

Town of Drumheller COUNCIL MEETING AGENDA

July 29, 2013 at 4:30 PM

Council Chamber, Town Hall

703-2nd Ave. West, Drumheller, Alberta



Page

1.0 CALL TO ORDER

2.0 MAYOR'S OPENING REMARK

2.1 Introduction of Chris Curtis, Executive Director, Travel Drumheller

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

3-5 5.1.1 Special Council Meeting Minutes of June 27, 2013

6-10 5.1.2 Regular Council Meeting Minutes of July 2, 2013

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

6.1 Drumheller Association of Skateboarding Enthusiasts

6.2 Introduction of Sprung Buildings by Hansine Ullberg-Kostelecky - Badlands Community Facility Fundraising Cabinet

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

- 11-12 8.1.1 Bylaw 11.13 being a land use amendment to redesignate Plan 4317CQ, Block 1, Lots 26 to 28 from HWY-C - Highway Commercial District to R-2 Residential District - first reading
- 8.1.2 Emergent Purchase Under Section 248 1(b) of the Municipal Government Act - Replacement of Chiller at the Arena
- 13-48 8.1.3 RFD - Service Capacity Review
- 49-52 8.1.4 RFD - Appointment of Carolyn Huculak to the Badlands Community Facility Fundraising Committee

8.2. Director of Infrastructure Services

- 8.2.1 Official Date to be in New Town Hall - August 12th

8.3. Director of Corporate Services

- 53-71 8.3.1 RFD - Proposed Drug and Alcohol Policy

8.4. Director of Community Services

- 8.4.1 Tour of Alberta Update

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICES OF MOTIONS

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS

Town of Drumheller SPECIAL COUNCIL MEETING MINUTES

June 27, 2013 4:30 PM

703 – 2nd Avenue West, Drumheller, Alberta



PRESENT:

MAYOR:

Terry Yemen

COUNCIL:

Andrew Berdahl

Jay Garbutt

Sharel Shoff

Doug Stanford

Lisa Hansen Zacharuk

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:

Ray Romanetz

DIRECTOR OF INFRASTRUCTURE SERVICES:

Allan Kendrick

DIRECTOR OF CORPORATE SERVICES:

Byron Nagazina

DIRECTOR OF COMMUNITY SERVICES:

Paul Salvatore

RECORDING SECRETARY:

Linda Handy

ABSENT: Councillor Tom Zariski

1.0 CALL TO ORDER

Mayor Terry Yemen called the meeting to order at 4:30 PM.

2.0 2012 Financial Audit

Alan Litster and Daniel Luymes – BDO provided the following overview of the 2012 Financial Statements:

- Page 2 Consolidated Statement of Financial Position – Accumulated surplus – total of \$138,158,259. Cash and short term investments \$9.32M (cash balance changes as provincial grants come in and these dollars are spent). Compared to 2011, Accounts receivables are down because the Town received grant funding for the BCF and Water & Wastewater Treatment Plant Projects; and Accounts Payables are down because the Town's BCF construction is complete. Investments are \$2.46M. Deferred revenue grants and other dollars received by the end of the year but not yet expensed is approximately \$3.79M. Net financial assets are (\$2.75M)(debt). Net Debt is higher because donors have not yet met their commitments on BCF donations; non financial

Special Council Meeting
June 27, 2013
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assets are \$140.9M

- Page 3 Consolidated Statement of Operations (revenues and expenses by type for the 12 months). Revenue received \$16.5M (Net municipal taxes raised is \$7,357,158). Expenses were \$17.3M; Excess of revenue over expenses is \$2.84M. Major capital projects budgeted for in 2012 were not completed in 2012 such as the new Town Hall and East Coulee Wastewater Treatment Plant. Accumulated surplus at the beginning of the year is \$135.3M plus excess of revenue over expenditures of \$2.84M equalling an accumulated surplus at the end of the year of \$138.1M. Accumulated surplus is broken down into three components: equity in tangible capital assets; unrestricted surplus (deficit) and restricted surplus.

- Page 4 Consolidated Statement of Changes in Net Financial Assets (Debt) – excess of revenue over expenditures of \$2.84M and additions and reductions of tangible capital assets for a total of net change in net debt of (\$1.47M) which is added to the balance at the beginning of the year of (\$1.28M) which gives the balance at the end of the year (\$2.75M).

