solely by the Town or have no mandate whatsoever.

The grading criterion established to score programs, on a 0 to 4 scale is as follows:

- 4 = Required by Federal or Provincial legislation.
- 3 = Required by Town bylaw OR to comply with regulatory agency standards.
- 2 = Required by Code, resolution or policy OR to fulfill executed contractual agreements.
- 1 = Recommended by national professional organization to meet published standards, guidelines or other best practices.
- 0 = No requirement or mandate exists.

Attribute B – Reliance on Town to Provide Program

Programs for which residents, businesses and visitors can look only to the Town to obtain the service receive a higher score compared to programs that may be similarly obtained from a non-government organization or a private business.

The grading criterion established to score programs, on a 0 to 4 scale is as follows:

- 4 = Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
- 3 = Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
- 2 = Program is also offered by another governmental, non-profit or civic agency.
- 1 = Program is offered by other private businesses but none are located within Town limits.
- 0 = Program is also offered by other private businesses located within Town limits.

Attribute C – Portion of Community Served by Program

Programs that benefit or serve a larger segment of the Town's residents, businesses and/or visitors will score a higher score for this attribute compared to programs that benefit or serve only a small segment of these populations.

The grading criterion established to score programs, on a 0 to 4 scale is as follows:

- 4 = Program benefits/serves the ENTIRE community (100%).
- 3 = Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
- 2 = Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
- 1 = Program benefits/serves SOME portion of the community (at least 10%).
- 0 = Program benefits/serves only a SMALL portion of the community (less than 10%).

Attribute D – Change in Demand for Program

Programs demonstrating an increase in demand or utilization will receive a higher score for this attribute compared to programs that show no growth in demand for the program. Programs demonstrating a decrease in demand or utilization will receive a minus score for this attribute.

The grading criterion established to score programs, on a -1 to 1 scale is as follows:

- 1 = Program experiencing an INCREASE in demand.
- 0 = Program experiencing NO change in demand.
- 1 = Program experiencing a DECREASE in demand.

Attribute E – Cost Recovery of Program

Programs that demonstrate the ability to “pay for themselves” through user fees, intergovernmental grants or other user-based charges for services will receive a higher score for this attribute compared to programs that generate limited or no funding to cover their cost.

The grading criterion established to score programs, on a 0 to 4 scale is as follows:

- 4 = Fees generated cover 75% to 100% of the cost to provide the program.
- 3 = Fees generated cover 50% to 74% of the cost to provide the program.
- 2 = Fees generated cover 25% to 49% of the cost to provide the program.
- 1 = Fees generated cover 1% to 24% of the cost to provide the program.
- 0 = No fees are generated that cover the cost to provide the program.



SERVICE LEVEL REVIEW: **END GOALS**

Service Level Review is an exploratory process. It involves exploring how the Town provides a service; find cost savings if a service is reduced or provided differently; cost increases if a higher level of service is desired; or cost balancing by decreasing one service to increase another. This also becomes part of budget discussions and more in-depth discussions on identified programs if Council desires.

The ultimate goal is to ensure Council knows all the service levels of the municipality, and that Administration understands the expectations of Council. In this way, the budget will be developed to reflect the desired service levels and supports required to achieve Council's strategic goals.

The Service Level Review provides the opportunity to review and rate programs/services in relation to the Strategic Plan. Changes or pressures from the external or internal environment can ultimately lead to changes in the priorities of services or programs. Subsequently, programs and services are rated for their importance in achieving that plan on an annual basis. Discussion then occurs as to whether certain programs already in progress should be increased, reduced or eliminated, or if new services should be added.

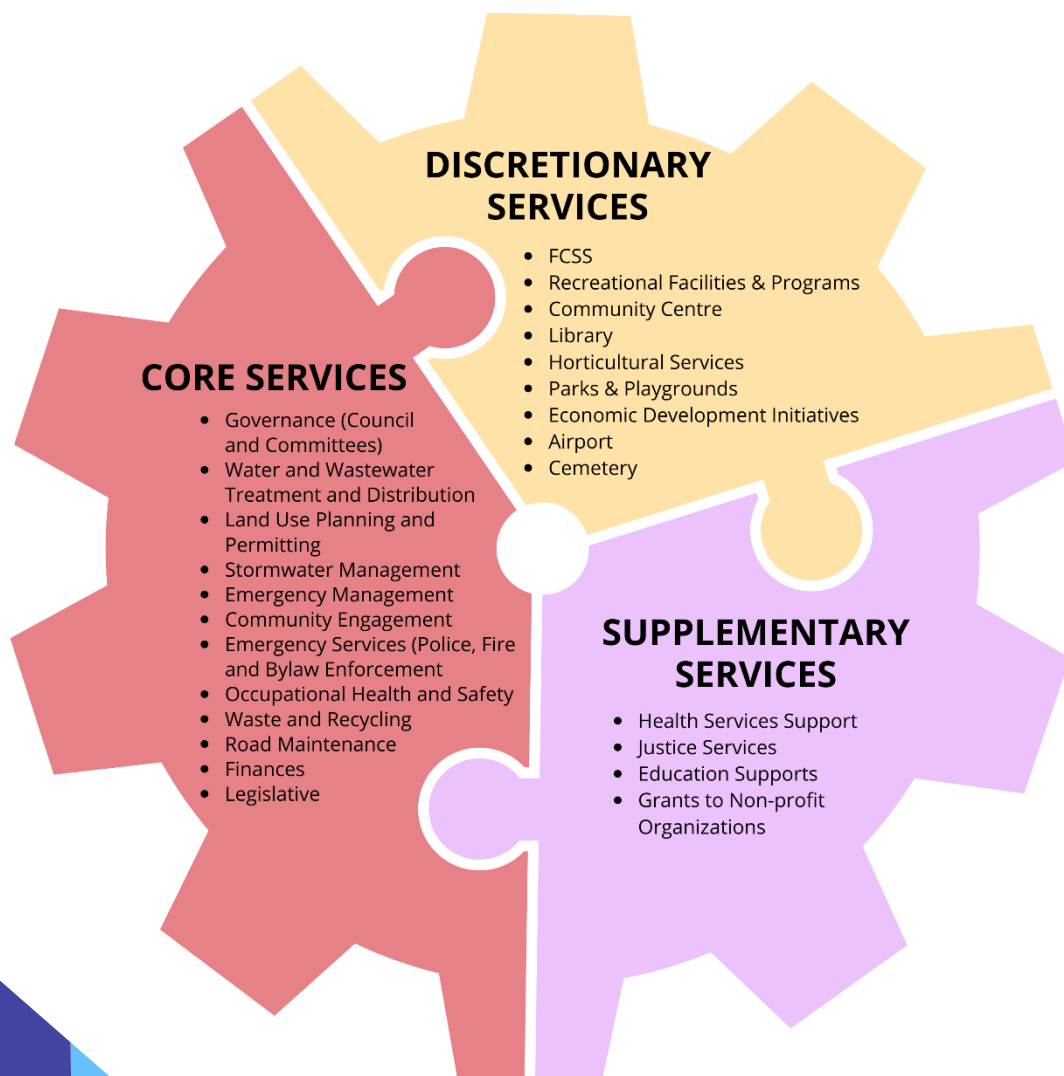
Council decisions from the Service Level Review reflect its commitment to the community and the community's values and priorities. These decisions also reflect a balanced approach to risk and cost mitigation, to avoid putting assets and budgets at risk in the future. Council makes difficult decisions during the Service Level Review, considering the important trade-offs required to maintain tax rates during economic pressures and social challenges, while also ensuring the necessary provision of services to our community.



SERVICE LEVEL REVIEW:

Services are classified as Core, Supplementary, and Discretionary

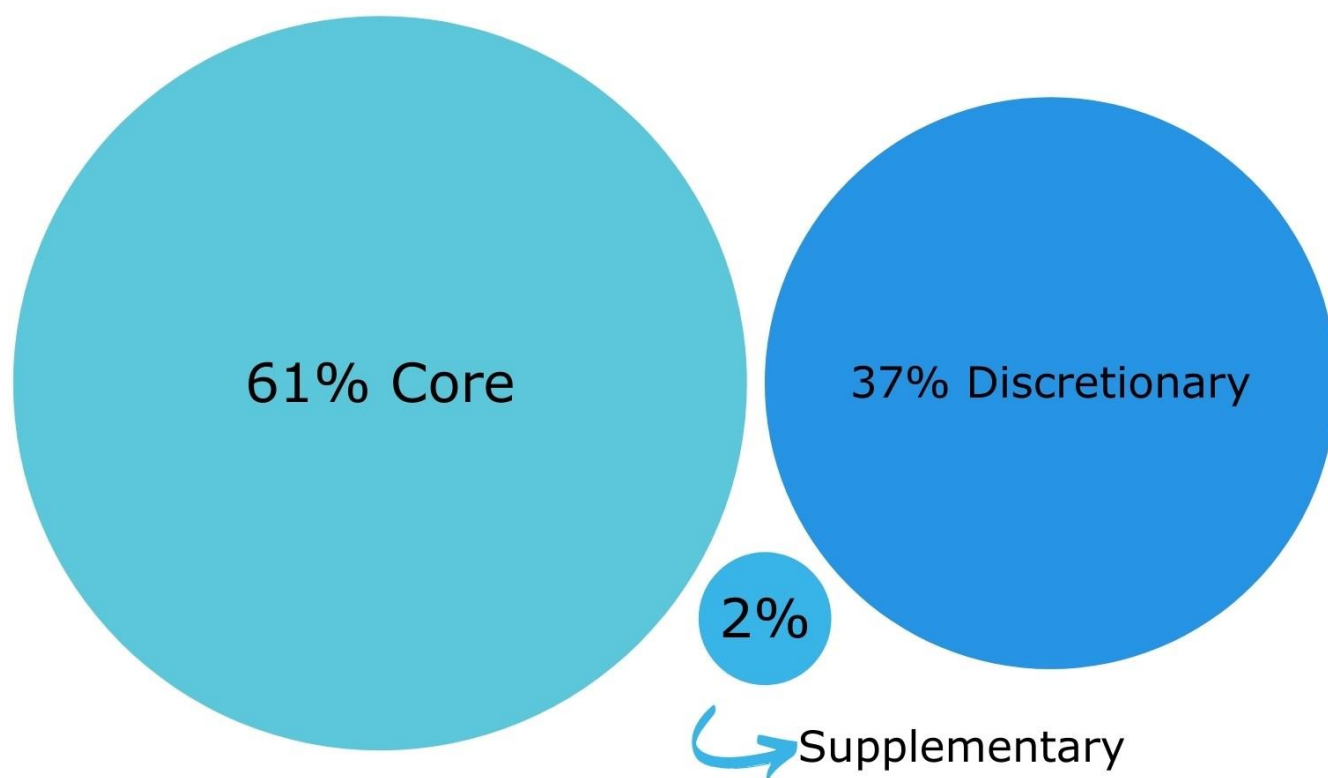
Council has identified which services are core, supplementary and discretionary under the Core Services Policy 009/2023. This provides clarity to the public on responsibility and guides in the budgeting process. Core services are required in the budget, while discretionary services are a higher priority than supplementary services.



Being that Core services are legislated or required for the health and safety of the residents, it should come as no surprise that the majority of Town operations are focussed in these areas.

59 per cent of all Town services meet the Core Service definition.

A further 38% are considered discretionary, while another 3% are supplementary.





Navigate Services by Department & Program Centre:

Council

CAO Office

Chief Administrative Officer
Emergency Services
Policing
Legislative Services
Protective Services
Communications

Corporate Services

Assessment and Tax
Cemetery
Common Services
Corporate Planning
Financial Services
Human Resources
Information Technology
Legal Services
Legislative Services
Recreation
Utilities

Planning & Community Development


Economic Development & Tourism
Planning

Recreation & Community Services

Facility Services
FCSS
Recreation

Engineering & Operations

Airport
Common Services
Fleet Services
Transportation
Utilities



Council

Council		Boards
Program Description		Through assigned Board Members, Council advances the Senior Housing, FCSS and Library in the best interest of the Region.
Service Level		Actively participate as a Board member of the Senior Housing, Library and FCSS organizations.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Council		Decision Making
Program Description		Through the roles and obligations set out in the Municipal Government Act (MGA) and other legislation, Council provides leadership and direction to Town administration. This includes the review and approval of bylaws, policies and programs that benefit residents, businesses and industry of Rocky Mountain House, and to ensure that policies and programs are appropriately carried out. This program also includes Council appointments to Boards and Committees.
Service Level		Hold Council Meetings bi-monthly, Governance & Priorities meetings, Committee meetings and Special Council Meetings when required. Establish the meeting dates at the Organizational Meeting.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Council		Intergovernmental Advocacy
Program Description		Liaise with other orders of government, the AM and municipal partners to promote and progress Council's Strategic Plan. Attend local and regional meetings on behalf of the Town. This includes negotiations on inter-government contracts and agreements (policing, IDP, ICF, mutual aid etc.)
Service Level		As necessary or deemed desirable by Council, engage external stake holders and other governments to advance to Town or negotiate agreements.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
 Attribute D = Change in Demand for Program (Scale -1 – 1)
 Attribute E = Cost Recovery of Program (Scale 0 – 4)

Red = Core Service
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 Purple = Supplementary Service
 Core Services Policy 009/2023



Council		Oversight of Administration
Program Description		Oversee the Chief Administrative Officer as the sole employee of Council.
Service Level		Have regular conversations with CAO on the administration of the Town at Council Meetings. Conduct an annual performance evaluation.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Council		Rate/Fee Establishment
Program Description		Establish fees and rates for municipal programs and services.
Service Level		Annually review rates and fees for acceptable levels and competitiveness.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Council		Service Level Determination
Program Description		Review and establish service levels/programs for the Town. This includes the budget process.
Service Level		Review and establish service levels annually and create a budget to achieve service levels.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Council		Strategic Visioning
Program Description		Includes the development, review and update of Council's strategic plan, including the prioritized strategic goals. The goals provide direction to administration on community priorities. Council's strategic plan is the Town's principal guiding document for governance, community development, infrastructure, and service delivery. Strategic visioning directs the long-term planning for the Town.
Service Level		Create a strategic plan and the beginning of each term. Review annually and revise if necessary. Advance the strategic plan through decision making and budget process.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
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Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Council	Council Community Outreach, Engagement & Communication	
Program Description	Liaise with Town residents and businesses; this includes the provision of resident and business visitations, responding to resident inquiries/concerns (including directing residents to appropriate subject matter expert where required), and providing general information to residents and businesses. This program also includes helping the Town promote resident engagement opportunities and communicating with the public about Council decisions and strategic priorities.	
Service Level	Interact with public on a daily basis. Participate in Town and region events to ensure a town presence and promote Rocky Mountain House. Engage the community as established in the Public Engagement Policy and the MGA.	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Council	Community Advancement	
Program Description	As members of Town and external committees, Councillors represent and facilitate the advancement of the Town.	
Service Level	Create and participate in Town committees to advance the Town. Participate in external committees that are desirable to Council to advance the community and have a town involvement.	
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Council	Library	
Program Description	Council establishes the municipal library by bylaw in accordance to the Libraries Act. The library is overseen by the Library Board as required in the Act.	
Service Level	Provide annual funding for the Library. Council appoints board members.	
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Council	Community Promotion	

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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Program Description		Attend external events such as parades, events or membership to outside organization to promote the Town and create interest in Rocky Mountain House.
Service Level		Attend events when requested or deemed advantageous to promote the Town. Become members of outside organizations to advance the Town.
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

CAO Office - Chief Administrative Officer

Intergovernmental Affairs		Intergovernmental Relations
Program Description		Relationships and coordination with municipalities/orders of government/other agencies. This includes, but is not limited to, the Boards, and provincial, federal and municipal government on administrative matters.
Service Level		This is provided on a continuous basis and is elevated when required for negotiations or emerging issues.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legal Services		Internal Legal Advice & Support
Program Description		Including contract preparation, negotiation, review and management; bylaw preparation and review; litigation on behalf of the Town (CAO). Also includes validation of petitions and legal review of the records retention and disposition schedule in accordance with the Records Retention and Disposition Bylaw.
Service Level		Contracts, negotiations and litigation performed on a needs basis. Validation of petitions are done within the timelines required in the MGA. Records retention and disposition schedule reviewed annually.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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CAO Office - Emergency Services