- Page 5 Consolidated Statement of Cash Flows – Operating Transactions – Excess of revenues over expenses is \$2.84M with adjustments for non cash items that do not affect cash for total of \$8.61M in operating cash flow, less capital / investing and financing transactions for a net change in cash and cash equivalents of \$40,103. Total change in cash of (\$3.79M) plus \$9.39M on hand at the beginning of the year for the end of year total of \$5.59M. The (\$3.79M) refers to deferred revenue or grants earmarked for specific projects (MSI grant, NDCC grant, Policing grant, and Kneehill Regional Water, WWTP).

- Page 14 Note 9 Schedule of Tangible Capital Assets (cost at the beginning plus new additions less assets disposed of for a total of \$210M less accumulated amortization of \$70M for a net book value of \$140M).

- Page 23 Note 20 Budget – Amortization was budgeted for in the water and wastewater departments. The budget for tangible capital assets outside of water and wastewater did not include amortization. Note 20 adjusts the budget to reflect amortization being budgeted in order to have comparable actual to budget statements. As a result, the budget figures presented in the statements of operations and change in net financial assets (debt) represent the budget adopted by Council on March 12, 2012, with some adjustments.

- Page 1 Auditor's Report describes what was carried out during the audit and the opinion of the auditors which states that the financial position of the Town of Drumheller as at December 31, 2012 is a fair representation of its operations.

A. Litster concluded his report by commending Administration on the careful management of tax dollars.

Questions from Council:

In response to questions from Council, Auditors and / or CAO Ray Romanetz provided the following clarification:

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Special Council Meeting

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- Note 1 Community Facility (BCF) Account shows an amount of \$2.79M. The difference between the fundraising projections of \$3.3M and the account balance of \$2.79M is that BCF commitments were made over a three to five year period and all BCF donations have not yet been received.
 - Note 8 CMHC mortgage payable at an interest of 12.5% per year is not renegotiable as the Province owns 90% of this loan.
 - Note 11 Legacy surplus went towards the municipal portion of the BCF capital costs.
 - Note 16 LAPP underfunded by \$4.64B. CAO R. Romanetz stated that LAPP's annual report is available online which addresses how they propose to handle this deficit.
 - Note 18 Debt Limits do not reflect the borrowing for the Cambria to East Coulee Transmission Line (\$435,800) or the East Coulee Wastewater Treatment Plant (\$318,750). If the Town includes these figures its debt limit would be closer to \$12.2M.
 - Note 20 Auditors stated that the Public Sector Accounting Standards recommends budgeting for amortization (estimating the use of capital assets over a period of time which is a non cash amount) has created an operating budget deficit position of the Town in the amount of \$4M. Amortization brings to light the capital requirements and reserves needed for long term planning. Amortization is not a cash component – it is a future calculating component. CAO R. Romanetz stated that when you see that the shortfall can not be funded from reserves, you have to start looking at grant availability. He further explained that in terms of full cost recovery for utilities we budget for amortization costs but to not budget for a return on equity; we are trying to move in that direction but have not been able to achieve that as of yet.
- Councillor Jay Garbutt stated that it is imperative that the public message be that the Town did not overspend by \$4M in 2012 as this figure reflects amortization.

MO2013.SP01 Shoff, Hansen-Zacharuk moved to approve the 2012 financial statements as presented. Carried unanimously.

There being no further business, the Mayor declared the Special Council meeting adjourned at 5:23 PM

Mayor

Chief Administrative Officer

**Town of Drumheller
COUNCIL MEETING
MINUTES**

July 2, 2013 at 4:30 PM
Council Chamber, Town Hall
703-2nd Ave. West, Drumheller, Alberta



PRESENT:

MAYOR:

Terry Yemen

COUNCIL:

Andrew Berdahl

Jay Garbutt

Lisa Hansen-Zacharuk

Sharel Shoff

Doug Stanford

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:

Ray Romanetz

DIRECTOR OF INFRASTRUCTURE SERVICES:

Allan Kendrick

DIRECTOR OF CORPORATE SERVICES:

Byron Nagazina

DIRECTOR OF COMMUNITY SERVICES:

Paul Salvatore

RECORDING SECRETARY:

Linda Handy

ABSENT: Councillor Tom Zariski

1.0 CALL TO ORDER

Mayor Terry Yemen congratulated the Town of Drumheller Staff for hosting an awesome July 1st. He extended kudos to staff who were able to switch from their hip waders to July 1st gear.

2.0 MAYOR'S OPENING REMARK

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA MO2013.100 Shoff, Garbutt moved to adopt the agenda as presented. Carried unanimously.

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

5.1.1 Regular Council Meeting Minutes of June 17, 2013
MO2013.101 Berdahl, Stanford moved to adopt the Regular Council

Meeting Minutes of June 17, 2013 as presented. Carried unanimously.

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.2. Director of Infrastructure Services

8.2.1 RFD - East Coulee Water Transmission Line

A. Kendrick advised that tenders for the 2013 East Coulee Water Transmission Line closed on June 18th, 2013 with thirteen tenders received. The project was approved in the 2013 Capital budget financed through an Alberta Transportation grant (90%), a debenture of \$435,800 (already secured) and possible MSI if more than 67% of the contingency amount is actually used. Administration recommends that the tender be awarded to the low bidder Knibb Developments Ltd. in the amount of \$3,489,593 including a contingency amount of \$317,235.75. R. Romanetz explained that the 10% contingency is only paid for approved change orders and is not a guaranteed payment to the contractor. He further explained that contingency allowances are normally outside of the contract price however contingency was built into the tender package.

MO2013.102 Garbutt, Shoff moved that the contract for the 2013 East Coulee Water Transmission Line be awarded to Knibb Developments Ltd. in the amount of \$3,489,593, excluding GST.

Discussion on Motion:

Councillor J. Garbutt asked why MSI dollars are being used for this project? R. Romanetz explained that if project costs exceed the funding available, the Town will be able to make an application for additional funding through MSI dollars. He further explained that the Town has received notice that because of tight funding, the Province will insist on max grant funding as identified in the initial funding agreement. In the worst case scenario using the 10% contingency would require MSI funding as identified. Councillor J. Garbutt asked if the engineering cost is a budgeted or contracted price. R. Romanetz explained that the proposal from Stantec was a fixed fee at 7% for the engineering design and an estimated cost of 3.5% for tendering and construction services for a total of 10.5%. He further explained that the project was delayed because of the difficulty in find a suitable pipeline crossing locator. These costs were initially thought to be \$60,000 however the actual cost is estimated at \$110,000 to be paid to Parkland Geotechnical Services for geotechnical investigations including ground penetrating radar to confirm a suitable crossing location. This cost came in higher than

estimated due to major difficulties in finding a suitable location for the river crossing. R. Romanetz noted one additional change in the contract that includes a site occupancy clause should the contractor exceed the number of days bid for site occupancy, then a charge of \$2,000 per day will be applied for every site occupancy day over the number allotted for in the contract and these dollars will go to offset engineering costs. The engineering cost estimate of \$500,000 includes design engineering, construction engineering geotechnical investigations and survey work.

Councillor S. Shoff asked that messaging to the public be clear that this is a transmission line to the end of East Coulee with a truck fill to be located at the main entrance of East Coulee.

R. Romanetz further advised that easement has been negotiated with residents along the route. About a dozen property owners have indicated an interest for a connection brought to their property line.

Councillor L. Hansen-Zacharuk asked if Knibb has done a project of this size. R. Romanetz advised that Knibb installed the water line to from Rosedale to Cambria and they have the related expertise needed for this project. It was noted that Knibb is also the contractor on the cast iron water line replacement project and his time might in short supply for both projects. R. Romanetz advised that he does not foresee any issue with completing the two projects however the Town is protected with the site occupancy clause should any delays occur. If there are delay issues beyond Knibb's control, extension will be granted without penalty. The pre construction meeting to move the project forward will be held on July 30th.

Vote on Motion: Carried unanimously.