Emergency Services		9-1-1
Program Description		Manage the Public Safety Answering Point to provide 9-1-1 services to the community. This is under contract.
Service Level		Dispatch emergency services immediately upon call.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Community Alerting
Program Description		Manage the emergency public notification systems during community-wide emergency events.
Service Level		Provide immediate public notification through AEA and media at start of emergency. Provide updates as emergency evolves, changes and ends.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Emergency Management
Program Description		Development, coordination, and execution of plans, measures, and programs pertaining to mitigation, preparedness, response, and recovery before, during, and after an emergency event.
Service Level		Municipal Emergency Plan reviewed annually. Emergency exercise conducted annually. Staff training done annually.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Business Continuity
Program Description		Coordinate, assess, develop, and communicate business continuity plans and recovery requirements for all departments. Provide specialized skills and knowledge to mitigate exposure during disruptions of service due to emergencies or disasters.
Service Level		Plans reviewed annually and continue to develop.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
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Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Dangerous Goods Response
Program Description		Provide response services for dangerous goods incidents (spills, releases etc.).
Service Level		Provide immediate response to call. Target time is to have first truck on scene within 10 minutes or less, 80% of the time (NFPA 1720: Standard For the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations And Special Op
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Emergency Services		Fire
Program Description		Mitigate a diverse range of emergencies including structural, wildland and industrial fires while prioritizing life safety, reduction of environmental impact, and property conservation in accordance to the service levels established in the CRFRS agreement.
Service Level		Provide immediate response to call. Target time is to have first truck on scene within 10 minutes or less, 80% of the time (NFPA 1720: Standard For the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations And Special Op
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Fire Code Inspection & Enforcement
Program Description		Enforce the Alberta Fire Code within the community. Work with building code officials, building owners and occupants to inspect new and existing occupancies to ensure ongoing compliance with respective codes and regulations. This is done on a request or complaint basis through the Planning and Community Development Department.
Service Level		Respond to inspection requests within 10 days. Provide inspection reports and occupancy loads within 10 days of completing inspection.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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Emergency Services		Fire Dispatch
Program Description		Manage the call processing and dispatching of appropriate fire, rescue, and medical response resources to emergencies and requests for assistance to the public. Manage all radio and telephone communications during emergency and non-emergency events.
Service Level		Dispatch fire services immediately upon call. Daily radio checks and pager tests.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Fire Investigations
Program Description		Analyze and examine fire scenes to determine the cause and causal factors. Collect and analyze data relevant to fire related death, injuries and property loss in order to focus education and prevention activities.
Service Level		Conducted immediately after a fire. Investigation submitted to Fire commissioners office within 30 days of investigation completion.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Specialized Rescue Operations
Program Description		Provide specialized teams in technical, confined space, collapsed structure rescue, water rescue and surface ice rescue.
Service Level		Provide immediate response to call. Target time is to have first truck on scene within 10 minutes or less, 80% of the time (NFPA 1720: Standard For the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations And Special Op
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Volunteer Firefighter Development
Program Description		Recruit and train volunteer firefighters to the competency level required.
Service Level		In-house training conducted weekly. Formal training is provided at regular intervals by qualified instructors.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Mutual Aid Partnerships
Program Description		Coordinate with key stakeholder groups both within and outside the Town, to develop, implement, train, and execute emergency response plans to ensure effectiveness and compatibility. Promote awareness of emergency management and disaster preparedness across the region and community.
Service Level		Respond to mutual aid calls upon occurrence and as per the agreements.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Safety Practices Collaboration
Program Description		Work with community partners to establish safety and site safety practices (lodges, schools, hospital). Encourage the establishment of joint protocols for emergencies.
Service Level		Provided annually upon request of the community partner. Both review of plan and participate in emergency drills.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Emergency Medical Services
Program Description		Assist with medical emergencies. This is provided as a contract with Alberta Health Services.
Service Level		Provide immediate response to call. Target time is to have firefighters on scene within 10 minutes within Town.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Community Prevention & Preparedness Education
Program Description		Engage the community in non-emergency settings to provide prevention, preparedness and safety awareness and education through

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		presentations, workshops and community events such as fire prevention week.
Service Level		Provide fire awareness program annually during fire prevention week. Provide presentations at schools or other organizations upon request.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Fire Prevention
Program Description		Collaborate in community planning, zoning, and growth strategies to meet the community's changing needs and minimize public risk. Review development plans and provide recommendations to improve life safety and reduce the risk of fire through education, code interpretation and application.
Service Level		Provide input of developments at the request of the Planning or Operations departments. Have responses returned within 5 days.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Emergency Services		Rescue
Program Description		Provide rescue services for motor vehicle collisions and aircraft emergencies.
Service Level		Provide immediate response to call. Target time is to have first truck on scene within 10 minutes or less, 80% of the time within Town (NFPA 1720: Standard For the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations An
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Emergency Services		Aerial, Ladder & Fire Pump Testing
Program Description		Legislated Aerial, Fire Ladder and pump testing and inspections, as per National Fire Prevention Association (NFPA) (Supported by: Fleet Maintenance Manager, Vehicles & Equipment Supervisor and Fire Technician).
Service Level		Conducted annually to meet established standards and insurance requirements.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.

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 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
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Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

CAO Office - Policing

Policing		RCMP Municipal Contract
Program Description		Monitor contact with RCMP for requirements, procedures and compliance.
Service Level		Through the Police Committee established by Council. Contract is referred to as necessary.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Policing		RCMP Municipal Force
Program Description		Provide guidance, priorities and oversight the RCMP Municipal Force. (Policing Committee)
Service Level		This is done by meetings with RCMP and through the Police Committee established by Council.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Policing		RCMP Clerical Support
Program Description		Provide Clerical and Reception Support to RCMP. 5 FTE municipal clerks employed and managed by the Town.
Service Level		Ongoing employment support for Municipal Clerks
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Policing		School Resource Officers
Program Description		Provide RCMP School Resource Officers to Wildrose School Division
Service Level		School resource Officers are provided under the Town's MPSA and in accordance to the SRO agreement with WRSD and the County.

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Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

CAO Office - Legislative Services

Airport	Airport Administrative Operations (Provided by Legislative Services)	
Program Description	Airport lease invoicing, collections and payment processing.	
Service Level	Initial and Annual invoicing for 21 lease holders	
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Legal Services	Access to Information and Protection of Privacy requests	
Program Description	Assist the public with respect to access to information and privacy breach requests. Timelines to complete requests as per legislation. Respond to inquiries and investigations with the Office of the Information & Privacy Commissioner. Also ensures that the collection of information (forms) complies with legislation.	
Service Level	Complete all requests within 30 business days.	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Legal Services	Create a Privacy Management Program (PMP) NEW	
Program Description	In Alberta, public bodies must have a Privacy Management Program (PMP) that includes documented policies, a designated privacy officer, mandatory staff training, a security classification system, and procedures for handling breaches and complaints.	
Service Level	Deadline to complete is June 30, 2026.	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.

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Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legal Services		Bylaw Development & Management
Program Description		Provide legislative analysis in bylaw development to ensure coherent, integrated and consistent bylaws that effectively meet the Town's legal needs. This may be done internally or through legal counsel.
Service Level		Produce bylaws within 30 days for non-complex bylaws, 90 days for complex bylaws at the request of Council. Conduct annual reviews of selected bylaws for relevance and when Provincial legislation changes are made that may affect a bylaw.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Administrative Tribunals
Program Description		Coordinates and supports appeal hearings to quasi-judicial boards (Subdivision & Development Appeal Board) in accordance with requirements set out in the Municipal Government Act and principles of natural justice.
Service Level		Provided on a needs basis when an appeal is submitted. Conduct the hearing within the timelines established in the MGA.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Legislative Services		Council Committees
Program Description		Supports and maintains Council Committee structure and bylaws; manages Committee evaluations process; recommends amendments to committees; manages elected official and public member appointment processes; responsible for public member recruitment
Service Level		This is conducted by the Legislative Coordinator or Legislative Assistant. Internally organized Council Committee meetings require agendas, minutes, task lists and some public member recruitment depending on the Committee
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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Legislative Services		Council/Governance & Priorities Meeting Support & Coordination
Program Description		Coordinates Council and Committee meetings; agenda creation, capture of minutes, follow-up action items. Ensures all legislative requirements necessary to support effective, defensible and open/transparent decision making are in place. Provides procedural advice in meetings.
Service Level		Council meets 3 times per month. Council Procedural Bylaw 2023/14 states that Administration is to send out the agenda package to Council and public by end of day Friday prior to the meeting.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Election
Program Description		Pursuant to Local Authorities Election Act, Municipal Government Act and School Act, conducts general municipal elections, by-elections and questions; and for conduct of public and separate school board trustees. This function occurs every four years or when necessary to hold a by-election.
Service Level		Conducted in accordance to the requirements of the Municipal Government Act and the Local Authorities Election Act.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Community Grant Support
Program Description		Provide support, coordinate and reporting of the support funding policy.
Service Level		Support Funding Policy application intake annually for Council review at Service Level Meeting.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Council directed Programs & Events
Program Description		Coordination of various events (i.e. Cultural Showcase, Indigenous Days, Coffee with Council etc.).
Service Level		Conducted with Council support and direction.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.

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Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Council support for Conferences, Webinars, Training, Workshops, etc.
Program Description		Coordination travel, accommodations, meals, electronic attendance, etc. as required
Service Level		Conducted with Council support and direction.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Front-Desk Support
Program Description		Support to Front Counter and Corporate Services at the Town office by providing assistance and/or information with inquiries.
Service Level		Conducted on a regular, weekly basis.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Census
Program Description		Conducts municipal census in accordance with Municipal Government Act. Census data is used corporate wide to help departments with future planning and program development. This occurs at the direction of Council when a census is desired.
Service Level		Conduct census when directed by Council within the requirements of the Municipal Government Act and associated regulation.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
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CAO Office - Protective Services

Protective Services		Provincial Enforcement
Program Description		The peace officers are responsible for enforcing the Traffic Safety Act and all regulations thereunder, Petty Trespass Act and Dangerous Dog Act. There are 11 statutes the peace officers have authority to enforce under their appointment. Authority can be extended by the Prov Govt.
Service Level		Proactive patrols made of communities and highways for approximately 6 hours daily, 6 days a week.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Protective Services		Animal Control
Program Description		Bike Patrol for animals in parks and paths. Charges laid according to bylaw infractions under the Animal Protection Act. Assist RCMP aggressive dogs. Pick up of stray animals on complaint basis. Provide kenneling services as required. Educate members of the community about the animal bylaw.
Service Level		Provide 24-hour coverage and responds to calls within a few hours based on the nature of the call.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Protective Services		Municipal Enforcement
Program Description		The peace officers are solely responsible for Animal Control for the Town of Rocky. They also enforce all bylaws for the town including but not limited to: traffic bylaws, unsightly properties, garbage bylaws, fire bylaws, taxi bylaws as well as the community standards bylaw.
Service Level		Respond to municipal complaints within 2 days minimum. Since the new complaint line - respond the day of.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Protective Services		Ticket Collections

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Program Description		Track, coordinate and payments processed for municipal bylaws by Corporate Services.
Service Level		Track stats for budgeting purposes and types and locations of infractions.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Protective Services		Taxi
Program Description		Regulate the application and distribute taxi licenses. Complaints received about taxis are investigated.
Service Level		Process taxi license and ensure compliance with bylaws.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Protective Services		Assist other Town Departments
Program Description		Road Closures, Snow removal, Document Service, Patrols, Attend residences with Town staff for safety. Post Development permits on locations.
Service Level		File work, assist in the safety of other town employees
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Protective Services		Proactive Policing
Program Description		Proactive policing is the practice of deterring criminal activity by showing peace officer presence and engaging the public to learn their concerns, thereby preventing crime from taking place in the first place. When possible the Peace Officer does active patrols of all areas of the Town of Rocky Mountain House to assist in crime reduction.
Service Level		Complete patrols for minimum 6 hours daily, 6 days a week. Include Sundays during peaks months with tourism/traffic
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand

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Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Protective Services		Public Relations
Program Description		The Peace Officer takes an active role in all major functions in the Town of Rocky Mountain House –July 1st celebrations, Market on Main, New Years Eve and multiple parades. The Peace Officers have recently built a great working relationship with the Âsokêwin Friendship center.
Service Level		Participate in all major community events as requested in a variety of capacities; traffic control, presence etc.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Protective Services		Support Services
Program Description		The Peace Officer assists other agencies when requested. This includes the Fire Department on traffic/crowd control, the RCMP, Clearwater County and assists local groups such as the Ag Society for parades.
Service Level		Participate in regional community activities as requested such as the Candy Cane Check stop. Participates in road closures, friendship walks and obtains highway permits for organizations.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Protective Services		Traffic Enforcement
Program Description		The Peace Officer is responsible for traffic-related initiatives and enforcement. Works in cooperation with RCMP, County PO and Commercial Vehicle enforcement on joint force initiatives.
Service Level		Provide education to the community on traffic related initiatives/enforcement. Radar is conducted during the daily patrols.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Protective Services		Traffic Safety Planning, Public Relations & Education
Program Description		Town of Rocky Mountain House is committed to the proactive implementation of integrated, evidence based, and collaborative road

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		safety strategies to create an increasingly safe and sustainable transportation environment. This is inclusive of educating the public, via a communication approach on the importance of road safety in conjunction with the RCMP and the portable speed sign program.
Service Level		Portable speed sign are located in various locations through out the year as a mechanism to educate public on their speed signs help CPO monitor key areas
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Protective Services		Assist other Town Departments
Program Description		Road Closures, Snow removal, Document Service, Patrols, Attend residences with Town staff for safety. Post Development permits on locations.
Service Level		File work, assist in the safety of other town employees
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Protective Services		CPTED - Crime Prevention Through Environmental Design
Program Description		Protective Services provides a consultation service to assess properties and provide residents with feedback on improving prevention methods to deter criminal activity occurring on their personal property.
Service Level		Property assessment with Resident, Provide report of issues to resident, Create a file in reporting system.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Protective Services		Crime Prevention & Public Safety Education
Program Description		Lectures and information are provided to residents of Town of Rocky Mountain House and community groups on effective ways to prevent and reduce crime by reducing risk factors before crime happens.
Service Level		PO responds to requests for information within 1 week

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Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.

CAO Office - Communications

Communications		Emergency & Crisis Communications
Program Description		The Town must be prepared in case of an emergency, and have required staff trained in accordance with Emergency Management Act. Emergency and Crisis Communications are conducted in accordance with the Town's Emergency Management Plan.
Service Level		Communications planning, tools and messaging support for all potential and emergent situations requiring emergency communications support. Staff Public Information Officer (PIO) position as part of Emergency Coordination Centre (ECC).
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		External Communications: Legislated Advertising
Program Description		Coordinate design and placement of legislated advertising, including Public Hearings, Public Notices, Elections, By-Elections.
Service Level		Write, design and disseminate materials on an as need basis.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		External Communications: Public Engagement & Coordination
Program Description		This service is provided in accordance to the Public Engagement Policy. Additional public engagement activities occur as per Council instruction or strategic plans. The communication plan is developed by the Communication Coordinator. Public engagement policy is a requirement of the MGA.
Service Level		Public engagement development and guidance based on the Public Engagement Policy which outlines a process for planning and implementing public engagement activities. Respond to citizen inquiries as required.

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 Attribute E = Cost Recovery of Program (Scale 0 – 4)

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Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		External Communications: Social Media
Program Description		Develop content for Social Media channels, monitor same and share relevant information, respond to enquiries from residents and others coming in from these sites.
Service Level		Communication Coordinator is responsible for this program. This also falls in line with the Town's Social Media, Media and Public Statements Policy.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		History & Heritage Communications & Information Management
Program Description		Research and verify historical facts (organization and Town), develop content for information brochures and/or signs and collaborate with stakeholders on community projects.
Service Level		Respond to requests within thirty days. Plan, advertise, coordinate and execute public events (i.e.: ribbon-cuttings, grand openings) as required
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		Communications Council Support
Program Description		Research, develop and write speaking notes and biographies to support Mayor and Council public appearances/committee endeavors. Research/develop/write council correspondence and advocacy.
Service Level		This is an ongoing service in response to requests for clear and strategically-focused speaking notes that align with Strategic Plan and communications policies.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
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Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications	External & Internal Communications: Council meeting livestream	
Program Description	Livestream Council meetings and communicate Council decisions.	
Service Level	Livestream all Regular Council Meetings, Special Meetings of Council, Governance & Priorities Meeting	
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications	External Communications: Media relations	
Program Description	Write, design and disseminate news releases, background information, photos and videos.	
Service Level	Issue media advisories ahead of Town events; issue news releases in conjunction with Town events of Council decisions; facilitate media interviews for Council and Staff as needed. Respond to regular media requests within one business day; Be available to	
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications	External Communications: Websites & Digital Assets	
Program Description	Develop and maintain corporate public-facing website. This is a multi-department function coordinated by Communications as there is a vast amount of information on the website. As per the Corporate Brand and Communications Policy, each department is responsible for ensuring its website content is up-to-date.	
Service Level	The website continually requires monitoring to ensure information is always up to date.	
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications	External Communications: Marketing Communications	
Program Description	Every department is involved in the program in some way, for both internal and external communications. In accordance with the Corporate	

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		Brand and Communications Policy, each department is responsible for compiling specific information on particular services; the communications team is responsible for creating, editing, formatting and disseminating public information based on departmental request. Examples of materials are informative newsletters, Planning and Development informative pamphlets or development requirements, legislative requirements for Finance; annual Financial and Community Report. Variety of materials throughout the organization varies by departments.
Service Level		Write, design and produce materials on an as need basis.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		External Communications: Organizational Advertising
Program Description		Coordinate design and placement of organization's advertising. This is done for our newsletter and ads. This also falls in line with the Town's Corporate Brand and Communications and Social Media, Media and Public Statements policies, and is an important part of information to the public.
Service Level		Write, design and disseminate materials on an as need basis.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		Internal Communications
Program Description		Coordinate program information sharing between departments.
Service Level		Provide front-facing staff with up-to-date information on Town programs. Anticipate public inquiries and equip staff with knowledge and resources to address public inquiries.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Communications		External communications: Public Education
Program Description		Anticipate and respond to public inquiries and request from Council to produce materials (print or digital) and opportunities (online or in-person) for public education to increase knowledge and resources. This

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		service is falls in line with the Town's Corporate Brand and Communications and Social Media, Media and Public Statements policies.
Service Level		Write, design and disseminate materials on an as need basis.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services - Assessment and Tax

Assessment and Tax	Assessment Complaints/Hearings	
Program Description	Prepare and present evidence, as respondent to assessment complaints registered with the Assessment Review Board. This is primarily performed by Accurate Assessment Group in conjunction with the Town's taxation clerk. The Town's obligations for an assessment review board is contracted to the City of Red Deer.	
Service Level	Contact any complainant to discuss and resolve if any new information is provided that would change assessment. Prepare any documents required for an appeal hearing in accordance to legislative timelines.	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Assessment and Tax	Assessment Reporting	
Program Description	Report assessment data to Alberta Municipal Affairs, to meet legislative audit standards. Report assessment growth, statistics, and projections to corporate & external stakeholders. This performed by Accurate Assessment Group.	
Service Level	Submit assessment to Municipal Affairs by February 28th each year and prepare assessment roll in March every year.	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Assessment and Tax	Assessment Roll Maintenance	
Program Description	Create new parcels per subdivision; maintain correct ownership, school support and exemption status, process assessment revisions.	