8.3. Director of Corporate Services

8.3.1 RFD - Benefits Provider

B. Nagazina presented the proposal from Industrial Alliance as the new benefit provider for the Town of Drumheller. There will be cost savings to the Town and the employees by moving to Industrial Alliance - \$21,816 per year savings to the Town and \$73,809 per year savings for the employees (\$100 per month per employee). The term of agreement is 40 months for Life/Disability and 16 months for Health/Dental. Individual employees will save up to \$100 per month on their pay cheque. There are currently seven (7) retirees that have taken advantage of retiree death benefits. The new plan with Industrial Alliance is unable to match the rate or the benefit term of this \$5,000 benefit. It is recommended that the Town try to leave the retirees in the existing plan and subsidize if necessary the monthly payments. Going forward, the remainder of the retiree employees will not receive this benefit.

MO2013.103 Shoff, Berdahl moved that Council authorize Administration to enter into an employee benefits agreement with Industrial Alliance as the new provider for a 40 month term.

Discussion on Motion:

Councillor J. Garbutt stated he has no conflict of interest on this matter and cautioned Administration that the 40 month guarantee is the end of the scale and is likely to drive the cost. He stated that it is not likely that Industrial Alliance will commit themselves on these rates for an extended time and the Town should do a renewal on an annual basis. He stated that AMSC costs are shared with other municipalities for more secure rates.

Councillor A. Berdhal asked how the Town staff feels on the matter. R. Romanetz advised that Administration intends to meet with the staff and discuss the options.

Vote on Motion:

5 – Shoff, Stanford, Yemen, Garbutt, Hansen-Zacharuk

1 - Opposed Berdahl

Carried.

8.4. Director of Community Services

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICES OF MOTIONS

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS MO2013.104 Hansen-Zacharuk, Stanford moved to go in camera at 5:00 PM. Carried unanimously.

14.1 Personnel Matter

MO2013.105 Hansen-Zacharuk, Stanford to revert to regular Council meeting at 5:55 PM.

MO2013.106 Berdahl, Stanford moved a 3% increase in wages and salaries for out of scope employees retroactive to January 1, 2013. Carried unanimously.

MO2013.107 Berdahl, Shoff moved a 3% increase in salary for the Chief Administrative Officer retroactive to January 1, 2013. Carried unanimously.

There being no further business, the Mayor declared the meeting adjourned at 6:00 PM.

Mayor

Chief Administrative Officer

**TOWN OF DRUMHELLER
BYLAW NUMBER #11.13**

Agenda Item # 8.1.1

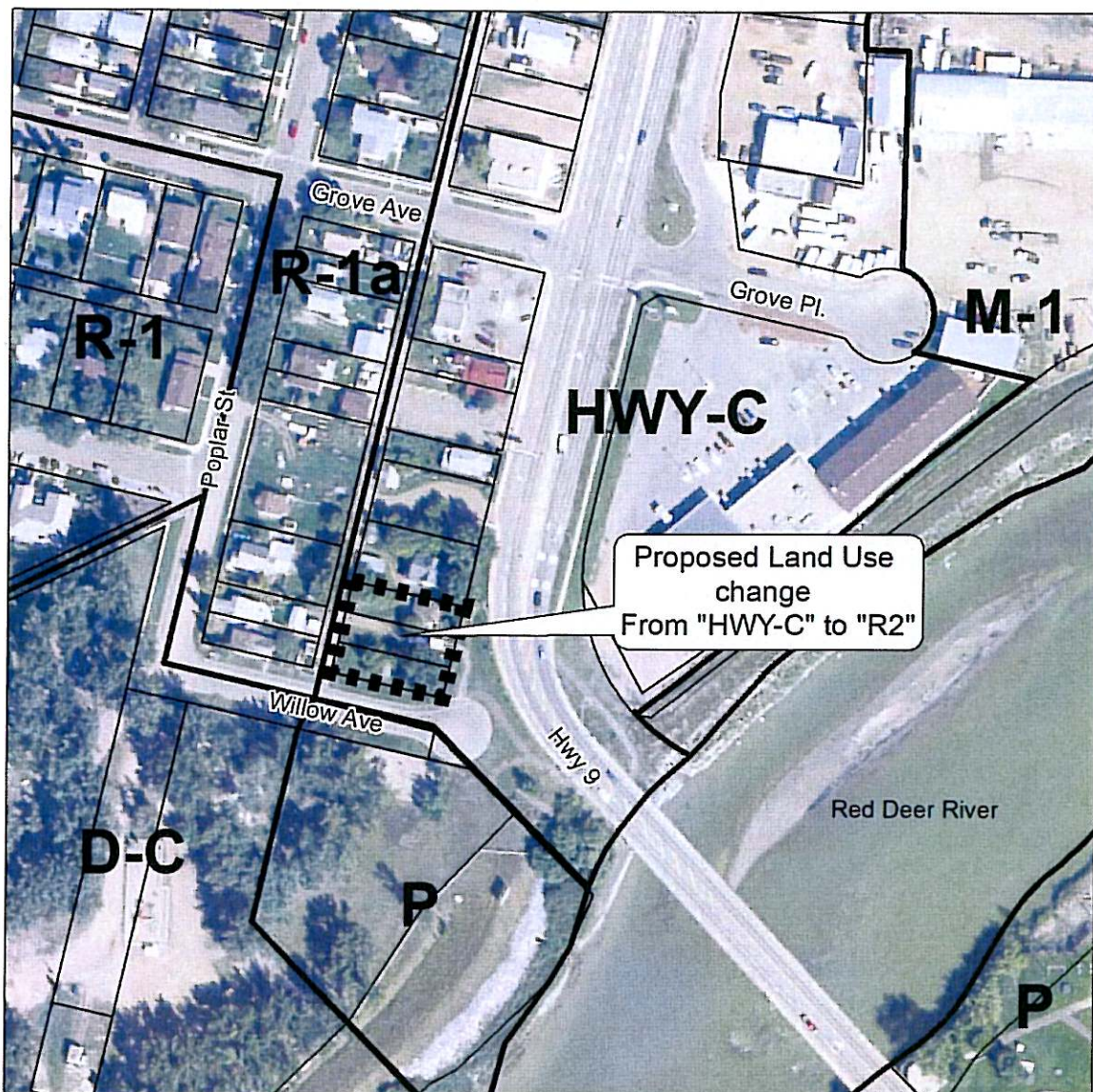
BEING A BYLAW TO AMEND LAND USE BYLAW NO. 10-08 FOR THE TOWN OF DRUMHELLER IN THE PROVINCE OF ALBERTA.

WHEREAS pursuant to the provision of Section 639 of the *Municipal Government Act*, RSA 2000, Chapter M-26, the Council of the Town of Drumheller (hereinafter called the Council), has adopted Land Use Bylaw No. 10-08;

AND WHEREAS the Council deems it desirable to amend Land Use Bylaw 10-08; and

NOW THEREFORE the Council hereby amends Land Use Bylaw No. 10-08 as follows:

Schedule A, Land Use District Map, by re-designating Plan 4317CQ; Block 1; Lots 26 to 28 in the Town of Drumheller from "HWY-C" – Highway Commercial District to "R-2" – Residential District as shown on the plan below:



...

Agenda Item # 8.1.1

READ A FIRST TIME THIS 29th DAY OF JULY, 2013

READ A SECOND TIME THIS ____th DAY OF _____, 2013.

READ A THIRD TIME AND PASSED THIS ____th DAY OF _____, 2013.

MAYOR

CHIEF ADMINISTRATIVE OFFICER



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.1.3



Request for Decision

		Date:	July 26, 2013
Topic:	2013 SERVICE CAPACITY REVIEW		
Proposal:	The Service Capacity Review was developed by staff and Council at a workshop held on June 11 th and 12 th . The review identifies program services / activities that require improvements and/ or change to gain efficiencies, cost savings and proficiencies within a framework of accountability. The Service Capacity Review needs to be reviewed / updated annually prior to the budget process.		
Proposed by:	Council		
Correlation to Business (Strategic) Plan			
Benefits:	<ul style="list-style-type: none">◆ Listing and evaluation of the Town's current service delivery.◆ Improved efficiency and effectiveness.◆ Establish targeted action oriented strategies to achieve service excellence.◆ Identify future expectations for success.◆ Integrates the multi-year budgets.		
Disadvantages:			
Alternatives:			
Finance/Budget Implications:			
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:	The 2013 Service Capacity Review is available to the public and media upon approval.		
Recommendations:	That Council approve the 2013 Service Capacity Review as presented.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

	Created By: Linda Handy	1
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July 4, 2013

To: Ray Romanetz, CAO
From: Gordon McIntosh
Subject: **SERVICE CAPACITY REVIEW DOCUMENTATION**

We have prepared the attached the Service Excellence: Service Capacity Review for your reference and follow-up.