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Service Level		Receive information from Planning Dept, create new tax rolls for new lots. Receive information from Land Titles on the 15 and 30 of each month, record all changes. Send out school support notices in the case of new owners. Review any COPTER applications a
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Assessment and Tax		Property Valuation
Program Description		Data collection and property inspections to facilitate annual recalibration of market and regulated assessment values. This contracted to Accurate Assessment Group.
Service Level		Assess non-residential properties annually and residential properties once every four years. Schedule rotates each year throughout Town. Maintain assessment upload and downloads between Assessor software and Financial software.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Assessment and Tax		Tax Recovery
Program Description		Apply tax outstanding and arrears penalties and administrate tax recovery process, including tax auction. This is done in accordance to the Bylaw and MGA.
Service Level		Receive payments for taxes in arrears, track dates for payments making sure that the ratepayer does not exceed 2 years. If taxes are in arrears 2 year, prepare list and submit to Land Titles to place Tax Recovery Lien notices against property. Contact rat
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Assessment and Tax		Assessment & Tax Notices
Program Description		Send Assessment & Tax Notices within the required times as established by Council and within the MGA regulations.
Service Level		Prepare taxation bylaw from information collected from the assessor and the taxation revenue requirement set by Council in the budget process. Reconcile assessments and taxes to appropriate documentation e.g. assessors prepared summary, property parcel co

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Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Assessment and Tax		Fee for Tax Information
Program Description		Provide fee-for-service to third party customers, including legal firms and financial institutions (Tax Certificates and mortgage administration).
Service Level		Tax certificates are prepared within 24 hours of request, Tax searches are completed within 12 hours of request
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Assessment and Tax		Automated Tax Payment
Program Description		Administrate monthly installment and on-line payment programs for property taxes.
Service Level		Sign ups and changes are completed within 24 hours. Preauthorized withdrawals are completed on the 30th of each month for taxes.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services - Cemetery

Cemetery	Cemetery Records (Provided by Corporate Services)	
Program Description		Completing paperwork, upkeep of filing and historical records in accordance to the Cemetery Act and Bylaw.
Service Level		Ongoing process, records are now included in the GIS. Planning to undertake a full review of the records with the financial system conversion to improve accuracy as plots have been sold for many years and with multiple technologies ranging from manual led
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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Cemetery		Cemetery Monuments (Provided by Corporate Services)
Program Description		Processing permits for monuments in accordance to the Cemetery Bylaw.
Service Level		Approve permits within two days.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	No change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Cemetery		Cemetery Services (Provided by Corporate Services)
Program Description		The sale of plots and niches in the Columbarium at the Rocky Mountain House Municipal Cemetery as well as taking Internment Applications. Assisting citizens and funeral homes related to the sale of grave sites and internment procedures in accordance to the Cemetery Act.
Service Level		Meet with clients and process the sales within one to two days. Very time sensitive program to assist our citizens at these times. Currently reviewing the cemetery bylaw to update it with best practices and to clarify areas that can cause confusion. Buria
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	No change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.

Corporate Services - Common Services

Common Services		Common Services Payment Processing (Provided by Corporate Services)
Program Description		User Fees and Cost Recovery are collected, invoiced and processed
Service Level		Daily as needed
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	No change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.

Corporate Services - Corporate Planning

Corporate Planning	Organizational Effectiveness
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Program Description		Leading strategic/corporate initiatives and special projects that enhance organizational effectiveness. Organizational processes and corporate projects linkages includes internal reviews.
Service Level		This is an ongoing process and part of Senior Management meetings. Formal reviews are conducted which include service level reviews, comparisons to other municipalities on staff per capita, cost per capita etc. and financial indicator graphs.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Corporate Planning		Strategic/Corporate Business Planning & Performance
Program Description		Coordination and assistance in the development of the strategic plan, corporate business plan and corporate performance measurement and reporting.
Service Level		Strategic plan development occurs every four years with annual reviews. Prepare financial implication reports and financial scenarios.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services - Financial Services

Financial Services		Accounting Services & Support
Program Description		Provision of accounting and financial advisory services to the organization with a focus on the Director of Corporate Services and Senior Administration divisions as well as coordination of corporate models and processes, and other Financial Services projects.
Service Level		Financial advise provided upon request from other departments. Any issues identified in information flow addressed immediately and resolved as quickly as possible
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Accounts Payable

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Program Description		Provision of accurate, timely processing of all vendor invoices and staff expense claims while ensuring proper policies and procedures are followed and approval route administration.
Service Level		Bi-weekly preparation of accounts payable batches for payment. All invoice and payment batches are reviewed for accuracy, approvals, policy alignments, budget alignment, testing for appropriate expenditure and coding, tendering processes. Payment batches
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Accounts Receivable
Program Description		Provision of accurate, timely processing of customer invoicing including tracking and collecting on outstanding balances.
Service Level		Monthly billing is completed for general receivables and utility receivables as well as monthly penalty charges. Annual billing is completed for taxes receivable with 3 penalty charge dates. General receivable lists are reviewed for outstanding amounts ov
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Audit & Year End
Program Description		Preparation of the year end working paper files for auditors and preparation of year end audited financial statements.
Service Level		The year end audit preparation consists of preparing all required working papers and documented backup in Caseware for the auditors. It also consists of reviewing capital projects and setting up new tangible capital assets and reviewing all expense and re
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Banking
Program Description		Credit Cards, Accounts, Scholarships
Service Level		Daily, Weekly or as necessary New process in bank reconciliation throughout the month has bank rec being completed within days of month end and always being current.
Attribute A	4	Required by Federal or Provincial legislation.

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Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Capital Budgeting
Program Description		Coordination of the capital budgets and forecasts including development of financial solutions to assist decision makers in allocating limited resources by providing quality and relevant information related to current and long term needs.
Service Level		90 to 120 day process beginning with receiving information from organization for capital requirements during budget process and review for accuracy and operating budget impacts. Analyze funding sources for appropriate uses e.g. grants, debentures, reserve
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Excise Tax
Program Description		GST Collection, Tracking and Reporting. Refund & Rebate Claims
Service Level		Monthly Submissions, Year End Reconciliation with Reasonability Testing.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Financial Risk Management
Program Description		Provision of insurance and risk management including advice, direction, and management of all claims to protect the interests of Rocky Mountain House.
Service Level		Insurance reviewed annually. Claims are given priority and coordination with AMSC and adjustors within 10 hours after notification
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Operational Budget Development
Program Description		Coordination of the operating budgets and forecasts including development of financial solutions to assist decision makers in allocating

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		limited resources by providing quality and relevant information related to current and long term needs.
Service Level		90 to 120 day process beginning with receiving information from organization and external requests that may have been received during the year for operating requirements during budget process and review for accuracy. Analyze funding sources for appropriat
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Payment Processing (Cashier Services)
Program Description		Receiving (Direct counter payments, bank transfers, eft file transfers, other department processing), tracking and processing payments for all areas of revenues including accounts receivable, user fees, and cost recovery projects
Service Level		Hourly, Daily, Weekly or as necessary. Monthly reconciliation with Bank Rec process and outstanding receivables. Daily balancing with direct payments for user fees, permits etc.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Treasury Management & Accounting
Program Description		Management of and accounting for all money moving in, out and through the organization including monitoring and managing cash flow activities.
Service Level		Monitor incoming deposits and outgoing withdrawals (cheques, direct debits, etc.) monthly. Monitor for transfers from other Governments as needed
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Financial Reporting, Compliance & Controls
Program Description		Management of the corporate accounting and financial reporting including assuring compliance with municipal financial regulations and overseeing the corporate system of internal controls.
Service Level		Review expenditures and revenues during quarterly preparation of statements. There are internal controls in place for all procedures that

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 Purple = Supplementary Service
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		ensure compliance and accuracy. Annual completion of records and compilation of year end information completed by Ma
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Financial System Management & Support
Program Description		Provision of financial information system service and support with a focus on business process management, continuous improvement, and project management excellence.
Service Level		Continually reviewing systems in finance to determine if there are better, more streamlined ways of providing services to internal and external customers.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Grants
Program Description		Managing and supporting the grants requirement and implementation for the organization. Identify and develop strategies to optimize the grants administration process. Perform relevant research to identify available grant opportunities and evaluate the results. Grant writing, Research for effective and authentic funding opportunities, Implement according to the operational and financial needs of the organization. Invoicing, accounting, reporting, and other administrative functions to ensure successful execution of grant process.
Service Level		Work with Directors as needed to assist with specific grants that become available. Manage the annual standardized grants that municipalities receive.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Long-Range Financial Planning
Program Description		Provision of long term financial planning to improve the understanding of the Town's financial situation with a focus on sustainability to favorably influence its financial future.

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Service Level		This program is included in the budget process. It involves Council, CAO and Directors. Five year operating and ten year capital plans produced and reviewed and adopted annually. This process begins in late August of each year and is targeted for approval
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Reception & Administration
Program Description		Customer Service, Mail distribution, Inter-office document distribution, Records Management, Administrative Support, Data Entry, and Provide reception services for all areas of the Town Operations
Service Level		Daily, Weekly or as necessary
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Reconciliation
Program Description		Reconcile Banking, Subledgers and Other Software to General Ledger
Service Level		Monthly Reconciliation and Year End
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Regional Collaboration
Program Description		Regional Agreement Cost Share Tracking, Reporting etc.
Service Level		Annual Invoicing, Payments and tracking of agreements. Year End Reconciliation and ongoing reporting as required. Services delivered where the agreements specify Town participation such as payroll or managing partner
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Tangible Capital Asset Financial Management

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Attribute C = Portion of Community Served by Program (Scale 0 – 4)
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Attribute E = Cost Recovery of Program (Scale 0 – 4)

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Program Description		Coordination of tangible capital asset financial activity to support accountability, transparency, and planning for growth and replacement of Town infrastructure through accounting, analyzing, monitoring and reporting of the timing and spending of capital projects. Tangible Asset Tracking, depreciation calculations, recording of betterments, recording of Write Downs as well as annual acquisitions of new assets.
Service Level		The TCA subledger has been set up and is operational. It records the historical value of assets. Every year during audit new assets are added and annual amortization it applied.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Animal License
Program Description		Invoice, Track, Collection and maintenance of Animal licenses (dogs)
Service Level		Annual Invoicing, Daily intake and collections for license fees. License Tags acquisition and tracking.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Financial Services		Business License
Program Description		Invoice, Track, Collection and maintenance of Business licenses
Service Level		Annual Invoicing and collections for business license fees.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Supplies
Program Description		Supplies Ordering & Distribution
Service Level		Daily, Weekly or as necessary
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand

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Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Financial Reporting
Program Description		Diamond, Questica
Service Level		Continue developing reporting standards and providing regular reporting to Council and management staff. Quarterly reporting is provided to Council. This is done for March, June and September with the audited statements being the December reporting. Repor
Attribute A	0	No requirement or mandate exists.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Financial Services		Budget Initiatives
Program Description		Questica Development
Service Level		Developing a new Budget Book format that supports electronic budget documents. Also, working to add performance measures to the document. This may take 2 years to collect enough information to implement.
Attribute A	0	No requirement or mandate exists.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services - Human Resources

Human Resources		Employee Assistance
Program Description		First point of contact for employee concerns and/or complaints
Service Level		Document, Coordinate further services and/or actions follow-up. Outsourced to third party when required
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Human Resources		Payroll
Program Description		Timely and accurate processing of all salary and wages for employees on a biweekly basis. Ensures accuracy in time reporting and ensures rules and guidelines are followed. Liaises with pension administration to ensure accurate pension records for employees. Calculates and submits employer based remittances (e.g. to Canada Revenue Agency, Canada Pension Plan, Local Authorities Pension Plan).

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Service Level		Timesheets entry, review for accuracy, review for appropriateness, payroll processes, and deposit batch to bank completed within 2.5 business days from end of pay period. Review of CRA and LAPP remittances completed in September. T4s and pension submission
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Human Resources		Disability Management
Program Description		Ensures the effective and timely management of absences due to illness or injury (work or non-work related) with a goal to minimize time away from work, provide needed supports to employees and facilitate a smooth transition back to productive work after an absence.
Service Level		Payroll/HR works with Sunlife for short term disability and long term as well as WCB for work related injuries.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Human Resources		Benefits Plans & Administration
Program Description		Development and administration of employee health benefit plans including health, dental, long term disability, life insurance, accidental death and dismemberment insurance and retiree benefits plans. Manages the annual premium setting process and tracks the financial status of the plans. Explains benefit plans to employees. Liaises with service providers. Manages benefit contracts.
Service Level		Employee setup and maintenance, Pay period processing and monthly reconciliation. Benefit plan is reviewed annually with provider and compared to similar municipalities.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Human Resources		Compensation Structure
Program Description		Creates the overall compensation structure for families (groupings) of work. Conducts salary surveys and analyzes data to make recommendations on salary structure, market adjustments & cost of living adjustments. Ensures competitive compensation as per compensation policy.
Service Level		Annually participate in surveys and review CPI to evaluate competitiveness of Town's pay grid to contemporaries. Salary grids

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		typically receive a COLA equal five year rolling average of CPI. This has been in place for at several years and helps smooth out
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services - Information Technology

Information Technology		Business Data Solutions
Program Description		Facilitates access to corporate data for stakeholders, both internally and externally through authoritative data sources including the Open Data platform. Ensures quality, security, and integrity of the data through established data management practices. Maximizes the value of the data through application integration, business intelligence, and data analytics.
Service Level		Mapping system is updated quarterly for external and internal users using SharePoint. Internal users have access to mapping through same as well as mapping production from GIS person within 24 hours of request dependent on prioritization. Internal users w
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		IT Security
Program Description		Ensure information entrusted to the Town is kept safe, has integrity and remains available by backup, restore, and disaster recovery capabilities. Security controls are designed and monitored including anti- virus, monitoring services on the network, application, server, and desktop. This includes IT Security user education.
Service Level		Incremental backup occurs hourly, complete data backup completed daily and held offsite. Security software updated regularly.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		Service Quality Management
Program Description		Manages service agreements with arms-length organizations. Monitors and reports on service measurements, key performance indicators.

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		Manages service catalogue, Implements and monitors IT support processes. (great Plains WebMap etc.)
Service Level		Director of Corporate Services manages interface between IT contractor and other externals on an as needed basis. Review done quarterly (e.g. phones, SharePoint, Adobe, Microsoft Exchange, Diamond/Great Plains, etc.)
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		Technology Planning
Program Description		Provide guidance to the business in defining and understanding opportunities for information technology to enable their programs. This includes performing opportunity assessments, developing technology business cases and strategies, and producing roadmaps.
Service Level		IT contract with GAMTech includes review of systems on a quarterly basis for the review of current systems and development of business IT to be ready for the future on a quarterly basis.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		Technology Training
Program Description		Supports training of Town staff in technology, this program ensures personnel can receive the education they need for technology they use via in-class, and e-learning formats.
Service Level		Each department is responsible for personnel training offerings which occurs when new or updated software is introduced specific to a department or entire organization.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		Business Solutions Development
Program Description		This program provides end-to-end support for selecting, acquiring, and implementing new IT business solutions. Services include project management, business analysis, software installation and configuration, testing, and change management. Includes support, lifecycle maintenance.

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Service Level		IT contract with GAMTech and includes management of all IT systems, management of programs used by the Town, software renewals and hardware maintenance. They also provide support for IT issues encountered by staff.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		Business Systems Support
Program Description		Maintain reliable and secure Information Technology (IT) business systems. This program ensures application software performs optimally from a technical perspective. Includes application lifecycle management, investigation and resolution of production issues, system upgrades, and incident and problem resolution. This service is contracted to GAMTech.
Service Level		Lifecycle management is reviewed annually at budget time. There are evergreening processes in place to monitor, manage and replace all IT hardware.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		Computer Infrastructure Support
Program Description		This program includes managing the network (connecting devices), and data centre support (servers, storage, internet, and intranet). Provide incident and problem investigation for the server and network environment. Upgrades and applies patches to servers and network equipment. This is contracted to GAMTech.
Service Level		Gam-Tech provides a support line that manages any issues encountered by staff. There are three tiers of support and issues that cannot be resolved by Tier 1 are escalated. They also monitor, protect and manage all servers, storage and internet connections
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		Technology Purchasing
Program Description		Handles technology procurement for the Town (RFPs, quotes, purchase orders). Coordinates and manages vendors. Maintains asset and configuration inventories (software, computers, servers, network equipment and their relationships).

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Service Level		Handled jointly between Finance Department and GAMTech as they also sell computer hardware to Town. Inventory is maintained and reviewed annually. GAMTech monitors and manages most of our current software licensing requirements and installations on comput
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Information Technology		User Support Services
Program Description		Provides support to staff in the use of personal computers and related devices (phones, tablets, printers, scanners). Includes installation and removal, lifecycle management including maintenance and replacement, software licensing. Provides first level telephone, e-mail, and in-person support for user issues and problems. This is provided internally and also by GAMTech.
Service Level		Contracted service for 7 day per week coverage for internal users 7 am to 6 pm Monday - Friday, 8 am to 4 pm on weekends.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services – Legal Services

Legal Services		External Legal Support – Retention & Management
Program Description		Act as liaison between Town departments and external legal service providers; manage legal professional services budget (CAO). Legal services may be required for HR issues, bylaw review/drafting to complex agreements.
Service Level		Engage external legal services when necessary considering risk, cost and complexity.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services – Legislative Services

Legislative Services	Retention & Disposition of Records
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Program Description		Retention and disposition of corporate information in compliance with legislative timelines, business, archival and historical value. Provides direction and oversight of decommission activities related to information. Internal corporate support and education related to retention and disposition.
Service Level		Conducted in accordance to the requirements of the Municipal Government Act and the Town's Records, Retention and Disposal Bylaw which is reviewed annually. Implementation of a new laser fiche records management is in progress. Staffing shortages have del
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Legislative Services		Forms & Records Management & Digitization
Program Description		Create and maintain the centralized record management system. This program works with all departments to help capture information in the most effective and efficient manner possible. This includes transforming paper based processes into digital formats and designing electronic forms so that there is consistency and re-use across the enterprise.
Service Level		This program is linked with the Retention and Disposition of Records Program and is vital to the organization. All forms of records need to be identified, organized and possibly duplicated via digitization for long term record keeping and availability to
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Corporate Services - Recreation

Recreation		Recreation Guest Services: Payment Processing (Provided by Corporate Services)
Program Description		Invoicing for Programs, Collection of Donations and Fees
Service Level		Daily Fee Collection, Monthly Invoicing and account reconciliation in cooperation with the Finance department. This is done through Xplor Recreation and Diamond Software programs.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	No change in demand

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Attribute E	0	No fees are generated that cover the cost to provide the program.
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Corporate Services - Utilities

Utilities		Billing Bulk Water/Sewer Services (Provided by Corporate Services)
Program Description		Ensure the collection of revenue from all bulk water/sewer services. This involves bill generation, collection on outstanding accounts,
Service Level		Billing is performed monthly and collection is received daily with late payment notices sent out monthly.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	No change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Utilities		Billing Services Water/Sewer/Garbage (Provided by Corporate Services)
Program Description		Ensure the collection of revenue from all meter readings. This involves bill generation, collection on outstanding accounts, disconnection and reconnection of services and the collection of commercial and industrial payments (including truck fills).
Service Level		Invoicing is completed Monthly, Revenue collection service is completed Daily.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	No change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Utilities		Utilities Customer Relations (Provided by Corporate Services)
Program Description		Contact for Customers to register account information, consumption and/or billing inquiries
Service Level		Answer voice calls, electronic notifications and written correspondence as soon as possible. Organize resolutions with the utility distribution operators and follow-up to ensure that rate payers are receiving the Town utility services in a reasonable mann
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	No change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
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Planning & Community Development – Economic Development & Tourism

Economic Development & Tourism		Business & Development Outreach
Program Description		<p>Both to internal departments in Town of Rocky Mountain House as well as the broad municipal, regional, provincial, national and international business communities - Economic Development and tourism supplies information about the business climate, markets, growth of business, business opportunities and others to promote interest in Town of Rocky Mountain House as a place to invest and grow a business. This coordinated with the Economic Development Strategy</p> <ul style="list-style-type: none"> • Facilitate development and implementation of economic development strategies and initiatives in consultation with other departments and community stakeholders. • Develop effective marketing and promotional tools that can be used to promote business development and tourism.
Service Level		Statistical information is gathered on an as available basis and updated as new information becomes available.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Business Expansion & Retention Services
Program Description		For those looking to expand their businesses, information is provided, new location services (property information), business survey data collection and analytical work, available lease spaces, business inventory information, business directory information. EDO provides help with providing resources and information on Gov't programs
Service Level		Requests for information are provided within 3 days
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Business networking leading to new development

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Program Description		Establish and maintain positive networks (CHAMBER, DOWNTOWN, BUSINESS GROUPS, DEVELOPERS, CATA, EASTERN SLOPES EC DEV GROUP) with local business to bring a business perspective to the review of organizational policies and practices.
Service Level		Continuously engaging with community stakeholders to help grow the community.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Community Events
Program Description		Support and/or planning for events related to economic development such as Market on Main, Parade of Lights, Canada Day and create additional new events Work with Community organizations on events(Passport Program and shopping campaigns)
Service Level		Events are a coordinated effort with various Town department dependent upon the event as well as with other organizations.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Department Support
Program Description		Provide advice and support to internal team members especially within the planning and development, marketing and communication sections.
Service Level		EDO to work closely with all other Town departments to include concepts of Economic Development as part of their planning/goal setting of their department.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Grant Writing
Program Description		Managing and supporting the economic development and tourism grant requirements and implementation for the organization. Perform relevant

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		research to identify available grant opportunities and evaluate the results. Grant writing, research for effective and authentic funding opportunities, implementation to ensure successful execution of grant process.
Service Level		Case-by-Case - Completed as grants are identified
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Promotion by interaction
Program Description		Promotion of community at trade shows, public presentations and displays.
Service Level		EDO representing Town of RMH at various venues to showcase community to potential residents and investors.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Promotional Items
Program Description		This program acquires Rocky Mountain House promotional items to distribute at Town events or given to outside agencies to support their events.
Service Level		Respond to requests for promotional items within 3 days. Maintain stock on a continuous basis.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Regional Economic Development Marketing
Program Description		Engage with regional economic development agencies and regional municipalities to increase the effectiveness of overall marketing efforts, with CATA, Travel AB, Chamber of Commerce, DT Country Tourism

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Service Level		EDO to work with partners in promoting the area for economic development. Create a strategic plan for sustaining and increasing business development and tourism initiatives.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Resources For Inquiries
Program Description		Maintain current economic development information from regional, provincial, national and international sources and responds to information requests from the public and the business community. Supply Chain Project completed.
Service Level		EDO to compile statistical data relating to current affairs to help potential investment opportunity.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Rural Renewal Stream
Program Description		The Rural Renewal Stream supports the attraction and retention of newcomers to rural Alberta through a community-driven approach that supports local economic development needs and contributes to the growth of the community. The Rural Renewal Stream empowers rural communities to recruit and retain foreign nationals to live, work and settle in their communities.
Service Level		The Town of Rocky Mountain House is preparing the application for community designation for the Rural Renewal Stream with the Government of Alberta.
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Strategic Plan
Program Description		Coordinate the preparation and administration of economic development plans, programs and strategies to attract and maximize new business

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		and residential opportunities to the community, in concert with other municipal strategies and policies.
Service Level		EDO developed a strategic plan with involvement from Council and Administration to incorporate the overall goals from the Town's Strategic Plan for the next three years. This plan may possibly create new service levels for Economic Development.
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Tourism Promotion
Program Description		Serves as a community tourism advocate for the Town of Rocky Mountain House. in partnership with David Thompson Country Tourism Group and with stakeholders to maximize visitation and visitor experiences. Funds the Rocky Mountain House Visitor Information Centre annually. Moving forward in conjunction with the Communications Officer, coordinate tourism promotion marketing and Town website.
Service Level		EDO responds to requests for possible advertising opportunities for tourism but also seeks out other avenues of marketing initiatives for the community. Submits advertising annually to tourist publications and works closely with Travel Alberta for partner
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Economic Development & Tourism		Visitor Information Centre
Program Description		Managing partner with Clearwater County to contract VIC services to the Chamber of Commerce to promote the Town and assist visitors to the community and area.
Service Level		EDO works closely with County and the Chamber for operation of VIC throughout the year. Meet on quarterly basis to discuss budget and operation for VIC.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.

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Economic Development & Tourism		Business Visitation Program
Program Description		In 2025, representatives from the Town and Community Futures Central Alberta participated in a Business Walk and successfully connected with 60 local businesses
Service Level		The EDO works closely with Council in meeting with businesses to discuss how they are doing and how the Town might be able to help or improve on things to help their business
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.

Planning & Community Development - Planning

Planning		Alberta Health Services & Regional Fire Reporting
Program Description		Report new business licenses details to Alberta Health Services & Regional Fire as a collaborative effort to ensure compliance with their respective regulations
Service Level		Provided on a monthly basis.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Canada Mortgage & Housing Corporation (CMHC) & Tax Assessment Dept. Reporting
Program Description		Report building permit details to CMHC & the Tax Assessment Department (Corporate Services)
Service Level		Provided on a quarterly basis.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Civic Addressing & Naming
Program Description		Assign civic addressees for all properties in the Town of Rocky Mountain House and maintain the corporate addressing database.

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Service Level		Addressing is assigned upon development permit approval and provided to applicant and Canada Post.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Collaborate with government organizations
Program Description		Collaborate with Alberta Health Services, Regional Fire, RCMP, Alberta Environment and Parks, Alberta Gaming and Liquor as well as other organizations on certain aspects of applications i.e. business licenses, Brownfield districts, development permits
Service Level		Working with agencies for occupancy of building or operation of business when required.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Community Engagement
Program Description		Support and guide the interactions between Council, administration, media, and public and promote effective, democratic engagement and consultation with the public. Advertise and engage public on statutory plans and developments as required by the MGA.
Service Level		As needed basis
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Development Permit - consultation, review, & issuance
Program Description		Provide pre-consultation services, application review (to ensure compliance of regulations), and make decisions on all development permit applications in relation to the Land Use Bylaw.
Service Level		Development Officer is available on a walk in basis for public to make inquiry on proposed development and help with completion of forms. Respond to phone walk-in inquiries that require research within 24 hours.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
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Planning		Encroachments
Program Description		Through inspections, monitoring and enforcement and other remedies, administer encroachments onto Town of Rocky Mountain House lands and Town of Rocky Mountain House rights of way in accordance with the Town's procedures and bylaws.
Service Level		Encroachments are addressed on a discovery basis through RPRs or municipal work. Depending on the encroachment, either an encroachment agreement is negotiated or removal of the encroachment is pursued.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Environmental Planning & Review
Program Description		Facilitate decision making to carry out development with consideration given to the natural environment. This service is provided for internal (Town) projects and external (developer, industry) projects.
Service Level		Environmental consideration and Environmental Site Assessment for planning and municipal decision making is now mandated in the MGA. Environmental impacts related to projects, building maintenance and planning coordinated through the department on as need
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Planning		Health & Safety
Program Description		Operate a health and safety program to ensure the public and staff work in a safe environment. Managed through the Joint H&S Committee and ensures the Town maintains COR.
Service Level		Operate the health and safety program to ensure it meets OH&S requirements and maintain the Town's Certificate of Recognition. This is verified by internal and external audits.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Land Use Bylaw
Program Description		Maintain and update the Land Use Bylaw (LUB). This includes the processing and review of applications to amend. The LUB must be

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		prepared in accordance with the Municipal Government Act (MGA). The LUB regulates the use and development of land and buildings within the Town to achieve the orderly and economic development of land. The LUB implements the policies of the MDP.
Service Level		Review amendment applications according to the MGA requirements. LUB amendment register is updated after every amendment to track the changes to the documents. Public versions are replaced to reflect the passed amendment.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Mapping
Program Description		Providing civic address, land use and Index (Lot, Block, Plan) Maps to the public, staff and Council. Including the sale of the maps.
Service Level		Maps provided to Councillors, staff and customers upon request.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Provincial Legislation Compliance (Legislative Framework)
Program Description		The legislative framework for land use planning decisions in Alberta. All municipal statutory documents must be compliant with the provincial Land Use Policies.
Service Level		Municipal Government Act, Subdivision & Development Regulation, Land Use Policies, Provincial Approvals, Reserve Requirements
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Stats Canada Reporting
Program Description		Stats Canada report is run from ESITE along with monthly building permit list
Service Level		Provided to Statistics Canada on a monthly basis.
Attribute A	4	Required by Federal or Provincial legislation.

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Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Statutory Plan Review
Program Description		Reviewing and implementing of the Intermunicipal Development Plan (IDP), Municipal Development Plan (MDP), Area Structure Plans (ASP), Area Redevelopment Plans (ARP) and the Land Use Bylaw (LUB).
Service Level		Review of Stat Plans and amendment applications according to the Municipal Government Act (MGA) requirements. MDP amendment register is updated after every amendment to track the changes to the documents. Public versions are replaced to reflect the passed
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Subdivision & Development Appeal Board (SDAB)
Program Description		Attend and provide reports SDAB hearings.
Service Level		Provide when an appeal occurs.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Subdivision Application Processing
Program Description		Accept subdivision applications and forward to PCPS for review and processing. A subdivision typically creates a new parcel or parcels of land. Subdivisions are reviewed based on the direction provided by the Municipal Government Act, the Municipal Development Plan, other statutory plans, the Land Use Bylaw and Town policy. This is where the policy direction of the higher level planning documents are implemented.
Service Level		Review and submission by PCPS to MPC for decision within the allotted regulations of the MGA.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Planning		Telecommunication Facility Guidelines

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Program Description		To establish a written policy to limit the impact of telecommunications facilities within the boundaries of the Town of Rocky Mountain House and lands contained within the Inter-Municipal Development Plan. New policy 014/2021 passed by Council.
Service Level		As needed basis
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		QMP Annual Internal Review & Ongoing Maintenance
Program Description		QMP Annual Internal Review and Ongoing Maintenance of QMP, Updating and maintaining Safety Codes Council Connect webpage. Fire QMP. Section 30 of the Safety Codes Act (the Act) allows for the accreditation of agencies. All disciplines as of 2020 -Gas, electric, plumbing and building
Service Level		Annually
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Safety Codes Collection & Remittance
Program Description		Collection of safety codes fees on each building permit.
Service Level		Remittance to Safety Codes Council on a monthly basis.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Supervision of building inspector & contract agency
Program Description		As an accredited municipality, manage the safety codes service contract for building permits in accordance with our Quality Management Plan (QMP). The QMP outlines our level of service (inspections specifically) and is what provides us with our accreditation with the Safety Codes Council. Ensure building inspector completes permits and inspections.
Service Level		Annual review of the service contract and safety codes officers and permit issuers certifications and designation of powers certificates in accordance with the QMP.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Administrative Support for Protective Services
Program Description		Providing information and data to the Town's Community Peace Officers and Commissioners including; permit information, contact information for bylaw complaints, history of certain properties.
Service Level		Staff provide support on a regular complaint driven basis.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Compliance Letters & File Searches
Program Description		Review of real property reports and town property files to ensure compliance with approved development and building permits in accordance with the Land Use Bylaw.
Service Level		Regular service is completed within 1 week of submission.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Planning		Construction Completion Certificate (CCC) & Final Acceptance Certificate (FAC)
Program Description		CCC will be issued by the municipality or its engineer when the municipal improvement is operational, and completed in accordance with the required design and the required construction practice prior to the Town taking ownership. The security is released upon the issuance of a final acceptance certificate that the guarantee period is over. Maintain database of Construction Completion Certificates and Final Acceptance Certificates
Service Level		Timelines for review are contained within the development agreement. Databases for Construction Completion and Final Acceptance Certificates are updated on a regular basis.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Customer Process Facilitation

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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Program Description		Assist residents, builders, developers, realtors, industry, contractors through the various department application/review processes including education on regulations, process and submission preview. Providing information to residents/realtors including building age, copies of Real Property Reports, etc.
Service Level		Service is provided on a walk in, email or phone basis. Staff will ensure proper FOIP standards are met when providing information to the public such as Real Property Reports.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Design Guidelines
Program Description		Providing information in conjunction with the Engineering Department on the Standards governing the subdivision design, servicing standards, the design and construction approval process, and the as-constructed drawing submission requirements. The primary focus is to aid the consulting engineer in the preparation of construction drawings. As well as, reviewing and updating the guidelines.
Service Level		As needed basis
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Development Agreements
Program Description		Negotiation of Development Agreements to create a legal contract with developers outlining the terms and conditions (financial obligatory and otherwise) which must be met as a condition of the development caveated against the certificate of title for the lands
Service Level		Communication with developers regarding developments requiring agreements are a priority and are ongoing. Consult with Council when negotiations have municipal financial implications or have requested deviations from municipal standards.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Easements & Utility Right of Way Agreements
Program Description		Acquire, dispose and the documentation of utility right of way interest as required for public and operations needs related to utilities.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
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Service Level		Respond to requests for or inquiry on utility right of ways within a week. Negotiate ROWs and easements for municipal infrastructure as necessary.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Environmental Phase 1 File Search / Reports
Program Description		Current or historical activities at the site and neighboring properties. It includes a historical review of permits, and environmental concerns such as spills, storage tanks, gas stations, unsightly, etc.
Service Level		Requests are completed within a one week timeframe.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Planning		Hiring & management of contractors such as Planning & GIS Services
Program Description		When seeking services from contractors, the municipal planning administrator will be required to prepare a request for proposals (RFP), a description of the contracted work required. Continual management of the contractors is necessary.
Service Level		On a continual or as needed basis
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Planning		Historic Land Searches
Program Description		Services files (and circulate to various internal departments) for information related to zoning confirmation, permitting, inspections, violations, expropriations. Both are a service provided to vendors, purchasers and financial institutions.
Service Level		Requests are completed between 3-5 business days.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
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Planning		Land Sales - Town Owned
Program Description		Department looks after sales and purchase agreements for Town owned land
Service Level		Done on a need basis.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Planning		Land Title Searches
Program Description		Alberta Land Titles Spatial Information System - land titles data products, registered survey plans, township images, survey control makers, soil capability information and other land information services.
Service Level		As needed basis
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Land Use Bylaw Enforcement
Program Description		Ensure development on private and Town owned land meets the regulations of the Land Use Bylaw (LUB) and where required exercise enforcement mechanisms as per the LUB and MGA.
Service Level		Monitor development within the community and follow up on complaints. Take appropriate enforcement action if necessary.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Land/Building Leases
Program Description		Oversee and negotiate leases of Town property and buildings.
Service Level		Complete lease renewals within 1 month of expiry date.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Planning		Long Range Planning

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Program Description		Long range planning prepares Town led plans and strategies and researches information which provide high level planning policy direction. This includes items such as, but not limited to, leading the Municipal Development Plan and Intermunicipal Development Plan update process.
Service Level		Statutory plans are reviewed annually and proposed changes are presented to Council. The statutory plans are rewritten every ten years maximum.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Planning		Maintain Security Letters of Credit
Program Description		Ensure security letters of credit are up to date and renew if necessary through the banking institute.
Service Level		Conducted on a monthly basis
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Mobile Home Relocations
Program Description		Mobile home relocation package completed which provides information to the assessment department (Corporate Services) for taxation purposes
Service Level		Completed upon request.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Realtor, Builder, Developer & Member of the Public Inquiries
Program Description		Answer telephone, email and in-person inquiries regarding zoning, development requirements, compliance requirements, etc.
Service Level		Completed upon request.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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Planning		Procedures for Landscaping Requirements
Program Description		Policy and procedure for dealing with landscaping requirements as set out in the Land Use Bylaw.
Service Level		As needed basis
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Site Inspections
Program Description		Development & enforcement related issues
Service Level		Inspections of development permit work, landscaping, land use bylaw. etc.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Technology & Data Management
Program Description		Administration of ESITE, which is a workflow management system used to issue development permits, track processes and is also used as a reporting and statistical tool.
Service Level		Ensure permit forms loaded into ESITE are in compliance with the LUB.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Temporary Use of Public Land
Program Description		Bylaw 11/06 Temporary use of Public Land - mobile vendors may use town land for business purposes
Service Level		Supply forms and guidance when application is submitted. Complete paperwork for access and use of Town land.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Use of Town Land

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Program Description		Ensure that any use of Municipal Land is in accordance with the Municipal Lands - Site Use License Agreement and take such actions as to correct public misuse.
Service Level		Work with the public in ensuring a Municipal Lands - Site Use License Agreement has been signed for any use of public lands and respond to complaints within five days either through Peace Officer or Development Officer dependent on misuse.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Wildfire Mitigation
Program Description		The purpose of this plan is to identify and address the wildland/urban interface fire hazard in Rocky Mountain House and to use this information to establish a process to mitigate the risk and consequences of an interface fire.
Service Level		Planning and PW staff work on this project. Planning strategies implemented from the wildfire mitigation plan.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Building Permit - consultation, review, & processing
Program Description		Provide pre-consultation services, application review, and processing building permit applications in relation to the Alberta Safety Codes Act.
Service Level		Development Officer is available on a walk in basis for public to make inquiry on proposed construction and help with completion of forms. Respond to phone, walk-in inquiries that require research within 24 hours.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		Business License Applications & Enforcement
Program Description		Reviewing and Processing business license applications in conjunction with development permit process. Business Licenses, Invoice and payments are processed through the accounting system which also acts as a database for all business licenses. Enforcement of bylaw when necessary.