The report contains four sections:

1. Methodology – the framework and approach used for the review
2. Service Assessment – listing and evaluation of the Town's current service delivery
3. Service Adjustments – possibilities for improved efficiency and effectiveness
4. Service Actions – activities to be taken for selected strategies in 2013.

The report also encompasses the following recommendations:

- **That the CAO schedule an annual service capacity update prior to the annual budget process.** *The Internal Service Inventory and Service Adjustment Possibilities Chart can be updated to identify further service adjustment actions.*
- **That Administration regularly review the 2013 Service Adjustment Chart and Work Program, plan to monitor progress, celebrate results and update adjustment actions.** *The Service Adjustment Chart provides a prompt to sustain regular attention to service excellence.*
- **Strategic items and capital items (page 12) are dealt with through Council's annual priority setting and budget planning processes.** *Quick operational action items are included on the Follow-up Action List. (Attachment 1).*

This documentation is provided to help you and your organization to follow-up on the workshop outcomes and to further develop and sustain your strategic efforts. If we can be of any assistance, please do not hesitate to call.

Dr. Gordon McIntosh, CGLM
President

FOLLOW-UP ACTION LIST (FUAL)

MEETING Date - Item & Notes	WHO (Lead)	TARGET (Status)
<u>June 2013 Service Capacity Workshop</u> <ul style="list-style-type: none">• Derelict Buildings – Status Report on Action Taken• Emergency Briefings – Protocol for Council role• Citizens on Patrol Recognition / Communications - Update• Mosquito Program - Update• Responsible Pet Ownership Awareness – Update• Street Sweeping Procedures – Adjust signage practice• Spring Cleanup Tweaking - Report• Sewer Odor Mitigation - Report• Council Committee of the Whole Sessions – review• Derelict Buildings Liability - Report• Safety Codes – Report• BCF Update – Report• Industrial Land Strategy – Report• Palliser Value for Money – Report		

Town of Drumheller
Service Excellence:
Service Capacity Review
2013



1 Methodology

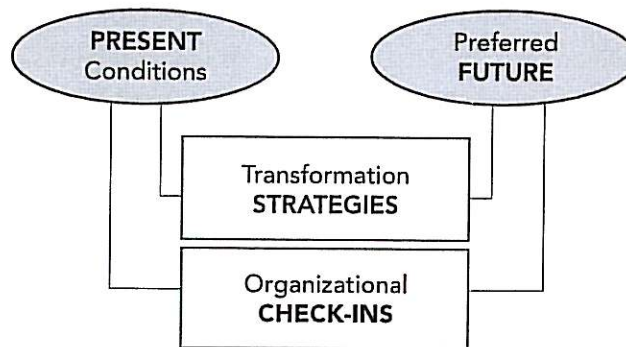
This section outlines the aims and process for the Service Capacity Review for the Town of Drumheller, Alberta. It presents the *Review Model* and *Core Functions Framework* that guided the design of the review process.

Review Purpose

This Review was undertaken to enable Council and administration to identify future expectations for success, assess current service delivery levels and establish targeted action oriented strategies to achieve service excellence.

Dr. Gordon McIntosh, with 35 years of management, educator and consultancy experience in local government, conducted the review process June 11/12, 2013. His role was to solicit and summarize input, offer recommendations and engage Council and senior management in developing strategies to move forward towards service excellence.

Review Model



A meaningful service capacity review is more than an ad hoc assessment of what is happening. This review used a *Service Review Model* (see display above) to guide the assessment and the 'way forward' to service excellence:

- the **preferred future** for service excellence was described using Council and staff expectations for each service function.
- **present conditions** in terms of 'what works well' and 'areas for attention' led to the service targets for review.
- **transformation strategies** were established based on assessing service adjustment possibilities to develop specific action plans for 2013.
- **ongoing check-in** is required to monitor, adjust and sustain attention to the service adjustment strategies and seek ongoing possibilities for service excellence.

Agenda Item # 8.1.3

The *Local Government Functions Framework* (see display below) depicts Council's role in the political realm of providing **strategic direction** and creating **policy choices**. It also articulates staff's role in the administrative realm as being responsible for **systems coordination** and **service delivery**.