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Service Level		Walk in or phone basis for public to make enquiries or submit an application in conjunction with the development permit process. Rules and regulations are enforced on regular or complaint basis.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Planning		Clean Energy Improvement Program
Program Description		A Program to reduce greenhouse gas (GHG) emissions through energy efficiency upgrades and scaling up the adoption of renewable energy technologies. Residential, and owners, can access flexible financing from the Town of Rocky Mountain House to pay for eligible upgrades that increase energy efficiency or generate renewable energy, making spaces healthier and more comfortable. See CEIP Tax Bylaw 2022/10. Involved with Provincial and Federal Community in Practice.
Service Level		Planning staff to work with Corporate Services in the implementation and administration of the Program.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Planning		Offsite Levies
Program Description		The implementation of offsite levies as a condition of subdivision or development permit. Review of offsite levy Bylaw. No longer implemented as of Repeal Bylaw 2025/12.
Service Level		Impose levies as per Bylaw or as per development agreement. Review off site levy bylaw on an annual basis.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Planning		Storefront Improvement Grant
Program Description		Manages the program - application, agreement and payment.
Service Level		Case-by-Case - Completed as requested by building or business owners.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand

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Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Tax Incentive Bylaw
Program Description		Under the new Non-Residential Land Development Tax Incentive Bylaw, non-residential vacant lots are eligible for a reduction in mill rate, subject to certain conditions.
Service Level		As needed basis
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		Historical Mural Incentive Program
Program Description		To clarify expectations and determine criteria for a matching grant incentive program for businesses and commercial locations to partake in the development of a historical mural, with funding provided by Town Council.
Service Level		As needed basis
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		GIS Analytics & Reporting
Program Description		Provides GIS Analytical & Reporting services. Includes creation and management of geospatial data models to hold corporate and departmental data, data management and the support and use of GIS business intelligence and reporting tools.
Service Level		Utilize data to provide visual representation as well as statistical information as requested internally and externally. All requests are reviewed within 2 days and prioritized.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Planning		GIS Support
Program Description		Provides the leadership, guidance, and oversight for the Town's GIS (Geographic Information System) from a corporate perspective. Functions include providing vision, coordination, direction, standards, and best practices and facilitate GIS training.

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Service Level		Internal service level participate in long term planning for the Town.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		GIS System Support
Program Description		Provides overarching management, maintenance, and support of the GIS. This includes stewarding the geodatabases, datasets, and applications and enabling access to information to support corporate decision making, service delivery and communications. In addition to providing consulting, development, and customer support.
Service Level		Complete internal data requests as required, providing visual data to support decision making within two days of request. Maintenance and updating GIS daily.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Planning		School Presentations
Program Description		Providing presentations to local schools and students regarding planning and development.
Service Level		Staff are available to provide presentations on a scheduling basis.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Recreation & Community Services – Facility Services

Facility Services		Facility Capital Planning & Construction
Program Description		The project management program is how the new capital construction or lifecycle projects for 23 buildings owned and operated are completed. Construction of new facilities is planned, cost estimated and forwarded to Council for budget approval. Once approved the project is assigned to a dedicated project manager to implement. The project manager contracts any required consulting or engineering services to complete the design and the construction contractor through the public procurement process. For Capital lifecycle projects, a grouping of projects that have been

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		identified under the capital life cycle program, including technical specifications, are assigned to a project manager to tender the work, and oversee its successful completion.
Service Level		Maintain facility information for project planning. Provide facility information to Council and internal departments upon request.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Inspections Formal /OH&S
Program Description		This program does quarterly inspections of Rocky Regional Recreation Centre, Co-op Credit Union Aquatic Centre and the Lou Soppit Community Center to check for OH&S concerns twice a year for the joint Health and Safety committee and does formal inspections to check for damage and or life cycling of components. This program is completed by 2 maintenance staff and help from custodial.
Service Level		Complete 2 formal inspections per building a year. Complete 2 OH&S inspections per building a year.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Life & Safety Equipment/Systems
Program Description		The annual verification of the life & safety equipment or systems required by building or fire codes for 23 buildings owned and operated by the town. This will include fire alarm, fire sprinkler, backflow, gas detection, emergency lighting/ power systems and completing OH&S inspections. This program is completed by 2 Maintenance staff.
Service Level		Schedule annual facility testing. Testing such as emergency lighting completed quarterly on all facilities.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Custodial / Janitorial
Program Description		This program cleans 10 of the town owned buildings and does setup for events at the Rocky Regional Recreation Centre and the Lou Soppit Community Center. Custodial does the regular cleaning of these facilities and deep cleans when necessary. Custodial orders all of the supplies

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		needed while looking to reduce costs while maintaining high standards. This program is completed by (8) staff throughout the year.
Service Level		Respond to spills / accidents in a timely fashion. Do deep clean on a semi annual basis. Current staffing level includes, 1 FTE Arena manager, 1 FTE Facility Attendant Coordinator, 3 FTE Facility Attendants, and 3 Casual Facility Attendants.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Security/Loss Prevention
Program Description		The program operates and maintains security systems, employee duress systems and facility key systems. Through the program security services, video surveillance and alarm monitoring are contracted. This program is provided by 2 maintenance staff and contractors.
Service Level		Complete new user requests as soon as possible considering budget, resources and availability.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Architectural & Structural Systems
Program Description		The program operates and maintains all overhead doors and automatic doors for facilities entrances. All man door panic hardware, lock sets, closures and hinges are maintained or replaced to ensure smooth operation of all doors within the facilities. The program also maintains all structural elements including glazing, skylights, staircases, steel structures and roofing. All interior finishes including painting, flooring, ceilings and millwork are maintained. All amenities including signage, bike storage, lockers, partition systems, furniture, window coverings, etc. are included in the program. This program is completed by 2 Maintenance staff.
Service Level		Respond to low priority building maintenance requests within 1 week. Respond to high priority maintenance requests within 2 days.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Electrical & Lighting Systems
Program Description		The program operates and maintains all electrical supply and distribution systems. This includes the high and low voltage systems throughout all

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		facilities including MCC's distribution panels, lighting, branch circuits and data cabling. This program also includes lighting which provides for the routine and non-routine replacement of lighting in arenas, vehicle service areas and office buildings. Through the program group relamping, ballast replacement and localized conversion to energy efficient lighting is performed. This program is provided by 2 maintenance staff and contractors.
Service Level		Respond to low priority building maintenance requests within 1 week. Respond to high priority maintenance requests within 2 days.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Facility Technical Standards & Guidelines
Program Description		Existing and new facilities will be based upon the technical standards of new facilities, replacement of existing equipment, and energy efficient designs. The program shall review of current infrastructure performance for 23 buildings owned and operated by the town to determine if past objectives have been met, while analyzing operational performance/costs for the purpose of improving overall product or system selection and designs.
Service Level		Compilation of historical facility information as well as current condition assessments on a continuous basis.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Mechanical Systems
Program Description		The program operates and maintains all of the heating, ventilation and air conditioning systems to maintain comfort in 20 of 51 buildings owned and operated by the town. All annual maintenance on roof top heating/cooling units, chillers, boilers, pumps and system controls are managed through this program. The program is also responsible for all facility plumbing including the heating or potable hot water systems, facility pool piping and public showers. This program is completed by 2 Maintenance staff.
Service Level		Respond to low priority building maintenance requests within 1 week. Respond to high priority maintenance requests within 2 days.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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Facility Services		Tenant Services
Program Description		Through the tenant services program, Facility tenants both internal and external (Library / Firehall and Low Income Housing) needs are addressed. The day to day support for corporate operations with the moving of furniture, repairing of furniture or small systems, addressing facility concerns and completing tenant service requests received annually is managed through the program. This program is completed by 2 Maintenance staff.
Service Level		Respond to tenant maintenance requests within 2 days.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Facility Services		Seasonal Buildings
Program Description		The program operates and maintains all of the heating, ventilation and electrical systems of seasonal buildings such as the ball diamond washroom/concession, Centennial Campground wash house and the Helen Hunley Park (Legion) washroom and Spray Park mechanical building owned and operated by the town. All seasonal maintenance such as shut down and opening for the season are managed through this program. The program is also responsible for all facility plumbing including the heating or potable hot water systems, facility piping and public showers. This program is completed by 2 maintenance staff. Facility Attendants assist with the daily cleaning of these facilities. Staff do daily maintenance checks of Spray Park during operating season.
Service Level		Respond to low priority building maintenance requests within 1 week. Respond to high priority maintenance requests within 2 days.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.

Recreation - FCSS

FCSS - ADMINISTRATION	Information Referral
Program Description	FCSS is a community resource to promote and develop preventative programs. Phone and email inquiries are referred to local programs and services.
Service Level	FCSS staff provide information and make referrals for Rocky Mountain House and district residents on community connections and resources, agencies and other government supports that maintain/improve wellness and independence, prevent crisis and improve qu

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Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Monthly Clearwater Regional FCSS Board Meetings (excluding July & August)
Program Description		Monthly board meetings are hosted to review community grant applications and current work of the CRFCSS program. High-level financial information is also shared.
Service Level		FCSS Manager coordinates meetings, prepares the agenda, presents funding applications with recommendations, and records meeting minutes. Coordinator checks in with board quarterly to keep them updated.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Outcomes Measurement
Program Description		FCSS works with funded groups to collect data to prove how program outcomes align with provincial priority preventative measures for FCSS.
Service Level		FCSS Manager coordinates with volunteer organizations to pick outcomes measures, create surveys, aggregate data, and complete a final report. The FCSS Manager then compiles all information for a final report to the Province. The four provincial priority a
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Provincial Year-End Reporting
Program Description		FCSS submits a year-end financial report to the Province.
Service Level		FCSS Manager collaborates with the Finance Department to enter final numbers. A Review Engagement Report is completed by an external auditor.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand

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Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - Administration		Resident Walk-in Support *NEW
Program Description		Assist Rocky Mountain House and district residents who arrive at the FCSS Office and refer them to local programs and services.
Service Level		Service is provided on a walk-in basis.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Emergency Social Services
Program Description		Emergency Social Services - Town of Rocky Mountain House.
Service Level		Reception Centre is supported by the FCSS Team. FCSS will provide leadership, contact information, connection to local organizations, etc. in the case of an emergency. ESS Plan, Evacuation & Re-Entry Plan was created with other Town staff.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Applying for External Grants
Program Description		FCSS Manager co-writes grant applications in collaboration with other non-profit groups. The purpose is to build local capacity to address complex social issues such as mental health, rural transportation, housing/homelessness, family violence, poverty, and prevent isolation. Successful grants to date include: Alberta Health Services 'Community Capacity Funding' for the Youth Forum Pt. 2 for the West Country Drug Coalition, Canadian Mental Health Association's (CMHA) 'Individual Community Grant Stream' for the Rocky P2P Network, the Federal Government's 'Rural Transit Solutions Fund' for the Clearwater Regional Housing Foundation, and United Way grant with the Rocky PCN. Opportunity are continually being investigated.
Service Level		FCSS Manager co-writes grant applications with other non-profit agencies or finds opportunities and requests collaboration from community partners to address complex social needs in the Clearwater Region.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Central Alberta Rural Communities Coalition

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Program Description		FCSS Team participates in a committee as co-Chair with FCSS colleagues from rural communities around Central Alberta. FCSS priority topics are discussed such as mental health, poverty, substance use, housing, transportation, etc. Program ideas are shared, including funding opportunities.
Service Level		The group troubleshoots challenges and exchanges ideas. There is the possibility of group advocacy. Individuals with a variety of different FCSS experience make up the Board; very helpful to understand FCSS and generate new ideas. Other rural FCSS Program
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Community Development
Program Description		CRFCSS supports and strengthens local non-profit groups.
Service Level		FCSS staff are dedicated to supporting non-profit community organizations by attending Annual General Meetings, strategic planning sessions, or workshops. This supports local board development, leadership, CRFCSS grant funding awareness, etc. with approxi
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Community Grant Funding
Program Description		FCSS provides funding to local non-profit organizations to operate or run programs.
Service Level		FCSS Manager receives year-to-year and new grant applications. After reviewal, FCSS Manager presents the applications to the CRFCSS Board during monthly Board Meetings to award or decline funding. The FCSS Manager may gather more information or will proce
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Community Networking & Involvement
Program Description		FCSS participates in a variety of meetings with community groups and organizations to keep current with local issues and to foster connections.

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Service Level		The community has over 100 community-based organizations that we meet with regularly to provide assistance and support. Programs and projects often arise through this involvement.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Community Outreach
Program Description		Community Networking - FCSS staff participate/facilitate community meetings and make connections within the Clearwater Region to address the most pressing social needs. This includes specific "outreach office hours" in Caroline, Nordegg, Leslieville and Condor.
Service Level		RMH & Caroline Interagency meetings, Central Alberta Rural Communities Coalition.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Creating Resources: Tabbed Resource Spreadsheet, Circle of Supports, Family Violence brochure, & Youth-specific handouts
Program Description		The Resource Spreadsheet is a large, tabbed spreadsheet outlining all non-profit services and programs in the region. Some categories include: Mental Health, Addictions, and Transportation. The Circle of Supports document is a 1-page handout outlining key local supports from crisis to prevention. For example, the inner circle has 9-1-1 and RCMP while the outside circle has the Library, Primary Care Network, etc. contact information. The family violence brochure is specific to legal and family violence supports in the area. The youth handouts were created for homeless and at-risk/vulnerable youth to be aware of local supports geared towards them.
Service Level		Created by FCSS, these resources are updated as new programs and services start up in the community. The documents are promoted to the Interagency membership and are available for anyone who wants an extensive listing of local non-profit programs and serv
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		CRFCSS & Clearwater Regional Interagency Group on Facebook & CRFCSS on Instagram

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Program Description		CRFCSS has an online presence and tool for program and service promotion through FB and IG. They increase awareness of our programs & services in all ages from youth to seniors. Our followers and post engagements are continually growing.
Service Level		We promote other groups and their activities, along with our own. Our page has opportunities for volunteers, program posters, etc. The FCSS Coordinator promotes other groups and their activities, along with our own. Content is shared between Facebook and
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Monthly Interagency Meetings
Program Description		FCSS hosts monthly Interagency meetings (every 2nd month meetings are hosted by the Caroline Seniors Drop-in Centre) to provide a platform for non-profit information sharing and program/service updates.
Service Level		FCSS Manager schedules meetings, sends out reminders, and distributes daily emails to the membership to raise awareness about local programs and services. Social issues are often discussed at meetings and it is the starting point for new initiatives and p
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Regional FCSS Program
Program Description		FCSS has a Regional Agreement to cover Rocky Mountain House, Clearwater County, and Caroline. FCSS office moved to the Old Post House building in January 2021.
Service Level		A Regional Agreement is in place, signed by all 3 parties, to administer and operate FCSS jointly. This includes cost-sharing, funding, budget, policy, Board Membership, developing programs and staffing.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
FCSS - ADMINISTRATION		Volunteer Coordination

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Program Description		Volunteers in the community are linked with organizations seeking volunteers through the Volunteer Centre.
Service Level		FCSS Coordinator stays in contact with local organizations to assess their need for volunteers. Individuals sign up by filling out the Volunteer Form. Applicable reference checks, such as Criminal Record and Vulnerable Sector are included. Organizations f
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Client Appointments
Program Description		Clients need help with understanding and completing government paperwork. Atypical for FCSS but necessary to prevent further crisis in individuals and families.
Service Level		We help people on a case-by-case basis. We may help with completing AISH or disability applications, understanding letters from the government, making inquiries with the CRA, etc. depending upon client needs. Whenever possible, we refer clients to other a
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Hosting Social Work Practicum Student
Program Description		The FCSS Program hosts one post-secondary student per term to provide them with valuable experience, while also receiving help with various FCSS programs and services.
Service Level		FCSS Coordinator works with and supervises a student from the Red Deer Polytechnic Social Work program. They provide reception relief and assistance with programming such as the Community Volunteer Income Tax Program and Collaborative Community Events.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - ADMINISTRATION		Postering
Program Description		Advertising through displaying posters on physical bulletin boards around the community

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Service Level		FCSS Coordinator goes on monthly poster runs to advertise for all our ongoing events as well as other non-profit groups. Posters are put up around RMH, in Caroline and sent out to hall organizers in Leslieville and Condor. This reaches people who are not
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - AFFORDABLE HOUSING		Affordable Housing
Program Description		FCSS manages 7 Post House apartments
Service Level		The FCSS Manager ensures monthly payments, conducts monthly inspections with the Maintenance Department, creates ads for vacancies, accepts new applications, coordinates maintenance requests, conducts interviews, and prepares Lease Agreements. Interviews
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
FCSS - PROGRAMMING		Community Volunteer Income Tax Program
Program Description		Volunteers assist low income residents with completing basic Income Tax Returns.
Service Level		FCSS participates in the Community Volunteer Income Tax Program. Tax returns are processed by FCSS coordinator and volunteers for residents in Rocky Mountain House & area at no cost.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
FCSS - PROGRAMMING		ESCAPE Program
Program Description		A program for youth aged 12-21. Target group is at-risk youth who frequent the Rocky Skate Park. Youth are engaged in art activities and connect with healthy professionals around the community. Workshops include vehicle maintenance, coping with stress, fire safety, brain development, etc.
Service Level		Collaborating with various non-profit agencies and community leaders from the community. Sessions are weekly after-school. Food is provided.

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		Coordinator collaborates with partners, brainstorms ideas, contracts workers to facilitate workshops, and rents sp
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
FCSS - PROGRAMMING		Girls Unleashed Program
Program Description		A program for girls aged 10-17 years that helps them learn stress management skills, mental health strategies, engage in new activities, make friends, and bond with positive role models in the community. Youth are able to experience fun activities they may not get a chance to otherwise. Also, adult mentors are able to recognize their own leadership abilities and engage in community.
Service Level		The FCSS Coordinator plans, advertises, and takes registrations. She also coordinates positive adult volunteers to lead the groups of youth. She contracts groups/individuals to lead sessions. The surveys from this program often lead to new activities for
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - PROGRAMMING		Guys Unleashed Program
Program Description		A program for boys aged 10-17 years that helps them learn stress management skills, mental health strategies, engage in new activities, make friends, and bond with positive role models in the community. Youth are able to experience fun activities they may not get a chance to otherwise. Also, adult mentors are able to recognize their own leadership abilities and engage in community.
Service Level		The FCSS Coordinator plans, advertises, and takes registrations. She also coordinates positive adult volunteers to lead the groups of youth. She contracts groups/individuals to lead sessions. The surveys from this program often lead to new activities for
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - PROGRAMMING		Newcomer Welcome Package

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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Program Description		People new to Rocky Mountain House and area are given a package with information about local programs and services. It is culturally inclusive. The program helps to retain people in our community: they are more likely to stay if they are integrated & involved in the community, building relationships, and aware of local programs & services.
Service Level		Upon being notified of a new resident, FCSS staff coordinate, as soon as possible, with the new resident and provide information about the community. FCSS partners with the Chamber of Commerce, Town Utilities and Post Office to provide this service. The w
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - PROGRAMMING		Seniors Week
Program Description		Celebrations occur each day during the first week of June to celebrate seniors. The Coordinator collaborates with various agencies to provide a unified effort in appreciating seniors in the community. We also advertise the activities of other groups so that seniors are aware of what's happening. It helps raise awareness of agencies serving seniors and their programs/services.
Service Level		FCSS Coordinator collaborates with care homes and other organizations, and has expanded to the County, to organize events that celebrate seniors and their contributions. Includes a kick off BBQ, info sessions, games, and more.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - PROGRAMMING		Snow Angels
Program Description		Volunteers assist seniors or those with limited mobility to remove snow and debris from their driveway.
Service Level		FCSS Coordinator recruits volunteers, including high school youth volunteers and other community members, to assist seniors and individuals with disabilities who are in need.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
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FCSS - PROGRAMMING		Special Events
Program Description		FCSS hosts special events which promotes a sense of community, opportunity for connections, community pride, and opportunities for learning. Some events are annual, whereas others are new initiatives.
Service Level		The FCSS Team works in cooperation with other community agencies to organize and provide these events. The activities build relationships, foster connections, nurture inclusivity, and raise awareness of social organizations. It also helps to promote FCSS
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - PROGRAMMING		Volunteer Appreciation Week
Program Description		An annual week-long celebration to thank local volunteers. Events occur throughout National Volunteer Week that have a wider reach than a one-time evening event. Nominations for volunteer recognition are received county-wide. This encourages and appreciates volunteer efforts.
Service Level		The FCSS Coordinator reaches out to local organizations and gives them the opportunity to nominate volunteers for recognition and appreciation. Each volunteer receives a personalized gift bag to say, "thank you". The Coordinator organizes and collaborates
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - PROGRAMMING		Collaborative Programming
Program Description		FCSS collaborates with various groups to run events in our region.
Service Level		FCSS Coordinator collaborates for ongoing events in the region to help make the events more accessible and successful. These events also increase awareness and inclusivity. Programming occurs with the Family Resource Network (FRN), and Condor and Leslievi
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
FCSS - PROGRAMMING		FCSS Awareness - Community Presentations

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Program Description		Many don't know what FCSS is or what we do in the community. We need to raise awareness and foster new partnerships.
Service Level		Attend non-profit board meetings and arrange for presentations at various workplaces, including industry. Will arrange for 1 presentation per month to key industry leaders and businesses to promote programs and services. May invite a community partner to
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
FCSS - PROGRAMMING		Safe Supply Site for Turning Point Society (Red Deer)
Program Description		A harm reduction program (minimizes negative health, social, and legal impacts associated with substance use). It is accepted that substance users will use and it is their choice to do so. However, if they do, we will 'meet them where they are at' and supply them with safe materials to use substances. We work with people without judgement, coercion, discrimination, or requiring that they stop using drugs as a precondition of support. Clients' health outcomes are improved while supporting where they are at today on their healing journey. Clients often disclose aspects of their personal journeys and histories of complex trauma. The opportunity is there to provide detox and rehabilitation program information when they are ready. Also, other information and supports are given, based on the needs of each individual to help improve personal outcomes and well-being.
Service Level		The FCSS Team distributes safe supplies for substance users on behalf of Turning Point Society. All items are free but there are maximum amounts on some products. Clients are engaged in conversation and we recommend local programs/services depending upon
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Recreation & Community Services - Recreation

Recreation	OH&S
Program Description	Recreation Staff work under the Town's Occupational Health and Safety Program to ensure a safe work environment for the staff and patrons.
Service Level	Working as a team Hazard Assessments and Safe work Procedures are reviewed annually and signed off for new employees. Four formal

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		inspections are completed a year as well as two OH&S inspections on all recreation facility.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Aquatic Centre: Water Maintenance
Program Description		The daily operations of the Credit Union Co-op Aquatic Centre includes the operating and maintenance of the pool systems, janitorial services for the building and annual maintenance shutdown. New CHP units and boilers were installed in 2020.
Service Level		Senior staff work at the maintenance and treatment of the Aquatic Centre's water to meet both the Alberta Health Standards and Aquatic Industry Standards. Weekly water tests are submitted to the Health Authority and a bi-annual Health Inspection is complete
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Community Events Committee
Program Description		Act as Town Liaison for the Community Events Committee including ensuring resources are allocated as appropriate and reasonable in accordance with the bylaw. Act as Administrative Support, Act as the liaison between Administration and the Committee, Prepare annual events presentation for Council in collaboration with the Chair, Coordinate event advertising.
Service Level		Support provided at request of Committee. Minimum of four (4) regular meetings annually.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Facility Bookings
Program Description		Department books all meetings rooms and spaces in the RRRC including the arena and dressing rooms, Aquatic Centre, Lou Soppit Centre, Ball Diamonds, Sports Fields, NSRP, Centennial Park Campground and under Joint Use Agreements also book the schools for community organizations. Table and chair rental is also available. The Town has transitioned to new recreation booking system "Xplor Recreation" in 2021.

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Service Level		We have seven schools, with over 22 regular user groups booking from September to June and leaving almost no extra availability. We have seven sport fields that are regularly used from May through November with eight regular user groups booking at 90 per
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Facility: Aquatic Centre - Specialized Recreation Facilities
Program Description		The Credit Union Co-op Aquatic Centre serves the entire Town of Rocky Mountain House and the Clearwater County for a specific recreation activity. The facility is designed for a specific recreation activity, such as aquatics. Amenities include a 5 lane swimming pool with Tarzan rope, a warm teach pool, 25 person hot tub, 160 foot water slide, on deck meeting room, upstairs meeting room, large multi-purpose room and viewing gallery. Facility is cost shared with Clearwater County as per Recreation Agreement.
Service Level		The Credit Union Co-op Aquatic Centre is open 6 am-9:30 pm Monday - Friday, Saturdays, Sundays and Holidays 10:00 am - 4:00 pm with private bookings on an as needed basis. We are the sole provider for aquatics including aquatic programing , lane swim, publ
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Facility: Fitness Centre
Program Description		2,500 square feet of various cardio equipment, cable weights and free weights, synergy machine, dance studio and spin class room.
Service Level		Payment is required for this area through membership or drop in admission.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Recreation		Facility: RRRC Major Multi-Purpose Recreation Facility Overall Management
Program Description		Rocky Mountain Houses, Rocky Regional Recreation Centre (RRRC) is a major multi-purpose Recreation Facility serving the Town and County. The full accessible facility is a community recreation destination offering a fitness centre, multi-purpose rooms, two arenas, curling club, (spaces

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		that can accommodate large and small events) concession, lounge and Recreation and Community Services department offices. Facility is cost shared with Clearwater County.
Service Level		Guest Services and Fitness Centre is open 7 days a week, Monday to Friday 6 a.m. to 9 p.m., Saturday 8 a.m. to 8 p.m., Sunday 8 a.m. to 4 p.m. (hours are adjust based on event needs). Stat Holiday Hours will be offered to match hours in the arena in the w
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Guest Services: Children's Play Area
Program Description		Consists of play equipment for children six years of age and younger. Drop-in opportunities are available for parent supervised play or for birthday parties and events.
Service Level		Parent-supervised drop-ins, and birthday party rentals also access this space.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Recreation		Guest Services: RRRC Guest Services
Program Description		This is the first point of contact for users and provides service for users at the recreation facilities by attending to concerns, receiving payments and gathering user information.
Service Level		Front desk staff provide information on facility programming, schedule, course requirements, facility amenities and sell memberships, daily drop in admission, register participant in classes and reconcile daily financial transactions. These hours can fluctuate
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Guest Services: RRRC Multi Purpose Rooms
Program Description		Bookings occur for meetings, training courses, hospitality rooms for tournaments, birthday parties, private meetings.
Service Level		Rooms are booked by Sporting groups, non profit associations, AHS, Parent Link, school tournaments, private groups, First Aid courses. Seating capacity ranges from 10 to 90 between rooms.

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Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Recreation		Maintenance & cleaning of Town Indoor Facilities
Program Description		Maintenance and Facility Attendants provide all daily cleaning
Service Level		4 full-time staff and a number of casual staff provide the day-to-day cleaning and maintenance of the Town buildings and outdoor facilities
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Recreation		Programming: Digital Advertising Facebook, Website updates
Program Description		Public communication and advertising of Recreation items, programs, activities, events.
Service Level		Timely communications to the public
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Programming: Special Events
Program Description		Recreation focused events. Volunteers, businesses and organizations who are involved, experience a sense of community connectedness, promote a sense of belonging and community pride. Recreation and Community Services also hosts, partners with and supports community organizations in the delivery of many local and provincial events that raise the profile of the Town of Rocky Mountain House.
Service Level		Town staff directly plan, implements and evaluates Town offered special events. Additional staff are utilized to assist in the deliver of the special event, as well as community associations. This number of staff and community associations adjust to the m
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Selling of Sponsorship, advertisements & leases

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Program Description		Sponsorship sales in buildings and park spaces, advertisements in arenas and ball diamonds
Service Level		10 sponsors of RRRC, two major park sponsors, One Major Aquatic sponsor, two parks and sports field sponsors, 20 arena board ads and 10 Ball field ads
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Recreation		Aquatic Centre: Advanced & Life Guarding Courses
Program Description		The Credit Union Co-op Aquatic Centre also offers Lifesaving Society specialized lifesaving and leadership courses including Bronze Level Certification as well as National Lifeguard certifications and AB Gov approved standard first aid.
Service Level		Average number of specialized lifeguard certification courses offered per year is two . Often the people that become certified lifeguards seek employment as a Credit Union Co-op Aquatic Centre
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Aquatic Centre: Aquatic Programs
Program Description		As the sole provider of aquatic programming the Credit Union Co-op Aquatic Centre serves both the local and rural communities with registered aquatic programs for all ages and abilities offering learn to swim programs (infant to adult) specialized lifesaving and leadership courses, First Aid and CPR, drop-in public, family, Senior, Special Need and Toonie swims as well as weekly aquatic fitness programs and Kayaking programs, with a large portion of the aquatic programming being utilized by various school boards during the academic calendar year. Programs are inputted and monitored by Aquatic Staff on Xplor Recreation.
Service Level		Total number of hours allocated for swimming lessons per year = 500. Offering nine-week lessons sets three times a year as well as weekly Monday-Saturday sets over July and August. A total of 220 classes a year.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.

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Recreation		Aquatic Centre: Lane Swims
Program Description		The Credit Union Co-op Aquatic Centre offers three daily lane swim times weekdays as well as a Saturday/Sunday noon lane swim.
Service Level		Lane swims offered in the early morning and noon are popular with varying attendance in the evenings
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Aquatic Centre: Public Swims
Program Description		Minimum of one Public/open swim daily and usually two/day in the summer months.
Service Level		Public/open swims daily.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Aquatic Centre: School Lessons/swim time
Program Description		A large portion (approximately 16 hours weekly) of the aquatic programming is being utilized by various school boards including one time/week for home school groups during the academic calendar year, teaching grades kindergarten to high school how to swim /water safety/kayaking/snorkeling.
Service Level		We provide services to two local school boards (11 schools), three First Nation schools, some schools outside of the County, Aboriginal Head Start, and homeschool groups. This programming complements the schools and the Credit Union Co-op Aquatic Centre as
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Recreation		Aquatic Centre: Special Needs Swims
Program Description		Weekly, an hour Special Needs swim is exclusively used by many different groups and patrons with special needs from the local and surrounding communities is very popular with an average of 3 patrons per 1 hour session.
Service Level		Groups that attend the Special Needs swim: Students from four schools as well as public members and clients and staff from Westward Goals and

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		Rocky Support Services Society (RSSS) attend. The weekly hour of Special Needs swim is exclusively used only by s
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Aquatic Centre: Swim Club/Canoe Club
Program Description		The Credit Union Co-op Aquatic Centre is also the home pool of the Rocky Barracuda Swim club with the Barracuda swim club annually renting the pool daily weekdays starting Sept and ending mid-June. The Credit Union Co-op Aquatic Centre also hosts swim meets. The Credit Union Co-op Aquatic Centre rents to the Rocky Canoe Club once a month plus for specialized training during the winter months.
Service Level		Swim club usage: Rocky Barracuda swim club (the club averages about 40 people yearly)annually renting the pool daily weekdays starting Sept and ending mid-June. The Credit Union Co-op Aquatic Centre also hosts an annual swim meet every March averaging 11
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Aquatic Centre: Swim Instructor Courses
Program Description		Swim & Lifesaving Instructor Certification as well as Lifesaving Standard First Aid.
Service Level		Average number of Swim & Lifesaving Instructor Certification courses run per given year is one.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Arena: Maintenance
Program Description		Rentals from ice and non-ice user groups, special events, public skating, shinny and birthday parties. This service involves ice maintenance, ice plant operations, the installation and removal of ice and preparation for non-ice users and events. On average four youth groups, five adult groups and Jr. B team use the ice in addition to school bookings and training camps.
Service Level		During peak season this involves trouble shooting the Ammonia system and monitoring the automated call out system. Taking readings of all

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		mechanical systems and trouble shooting and doing light maintenance on these systems. Record-keeping for daily checks
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Arena: Non-peak Season
Program Description		Arena 1 and Bunch Arena are used during the ice out season for several events yearly. This includes High School Graduation ceremony, weddings, fundraising events, cabarets as well as wrestling and volleyball camps which make use of the entire RRRC.
Service Level		Non-ice use is rented as requested for various hours. Two pickleball/badminton courts were painted onto Arena 1 surface for summer drop-in sports use. Portable basketball nets are also available for drop-in use.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Arena: Peak Season
Program Description		Rentals from Ice rentals, special events, public skating, shinny opportunities, birthday parties. This service involves ice maintenance, ice plant operations, the installation and removal of ice and preparation for non-ice users and events. It also involves the maintenance of the out door rink and oval which happen October through March, weather permitting.
Service Level		Arenas operates in winter months from 6 a.m. to one hour past the last booking (generally 12:30 a.m.). Ice is rented to three youth associations, 10 adult teams, five schools; Jr. B, Minor hockey, recreational hockey; tournaments, and drop-in use for publ
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Facility: Parks & Open spaces
Program Description		Oversee operations, cleaning, and maintenance of the Spray Park, Skate Park, Helen Hunley Park, Centennial Campground building, Tennis Courts, Curtis and Co-op Credit Union Fields, Running Track and winter skating track, outdoor hockey rink, Legion Washrooms, Ball Diamond washrooms

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Service Level		Two Arena staff transfer to Parks for the summer months to assist with sports field and cemetery maintenance.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Facility: Specialized Recreation Facilities - Curling Rink
Program Description		A five-sheet Curling Rink services both the Town and County at large that is owned by the Curling Club and operated October through April. The facility also includes an upstairs lounge and small banquet/multi-purpose room. Space is rented out for various events. The space can accommodate 150 people with an additional 90 if the movable wall is opened to the adjoining meeting room.
Service Level		Curling Club operates the rink, concession and lounge from October to April. The Club installs and removes ice for season and coordinates and delivers various curling leagues for community. Town books and cleans the facility from mid April - mid October f
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Recreation		Programming: Community Networking/Involvement
Program Description		Staff participate in Community Interagency meetings, Play West Country, Primary Care Network and other community groups and organizations.
Service Level		The community has over 100 community based organizations and meet and provide support services with many of them on a regular basis.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Programming: Indoor Recreation Programs (Children/Youth/ Adult/Older Adult)
Program Description		Programs are offered for all ages and abilities to enhance overall health and wellness. A wide-variety of programs are delivered in both Rocky Mountain House indoor recreation facilities. Programs provide many health and wellness benefits including social development, communication and cognitive skills, physical literacy and physical fitness. Programs are filled each year on a user-pay basis. Examples of classes include art, nutrition, skating parties as well as children activities on PD days & Spring break.