POLITICAL REALM	
Strategic DIRECTION Vision for Future Organizational Mission Shared Values Long Term Goals Specific Objectives	Policy CHOICES Legislative Compliance Budget Allocations Policy Decisions Contract Arrangements Short Term Priorities
Systems COORDINATION Personnel Practices Information Systems Financial Accountability Performance Management Communications	Service DELIVERY Actions Plans Production Systems Resource Schedules Delivery Strategies Service Standards

ADMINISTRATIVE REALM

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The reality is that service delivery has a number of activities that cause Council and staff to interact and to perform different tasks. The **Service Delivery** quadrant, the focus of this review, requires Council's policy and strategy direction while staff coordinates resources to deliver quality services.

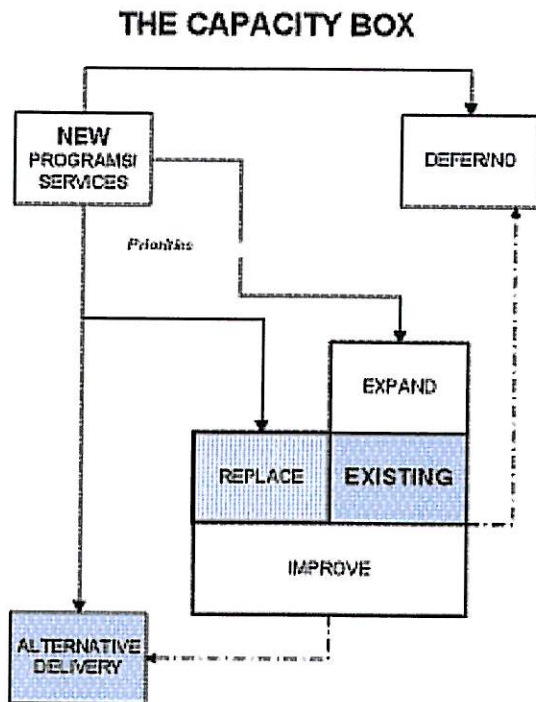
Review Aims

The aims for the Service Capacity Review were to:

- ensure value for money with a high degree of fiscal accountability to the public
- attain reliable and efficient services compared with other service providers
- develop present and future required organizational and staff competencies
- achieve reasonable staff workloads
- align expectations with limited resource capacity
- create collaborative staff functions and external partnerships
- pursue continuous effort to improve services and customer satisfaction
- examine alternate revenue generating possibilities

The Capacity Box

Demands for local government services are escalating beyond the resource capacity of most local governments. Increasingly, municipalities must assess whether **new program** demands should be implemented and/or **existing services** continued. A service capacity review provides the focus to determine the organization's capacity to consider program additions and deletions as well as service adjustments to maximize effectiveness and efficiency.

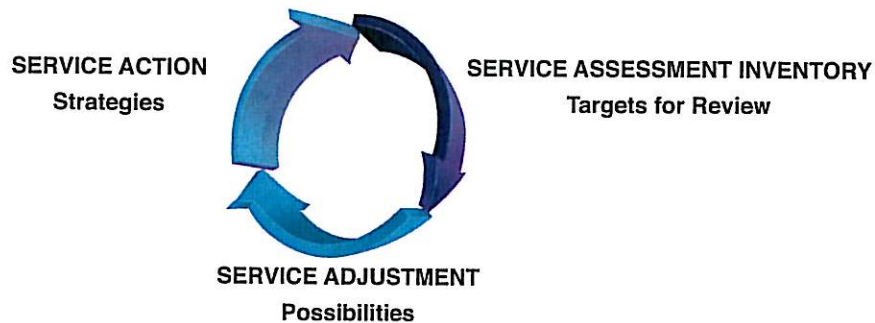


The organizational 'Capacity Box' model highlights the limitations of a local government's resources and is the primary focus for conducting a service capacity review (see display). **New programs** must be assessed as to whether they are outside or within the municipality's mandate. Existing services can be deleted so that these prioritized new programs can **replace** a previously occupied spot in the service agenda. Alternatively, current services can be **improved** to free up resources for these new programs. Sometimes, service deletions and/or improvements merely enable the organization to sustain the delivery of the remaining services. Some significant new programs may still not fit inside the capacity box and must be **deferred** until such time as there are sufficient resources.