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Service Level		Department coordinates delivery of offerings
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Recreation		Sponsorships, Advertisers, Grants & Cost Share agreements
Program Description		Reconcile sponsorships, advertisers and grant programs. We track, allocate regional funding (FCSS) and year end invoicing.
Service Level		Annual Reconciliation and Submission
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Recreation		Aquatic Centre: All Purpose Rooms
Program Description		The Credit Union Co-op Aquatic Centre has three meeting rooms. The on deck room is used as a staff room and classroom for leadership courses. The upstairs program room is also used as a meeting room by the Barracuda swim club throughout the year but the majority of the "multi-purpose" room rental times being used for children's birthday parties with an average of 4-5 parties per month. The upstairs program room has also been used for school drama classes, meetings and course facilitation. The "Upstairs Meeting Room" is used for teaching the Babysitting Courses, Interviews and houses the Facility's Mechanical Automation Computer and filing boxes.
Service Level		Birthday parties consistently use the multi-purpose room with an average of 4-5 parties per month. The "Upstairs Meeting Room" is used for smaller meetings and interview and also houses the Facilities Mechanical Automation Computer System.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Aquatic Centre: Aqua-Size
Program Description		Two weekday hour-long Aquatic Fitness Sessions
Service Level		Currently we offer four aqua fit classes per week October through June with an average of 12 participants per class
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.

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Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Facility: North Saskatchewan River Park Operations
Program Description		In conjunction with the Parks Department we maintain the overall park. Town has taken over maintenance of the entire park. Recreation Admin Clerk looks after all of the bookings in the Park.
Service Level		Eight events per year on average - three key events occur at the NSRP: the Rocky Pro Rodeo, the Battle of the Rockies WPCA chuckwagons and the Lion's Demolition Derby. Staff books, orientation/walk throughs, cleaning/sanitization, repairs and maintaining
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Fitness Centre
Program Description		Recreation Services Manager is responsible for the operation of the Fitness Centre.
Service Level		The Fitness Centre is a non-staffed space. Recreation Services does regular maintenance, equipment ordering, and schedules bi-annual preventative maintenance through Liv North Apple Fitness. Guest Services staff take daily admission and sell memberships.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Fitness Centre: Fitness Classes
Program Description		Provider of fitness programming serves both the local and rural communities with registered fitness classes for all ages and abilities offering children, youth, adult and senior programs. Specialized Sports for Life model and physically literacy, drop-in public. Programs are inputted and monitored by the Recreation Services Manager on PerfectMind. Classes include: Boot Camp, Yoga/Pilates, HIIT, Senior/Gentle Fitness.
Service Level		Ongoing monthly fitness offerings with contract instructors. Fitness coordinates delivery of fitness programs with contractors. Number of classes offered per session can range between 12 - 25 classes. Classes must obtain a minimum number of participants t

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Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		North Saskatchewan River Park
Program Description		Upgrades to the park in 2023 included completion of the work on the infield VIP stands to bring the building up to code. Work on the Rental Hall to meet code and new furniture for the grand stand suites. Public works also worked with contractor to improve the condition of the dirt infield.
Service Level		The annual rodeo and chuck wagon events as well as year two of the Indian National Finals Rodeo and Indian Relays took place in 2023. National Jr. Forest Warden Jamboree originally planned for 2020 took place as well as two weddings booked for the rental
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Programming: Program Guide
Program Description		The Town Recreation and Community Services Department produces a Fall / Winter and Spring / Summer Guide yearly. The guide is a combination of Town and community programs. Community groups pay for ad space in the publication which helps offset costs of the publication.
Service Level		Town staff coordinate the production, distribution and ad sales for the Guide. This provides affordable advertising for non-profits, fitness and recreation based business in the community.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation		Aquatic Centre: Special Events
Program Description		The Credit Union Co-op Aquatic Centre has run special Community Swims, Lifeguard Competitions and Synchronized Swimming Shows and Dive-in Movies.
Service Level		The special events are run to engage the community outside regular swims
Attribute A	0	No requirement or mandate exists.

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Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Facility: Centennial Campground
Program Description		Guest Services answers numerous phone inquiries regarding campground information and process payments. Facility Attendants provide cleaning of showers and washroom facility daily.
Service Level		Public campground, Administration switched to on-line reservation system for 2022 season using the new Xplor Recreation program.
Attribute A	0	No requirement or mandate exists.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Facility: Lou Soppit Community Hall
Program Description		Multi Purpose building that hosts events, meetings, conferences.
Service Level		Over 35 regular groups booking yearly and over 60 bookings per year, our weekend rental is at 90 per cent. Lou Soppit is now unstaffed during events, facility attendants now conduct orientation/walk throughs, keys, on call person and extra sanitization.
Attribute A	0	No requirement or mandate exists.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Recreation		Facility: Spray Park
Program Description		Facility is open from approximately May long-weekend to September long-weekend from 10:00 am - 9:00 pm.
Service Level		Daily maintenance of the spray park conducted by the facility maintenance and facility attendant staff during the season. A washroom building is currently being constructed and will be maintained daily by facility attendants.
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Guest Services: RRRC Lobby Space
Program Description		Booked for various events including fairs, markets, fundraiser tables, awards presentations and welcome centres. Department coordinates with

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		Library for RRRC to offer a library kiosk for people to pick-up and drop-off books
Service Level		Space is booked on an as needed basis. Access to free used books in a public location
Attribute A	0	No requirement or mandate exists.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Programming: Community Digital Board
Program Description		TV screen available in the RRRC lobby offering free advertising opportunity to non-profit groups.
Service Level		Advertising opportunity available for non-profit group events. Non-profit groups contact Guest Services to put there ads up on the screen at no charge. The Town does receive revenue from advertisements that are obtained by a third party.
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Programming: Grant Applications
Program Description		Research and development of grant applications - networking with community groups to apply for grants / funding opportunities for various activities and infrastructure
Service Level		Apply for CFEP, ARPA, Community Choosewell and others as they become available
Attribute A	0	No requirement or mandate exists.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Recreation		Programming: Summer Day Camps
Program Description		Federal grant application for summer students. Hiring and training day camp staff. Advertising, registration and entry into Xplor Recreation. Coordinating paperwork with parents. Programming daily activities. Organizing weekly field trips (activity, booking, transportation, payment).
Service Level		Offering additional activities and child care options in the community during the Summer months
Attribute A	0	No requirement or mandate exists.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).

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Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Recreation	Facility: Recreation Facilities - Lease Management	
Program Description	Oversee and negotiate leases within the Rocky Regional Recreation Centre. This includes the Rocky Mountain House Art Guild which promotes and offers programming and artwork from the Town and County.	
Service Level	Complete lease renewals within 1 month of expiry date.	
Attribute A	0	No requirement or mandate exists.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.

Engineering & Operations - Airport

Airport	Airport Transition Zone	
Program Description	Airport Manager cuts and removes trees that are within the airport transition zone	
Service Level	The Manager coordinates with Alberta Environment & Parks (SRD) to remove trees annually as required through a collaborative agreement for AEP to undertake Wildfire training	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Airport	Line Painting - Airport Runway	
Program Description	Painting of runway markings.	
Service Level	Runway marking is done every 3 years and alternated between contractual and Town forces.	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Airport	Runway Maintenance	
Program Description	Ensure the traveling airplanes have a functional runway, taxiway and associated ramps maintained in a financially achievable, cost effective and efficient manner	

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Service Level		Annual maintenance of asphalt surface (crack sealing) is conducted by cost sharing partner (Clearwater County) as required.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Airport		Runway Markers & Lights Installation & Maintenance
Program Description		Airport Manager is responsible for the installation, maintenance, and replacement of runway markers and lights. Markers and lights replacement is reactive to regular airport inspections performed by the Airport Manager.
Service Level		Lights/markers management and installation is provided for all existing and new. Daily lights & markers inspections are conducted and are replaced as needed on priority basis and within budget allotments.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Airport		Airport Capital Planning
Program Description		Capital plans are developed by evaluating airport network needs and demands through prioritization, and developing budgets for individual capital projects. Compilation of data for use in project cost estimates in order to prepare the Airport Capital Plan.
Service Level		Transportation projects are based on a capital plan which is reviewed and presented to Council (Town & County) annually.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Airport		Airport Grass
Program Description		Operations via Airport Manager cuts and maintains approximately 120 acres of green space.
Service Level		The Manager cuts approx. 80 acres of grass and crop shares the cutting of 40 acres as a hay lease. This program is done annually.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

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Airport		Airport Operations
Program Description		Oversee and monitor Airport Operations Agreement with the County. This includes budget preparation and project review with Airport Manager and ICC. Future work may include Area Structure Plan as per the Regional Collaboration Study.
Service Level		Fulfill Town contractual obligations. Act on any airports users concerns in accordance to the contract and through Council on the advice of the ICC via Administrative processes and compliance with Transport Canada.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Airport		Runway, Taxiway, Ramp Sweeping
Program Description		Runway, taxiway, & ramp sweeping program is as required and is done to remove FOD.
Service Level		Done as required as identified through daily inspections.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Airport		Snow Removal/Ice Control
Program Description		Airport Manager is responsible to ensure that airplanes can land and taxi on the runway, taxiway and ramps in a manner that will minimize risk to the aerodrome community, prevent or reduce accident and injury using various snow and ice control techniques. This is done in accordance with Transport Canada TP312.
Service Level		Snow/ ice treatment, snow/ice removal and application of deciding material for user safety. Frequency depends on snowfall and in accordance to policy and Transport Canada standards. Snow is removed from runway, taxiway and ramps and blown into adjacent gr
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	0	NO change in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Engineering & Operations – Common Services

Attribute A = Mandated to Provide Program (Scale 0 – 4)
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Common Services		Town of Rocky Mountain House & Region Transportation Planning & Coordination
Program Description		The department collaborates with regional, municipal and provincial partners to ensure regional long-range plans are synchronized with the Town's roadway networks and transportation systems to improve and enhance the movement of goods and people.
Service Level		Our partners and/or stockholders area the Provincial Government and Clearwater County.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Transportation Capital Planning
Program Description		Capital plans are developed by evaluating transportation network needs and demands through prioritization, and developing budgets for individual capital projects. Compilation of data for use in project cost estimates in order to prepare the 5 & 10 yr Transportation Capital Plan.
Service Level		Transportation projects are based on a 5 & 10 year capital plan which is reviewed and presented to Council annually. This program also compiles grant applications for road projects when applicable.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Training
Program Description		Coordinate, monitor, and oversight program to ensure staff complete all required training to meet legislative and regulatory standards for equipment and work completed. This is critical to ensure a safe work environment and is required for liability purposes.
Service Level		Department is responsible for personnel training offerings which occurs when new staff or updated equipment or processes are introduced.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Playgrounds
Program Description		Operations maintains 21 playgrounds. Playgrounds are regularly inspected and maintained.

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 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
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Service Level		Operations conducts a cursory weekly inspection of playgrounds and followed up by an all inclusive monthly inspection. Repairs are completed as required and within budget allotments.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Capital Road Construction Project Management
Program Description		Construction of new or upgrades to transportation systems infrastructure in Town of Rocky Mountain House, including management of consultants from the design phase through to construction. Project management services required for roadway and parking lot projects in support of other departments' new or upgraded community facilities. This also includes the management of the Town's geotechnical and materials testing contracts.
Service Level		Provide Project Management for new and upgrades of municipal infrastructure programs to ensure high quality work and to keep projects within budget.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Greenspace Management
Program Description		The Town maintains approximately 111.433 hectares of green space, including Ball Diamonds and Sports Fields. Work includes: landscaping, tree management, repair vandalism, rodent control, etc.
Service Level		Ensure greenspaces are kept in a safe and usable condition.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Hiring & management of contractors
Program Description		When seeking services from contractors, Department staff are required to prepare a request for proposals (RFP), a description of the contracted work required. Continual management of the contractors is necessary.
Service Level		On a continual or as needed basis
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand

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Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Solid Waste & Recycling removal for Town Land
Program Description		Removal of solid waste and recycling. This service ensures waste and recycling is taken to appropriate locations for disposal from Town Land such as parks, roadways, ditches, and green spaces, protecting the health and safety of residents. Waste collection also ensures noxious waste materials do not get into the water system protecting the environment.
Service Level		Ensure Town Land is kept in a safe and usable condition.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Town Grass
Program Description		The Town cuts and maintains approximately 111.433 hectares of green space. This is done through a summer employment program.
Service Level		Town hires 10 Seasonal Summer Staff for Grass maintenance. Two Facility Operators are assigned to assist the grass crew at the cemetery.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Trails
Program Description		Operations maintains 14 km trail system combining asphalt and granular trails.
Service Level		Asphalt trails are inspected weekly. Granular/gravel trails are inspected yearly. Repairs are conducted as needed to provide for safe pedestrian passage. Outhouse maintenance: daily inspection and sanitizing, weekly deep clean, 2 times annual tank clean.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Cemetery Maintenance
Program Description		Maintaining cemetery grounds (landscaping, tree pruning, grass cutting, repair vandalism, flower clean-up, rodent control, weed control, etc.) General maintenance of site and installation of fixtures such as concrete pillars.
Service Level		Ensure cemetery is in pristine park like condition. Grass cutting is scheduled daily.

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Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Common Services		Cemetery Operations
Program Description		Marking, opening and closing graves and columbarium for funeral services.
Service Level		Very time sensitive program which may occur with short notice to ensure all is prepared for funeral service.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Common Services		Turf
Program Description		Operations maintains 5 ball diamonds, 2 football fields, - the soccer field maintenance has reverted to the school division in 2020
Service Level		Grass Crew to cut grass at football Operators also tend to downed trees and repairs as required.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Common Services		Weed Spraying
Program Description		Operations implements an annual weed spraying program to various municipal lands. This is contracted out.
Service Level		Weed spraying is contracted out and is completed once per year. Internally parks staff does spot spraying
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Flower Management
Program Description		Flowers are ordered and installed through our Horticulturist who is supported by a summer student and contractors as required. Flowers are tended to and cared for daily by Town staff.

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Service Level		Flower management is provided by one Horticulturist and supported by various staff as required. Flower watering season is from end of May until end of September.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Outdoor Venues
Program Description		Operations maintains various outdoor spaces including washrooms (outhouses), tennis/pickleball courts, skateboard park, dog off-leash park, and outdoor rink.
Service Level		Operations staff tend to these outdoor venues for repairs and safe equipment.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	3	Program benefits/serves a SUBSTANTIAL portion of the community (at least 75%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Oval & Outdoor Rink
Program Description		Seasonal operation pending on weather. Operations staff install and maintain ice on 5 rinks in the parks. This was reduced to the oval and the out door rink north of the arena
Service Level		Operations staff complete ice preparation, maintenance and safety of ice use from mid December to end of February depending on weather.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	2	Program benefits/serves a SIGNIFICANT portion of the community (at least 50%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Common Services		Municipal Campground
Program Description		Maintain and operate at 15 site campground equipped with shower house. 5 sites offer power and water. - as of 2019 care and control reverted to Community Services and Recreation, Eng & Ops continue to maintain grass and the playground equipment
Service Level		Camping season start May long weekend and ends October 15th. Campers comprise of crews working in the community, visitors to community or passing through. July and August minimal sites are available.
Attribute A	0	No requirement or mandate exists.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	1	Program benefits/serves SOME portion of the community (at least 10%).

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Attribute D	1	Increase in demand
Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Common Services	North Saskatchewan River Park Operations	
Program Description	Responsible for maintaining the entire grounds which include cutting grass, spraying weeds, repairing the road and parking lots within the grounds, fencing, storm water management, infield and track maintenance	
Service Level	Parks department maintain the infield and track before every event, it is up to the user to maintain during the event. Grass is cut and weed whacked before the events (4 major events), clean-up before other events (5-10 events), and sprayed once	
Attribute A	0	No requirement or mandate exists.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	0	Program benefits/serves only a SMALL portion of the community (less than 10%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Common Services	Highway Right of Way Grass Cutting	
Program Description	Cut grass along highway 752, 598, 11, 11A right of way	
Service Level	Approximately 20 Acres of grass cutting typically on a biweekly basis	
Attribute A	0	No requirement or mandate exists.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Engineering & Operations – Fleet Services

Fleet Services	Commercial Vehicle Inspection Program	
Program Description	Legislated Vehicles inspections for one tons, tandems, & sweeper. Provincially Legislated Requirements for managing Transportation Fleets, includes record keeping, licensing, road and load permits.	
Service Level	Vehicle and equipment Inspection program completed by qualified Heavy Duty Technician annually as required by any regulation to maintain certification.	
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	2	Program is also offered by another governmental, non-profit or civic agency.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Fleet Services	Vehicle & Equipment Management Program	
Program Description	Asset Management program for managing all Corporate Vehicle and Equipment Assets.	

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Service Level		This component of the Assets Managements is under construction as part of the Tangible Asset Management Project. All equipment is listed and valued for insurance purposes and tangible capital asset reporting.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Fleet Services		Operational Inventory Management
Program Description		Provides inventory requirements for operating departments, i.e.: water, utilities, and roads departments. Part of our Asset management
Service Level		This is done on a continuous basis to ensure parts are readily available to repair road/water sewer infrastructure. A formal inventory is done annually for year end audit.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Fleet Services		Vehicle & Equipment Preventative Maintenance Program
Program Description		Maintenance programs are designed to meet the manufacturer requirements; this ensures vehicles are available to meet the operational requirements of Town of Rocky Mountain House. The effective planning and execution of the maintenance program ensures maximum life expectancy. Schedules repairs and maintenance. Manages work orders and external vendor maintenance services and accident repairs and process.
Service Level		Vehicle and equipment maintenance program is completed by Heavy duty Technician which maintains a logbook for each equipment and a maintenance schedule. It is scheduled to ensure equipment is ready for heavy use periods such as snow removal, street sweepi
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Fleet Services		Vehicle & Equipment Disposals
Program Description		Complete optimum life cycles for replacement. Develops vehicle and Equipment specifications. Also manages all vehicles and equipment that are ready for disposals in accordance to Town Purchasing and Tendering Policy (includes disposal section).

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Service Level		Vehicle and equipment disposal completed after life cycle of equipment. Used equipment/trucks is cycled down to lower use applications such as trucks for grass crew. Disposal is done in accordance to Policy 009 2010.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Fleet Services		Vehicle & Equipment Replacement
Program Description		Completes a comprehensive life cycle analysis which determines optimum life cycles for replacement. Also manages all vehicle and equipment that are ready for disposals.
Service Level		Equipment 1 Ton or less replacement schedule is 12yr/3000hr/150k. Equipment greater than 1 Ton replacement schedule is 10 - 15 years. Sweeper, Grader and Snow Blower replacement schedule is 8-10 years. Life cycle schedules are maintained and provides basi
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Fleet Services		Accident-Related Repairs Management
Program Description		Coordinate and schedule vehicle accident repairs with multiple vendors. Manage the types of repairs; work with risk management to insure the process is compliant.
Service Level		All Vehicle and equipment repairs are coordinated through Vehicle and Equipment Management. This is done on a as needs basis.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	0	Program is also offered by other private businesses located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Engineering & Operations - Transportation

Transportation	Right of Way Management
Program Description	Ensure overlap of municipal projects and activities are coordinated and traffic accommodation is acceptable.
Service Level	Municipal project management ensures activities, special events and traffic accommodations acceptable to general public. This primary occurs

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		for setting up signage, barricades and removal of such for Rocky Rodeo Parade and Christmas Parade.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Sign Installation & Maintenance
Program Description		Operations Department is responsible for the installation, maintenance, and replacement of road signs. Sign replacement is reactive to regular road inspections performed by Operations Department staff. This is done on a needs basis.
Service Level		Sign management and installation is provided for all existing and new signage. Annual sign inspections are conducted and signs are replaced as needed on priority basis and within budget allotments.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Asset Management
Program Description		The asset management program is a comprehensive program that has complete network inventory and condition data on all municipal infrastructure assets. The program supports all decision making for operations and rehabilitation of our infrastructure assets.
Service Level		This component of the Assets Managements is under construction as part of the Tangible Asset Management Project. This includes roads, sidewalks and trails, water, sewer, etc.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Crosswalk Maintenance
Program Description		Crosswalk light is inspected and maintained as required to provide for safe pedestrian movement. Modern Electric is notified of deficiencies.
Service Level		The Crosswalk situated at 47 Ave and 47 St is the only lighted pedestrian crossing provided by the Municipality. The department notifies an electrical contractor of any non-functioning lights.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.

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Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Drainage & Ditches
Program Description		Operations Department is responsible for maintaining the drainage course system in the urban and rural areas. They handle complaints related to illegal approaches, ditches requiring re-grading, frozen or plugged culverts or catch basin covers. Regular inspections are also performed to ensure any liability or engineering deficiencies are recorded and alleviated in a timely fashion.
Service Level		Storm water management is completed by operations department including catch basin structures, inlet/outlet structures, culverts , under ground storm mains. Annual maintenance includes flushing and removal/replacement of culverts, catch basins and manhole
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Parking Lot Maintenance
Program Description		Ensure that the traveling public has a functional network of parking lots maintained in a financially achievable, cost effective and efficient manner.
Service Level		Maintain public parking lots and Municipal Facilities parking annually with sweeping, line painting, crack sealing, snow removal and pothole repair.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Road Maintenance – Gravel/Cold Mix
Program Description		Ensure the traveling public has a functional network of gravel roads/cold mix maintained in a financially achievable, cost effective and efficient manner.
Service Level		Annual maintenance of gravel surfaces including grading, gravelling and dust abatement. Gravel roads are scheduled to be graded two times a year and then on a as needs basis. Gravel is installed when required. Grading is conducted twice a year or more if
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand

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Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Road Maintenance - Lanes
Program Description		Ensure the traveling public has a functional network of lanes maintained in a financially achievable, cost effective and efficient manner
Service Level		Annual maintenance of grading and gravelling. Grading is conducted twice a year or more if required.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Road Maintenance – Urban
Program Description		Ensure the traveling public has a functional network of paved roads maintained in a financially achievable, cost effective and efficient manner. This includes pot hole repairs and crack sealing.
Service Level		Annual maintenance of paved surfaces including asphalt overlays, potholes and crack sealing. Crack sealing of roads occurs annually. Potholes are identified and repaired accordingly. Asphalt overlaying occurs annually on a priority basis and within budget
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Sidewalk & Curb Repair
Program Description		Ensure the traveling public has a functional network of sidewalks and concrete curb structures maintained in a financially achievable, cost effective and efficient manner. Replacement and new are conducted annually in accordance to budget allocations. Maintain Town-owned sidewalks snow/dirt/inspections.
Service Level		Annual maintenance and replacement of concrete structures surfaces including sidewalks and curb and gutter. Concrete sidewalk, installing ramps and curbs occurs annually on a priority basis and budget allowance. Snow removal daily, inspections every 2 yea
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Snow Removal/Ice Control – Trails
Program Description		Operations Department is responsible to ensure that walkability is maintained on the Town trail network in a manner that will minimize risk

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		to the community, prevent or reduce accident and injury using various snow and ice control techniques.
Service Level		Snow, ice treatment and ice removal of trail system for public safety. This occurs after each snowfall. following our Winter Road Maintenance policy
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Snow Removal/Ice Control – Urban
Program Description		Operations Department is responsible to ensure that drivability is maintained on Town urban roadways in a manner that will minimize risk to the community, prevent or reduce accident and injury using various snow and ice control techniques. This is done in accordance to the Town's snow removal policy.
Service Level		Snow/ ice treatment, snow/ice removal and application of winter sands for public safety. Frequency depends on snowfall and in accordance to Policy 012/2018. Snow is removed from streets and hauled to a snow dump area or onsite piling where available.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Street Sweeping
Program Description		Street sweeping program is an annual program that removes sanding materials and debris that has accumulated on roads and along major sidewalks and boulevards during the winter months. Additional sweeping is done for special events (parades) and when required.
Service Level		Street and parking lot sweeping commences in spring and continues to winter. A minimum of twice per year.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Trail Maintenance
Program Description		Ensure that the pedestrian and cycle traveling public has a functional network of trails maintained in a financially achievable , cost effective and efficient manner.
Service Level		Annual maintenance of walking trail system. This includes hole repair or crack sealing.

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Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Transportation		Line Painting - Roads
Program Description		Painting of traffic lines on roads, crosswalks, handicap and municipal parking lots.
Service Level		Line painting is provided by the department and augmented by private sector. This is done once a year.
Attribute A	2	Required by Code, resolution or policy OR to fulfill executed contractual agreements.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.

Engineering & Operations - Utilities

Utilities		Hydrant Flushing Program
Program Description		Flushing is completed to ensure the highest quality of water at the point of delivery (public health). Flushing is also completed to ensure by flushing at a scouring velocity to clean pipe and remove any mineral deposits or debris that may have accumulated in the waterlines.
Service Level		This program is completed annually, town owned Hydrants only
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Hydrant Summer Inspections
Program Description		Annual inspections of fire hydrants to ensure hydrants are operational and ready for service in case of an emergency (public safety). Inspections are completed to ensure the hydrant is operational after the winter. Summer inspections are completed to ensure the hydrant is operational and not susceptible to damage through the winter months.
Service Level		Fire hydrants are inspected once per year and documented. Town owned hydrants. Private Hydrants are done by others
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).

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Attribute D	0	Decrease in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Lagoon Inspection & Maintenance
Program Description		Daily inspection of lagoon and blowers. Maintenance of lagoons is conducted to meet provincial legislation and best management practices. Involves weekly/quarterly sampling/analysis with monthly, quarterly, and annually reporting. Continuous discharge.
Service Level		Maintenance and operations of sanitary sewer facility. Daily, monthly, quarterly and annually inspection and reporting. Continuous discharge in accordance to environmental standards.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Utility Locates
Program Description		Locates of infrastructure in advance of ground disturbance to avoid damage to underground infrastructure. Raise, lower, repair and locate of Curb Cock's (CC's). Conduct plumbers appointments that involves turning off/on the resident's CC. This service is available for locating all town utilities for residents to do private construction.
Service Level		Complete all Alberta-One- Call locate requests within 48 hours. Maintenance of all municipal cc's. This is done daily.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Utilities		Water Infrastructure Repairs
Program Description		Repair existing infrastructure (mainline valves, hydrants, corrosion control, SCADA, etc.) as identified through annual program deficiency lists. Perform emergent repairs to all assets within the water distribution and transmission systems as required. Utilize asset management criteria and fundamentals to identify priorities for replacement of infrastructure in aging parts of the system.
Service Level		Annual maintenance of infrastructure systems, emergency repairs and replacement program based on asset management. While unpredictable, 5-12 water line repairs are conducted annually. Response to breaks is immediate to control water loss and damage.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand

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Attribute E	3	Fees generated cover 50% to 74% of the cost to provide the program.
Utilities		Water Quality Assessment - Clarifier Blowdown Discharge *NEW
Program Description		The water treatment plant (WTP) generates a reject water waste from the clarifier (primary settling process) blow-down, which is released to the North Saskatchewan River. The WTP operates under a Alberta Environment Protection and Enhancement Act (EPEA) approval. As a part of the license requirements, Alberta Environment and Parks (AEP) has required a study to evaluate the impact of the reject water discharge on the water quality in the North Saskatchewan River.
Service Level		Terms of reference for this study is required by December 31, 2024 for review and approval by AEP. The study and report are to be completed and submitted to AEP by June 30, 2026. Follow-up action (if any) will be determined through the findings and review
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	4	Town is the sole provider of the program and there are no other public or private entities that provide this type of service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Utilities		Water Sampling
Program Description		Daily water samples are taken at the point of delivery from various points in the distribution system in order to provide representative sampling. Bi-weekly bacteriological samples are collected as well. Monthly, quarterly and semi-annual sampling. This is completed to ensure a high level of water quality (public health) in accordance with the Canadian drinking water guidelines, and provincial/federal legislation.
Service Level		Water quality control is completed based on Canadian and Alberta Drinking Water legislation. This is completed daily at various locations and the water treatment plant.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		WWTP *NEW
Program Description		The treatment process used to treat the town and county's sanitary wastewater, to meet and exceed provincial/federal regulatory requirements prior to release back into the North Saskatchewan river. This is currently a lagoon (natural process), which we use aeration to enhance the natural breakdown process and sample weekly, but current construction of a mechanical treatment facility, which will go online summer 2025.

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Service Level		Ongoing monitoring/operation and maintenance as required to sustain an effective treatment process, including sampling for analytical compliance confirmation. Expected daily operation from summer 2025.
Attribute A	4	Required by Federal or Provincial legislation.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Bulk Water Fill Inspection & Maintenance
Program Description		Involves the daily inspection of bulk fill station. The station is inspected to ensure the equipment is functioning properly. Deficiencies are reported and scheduled for repair. Assistance is provided to customers on an as needed basis.
Service Level		Ensure operation and maintenance of bulk water fill station. Inspected daily.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Utilities		Capital Projects Construction
Program Description		Provide project management for the design and construction of major water, wastewater and storm water capital projects. Provide comprehensive and innovative technical solutions that are completed safely, are delivered on time, on budget and are in compliance with municipal, provincial and federal standards and regulations.
Service Level		Provide project management water, wastewater and storm water capital projects time, budget in compliance governmental standards and regulations.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Design & Construction Standards Development
Program Description		Develop and maintain the design and construction standards for water, wastewater and storm water to ensure they hold paramount the health, safety and welfare of the community. Conduct a science-based review of the standards based on historical system performance, operation / maintenance perspectives, level of service, new technologies, risk tolerance and economic factors. this is done with a consultant when required.

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Service Level		Procedures and Design Standards for Development and repairs. The standard is reviewed every 3 years with a formal update/review conducted every 5 years.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Utilities		Infrastructure Planning
Program Description		Develop water, wastewater and storm water infrastructure master plans. Ensure that these plans promote public health and safety, support long range infrastructure planning for future development servicing and guide capital project investments within Rocky Mountain House.
Service Level		Master Plans of water, wastewater and storm water have been developed. The plans are reviewed every 3 years with a formal update/review conducted every 7 to 10 years.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Utilities		Kick it to the Curb Program
Program Description		Bi-annual program for residents to dispose of unwanted items. Free disposal of items at the eco-centre is provided for items not collected by at the curb by residents.
Service Level		Program offered twice a year.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Utilities		Lift Station - Pump Cleaning
Program Description		A continual maintenance task involving the removal of organics, fats, oils and greases, and other debris from wet wells within lift station (pumps) in order to keep them operating without the need for emergent responses (public health).
Service Level		Combination of daily and weekly inspections of wetwells throughout the sanitary sewer system. Preventative maintenance is conducted as required.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.

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Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Mainline Sanitary Flushing
Program Description		Involves the flushing of sanitary collection lines to remove any buildup of fats, oils and greases (FOG), and the removal of roots, mineral and other debris deposits. This is completed to ensure the continual flow of all wastewater lines to the wastewater treatment facility on all publicly owned wastewater infrastructure (public health).
Service Level		Annual flushing of sanitary collection systems completed by department.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Meter Installation
Program Description		Installation and maintenance of metering devices in residential, commercial and industrial customer facilities to ensure accurate and fair accounting of the consumption of the water.
Service Level		Installation, replacement and maintenance of water meters upon notification of irregularities. Respond to all concerns of customers within 24 hours.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Pump House & Reservoir Inspection Maintenance & Cleaning
Program Description		Involves the routine weekly inspection. The facilities are inspected to ensure the equipment is functioning properly. Deficiencies are reported and scheduled for repair.
Service Level		Facility inspections completed weekly in conjunction with daily operational checks.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	NO change in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Utilities		Residential Solid Waste & recycling Collection Services

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Program Description		Contractual agreements for weekly curbside collection of solid waste and recycling. This service ensures waste and recycling is taken to appropriate locations for disposal and greatly reduces the chances of waste being left in locations such as parks, roadways, ditches and green spaces, protecting the health and safety of residents. Waste collection also ensures noxious waste materials do not get in to the water system protecting the environment. This is contracted to Rocky Mountain Regional Solid Waste Authority.
Service Level		Collection of municipal waste completed through contractual agreements. Weekly curbside waste, organic and recycling collection. Contract is tendered every five years.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	4	Fees generated cover 75% to 100% of the cost to provide the program.
Utilities		Sewer Back up Response
Program Description		Emergent response to a sewer backup affecting property. Utilities assess the main line to determine location of obstruction. The Town manages obstructions in the main line while property owners are responsible for lateral in accordance to the Water Sewer Bylaw.
Service Level		Respond to all sanitary sewer main emergencies immediately.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Source Control Program
Program Description		Our source control program makes an effort to work with business in order to minimize the effects that sanitary wastewater has on the environment, our infrastructure and the infrastructure of the treatment facility.
Service Level		Continuing education with users to minimize impacts of sanitary wastewater system. A series of ads and public information notices are distributed annually.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Utilities		Storm Water Infrastructure Repairs & Inspections
Program Description		Repair existing infrastructure as identified through annual program deficiency lists. Perform emergent repairs to all assets within the storm

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		water systems as required. Utilize asset management criteria and fundamentals to identify priorities for replacement of infrastructure in aging parts of the system.
Service Level		Annual maintenance of infrastructure systems, emergency repairs and replacement program based on asset management.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Utilities		Storm Water Management Facility Inspections
Program Description		Dredging, brush clearing, and plant removal are all completed to keep storm water management facilities operating as designed. This prevents flooding and associated property damage. Clearing of storm structures (grates, overflow structures and culverts) are essential to keeping our infrastructure operating as designed.
Service Level		Maintenance of storm water system is annual by inspections and cleaning of sumps. Clearing catch basins and intakes from debris is a constant operation.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	0	No fees are generated that cover the cost to provide the program.
Utilities		Wastewater Infrastructure Repairs
Program Description		Repair existing infrastructure as identified through annual program deficiency lists. Perform emergent repairs to all assets within the wastewater collection system as required. Utilize asset management criteria and fundamentals to identify priorities for replacement of infrastructure in aging parts of the system.
Service Level		Annual maintenance of infrastructure systems, emergency repairs and replacement program based on asset management.
Attribute A	3	Required by Town bylaw OR to comply with regulatory agency standards.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	2	Fees generated cover 25% to 49% of the cost to provide the program.
Utilities		Camera Inspections of Utility Infrastructure
Program Description		Closed circuit camera work is used to inspect pipes from within the pipe and determine its condition. It is used to determine locations that will need to be rehabilitated and areas that require maintenance flushing. Camera inspection of sanitary lines is also used to support Final

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		Acceptance Certificate (FAC) and asset management condition assessment.
Service Level		CCTV completion on as need basis. CCTV are required for all FAC's as per agreements.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	1	Program is offered by other private businesses but none are located within Town limits.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	0	Decrease in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.
Utilities		Water Valve Turning
Program Description		Over a 3 year period, valve exercising is completed on every publicly owned main line valve in the distribution system to ensure the valve is in a good operating condition. This program also identifies deficiencies that will be corrected. Ensuring valve operation allows for a greater control of shutdowns during emergency water breaks, etc.
Service Level		Exercising of water main valves is conducted annually.
Attribute A	1	Recommended by national professional organization to meet published standards, guidelines or other best practices.
Attribute B	3	Town is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service.
Attribute C	4	Program benefits/serves the ENTIRE community (100%).
Attribute D	1	Increase in demand
Attribute E	1	Fees generated cover 1% to 24% of the cost to provide the program.

Attribute A = Mandated to Provide Program (Scale 0 – 4)
 Attribute B = Reliance on Town to Provide Program (Scale 0 – 4)
 Attribute C = Portion of Community Served by Program (Scale 0 – 4)
 Attribute D = Change in Demand for Program (Scale -1 – 1)
 Attribute E = Cost Recovery of Program (Scale 0 – 4)

Red = Core Service
 Yellow = Discretionary Service
 Purple = Supplementary Service
 Core Services Policy 009/2023