Even with all these efforts, some new programs or even existing services may require that a case must be made to **expand** the 'capacity box' through requests for more fiscal, material and/or human resources.

A service capacity review involves rethinking effectiveness - "Are we doing the right things?" and efficiency "Are we doing things right?"

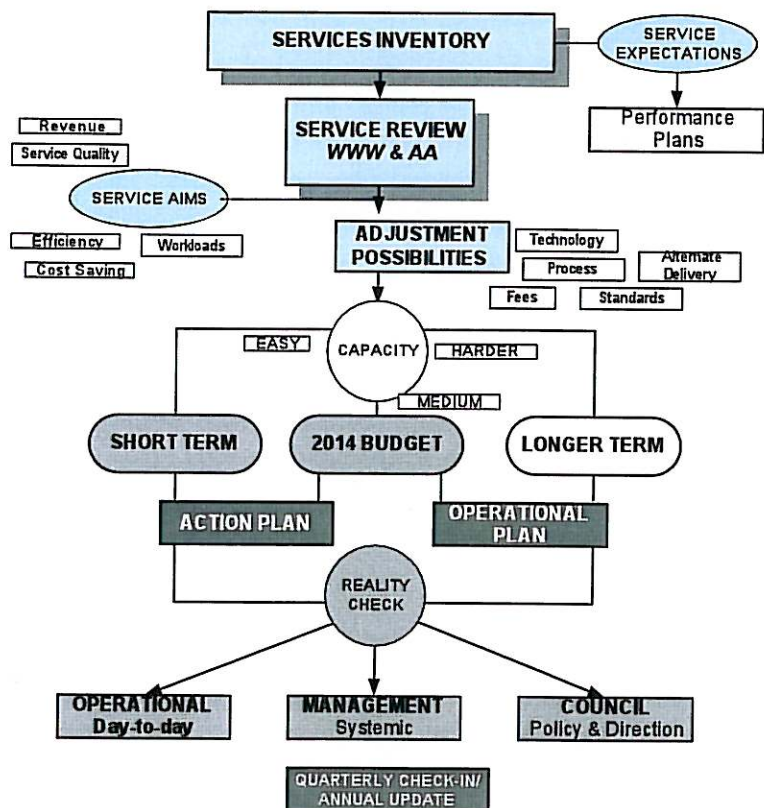
The Review Process



The service capacity review process began by creating an **inventory** of external services (provided to the public) currently being offered by the Town of Drumheller. Next, expectations and key activities were discussed for each service area. Participants took a look at each service and assessed 'what works well' and **areas for attention** and identified potential **service targets** for review (see Appendix 1). Participants also described and assessed internal (within the organization) systems (see Appendix 2).

Moving to **service assessment**, participants identified a list of possible ways to improve service effectiveness and/or efficiency. **Criteria** were developed to assess the potential timing and merits of each to determine '**service adjustment possibilities**' (see pages 8 & 9).

Action plans were developed for 2013 **service adjustment possibilities**. Participants applied **reality check** criteria to the action plans and established a work program to implement the 2013 service adjustment actions (see Appendix 3).



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2 Service Assessment

Inventory

Prior to the workshop, participants completed a service inventory of major 'external services' provided to the public as well as 'internal systems' dealing with functions performed within the organization (see Appendices 1 & 2). Key activities were identified for each service so the essence of each function could be understood by those not involved in its delivery. Expectations were developed for the external services to describe what successful delivery of each service would look like.



Each service was evaluated as to *what is working well* and *areas for attention* (see Appendices 1 & 2) using considerations such as:

- **Unit Cost** - comparison with other service providers
- **Quality** - client satisfaction
- **Validation** - evidence of need in the community
- **Effectiveness** - clear results and criteria to evaluate impact
- **Delivery** - options for providing the service
- **Efficiency** - streamlining to improve processes
- **Cost Recovery** - who pays for what to balance user and public costs

3 Service Adjustment

Possibilities

Service adjustment possibilities are ways to improve service effectiveness and/or efficiency. Considerations include examination of the following:

REVENUE SOURCES

- **User Fees** - apply cost recovery formula to those who use the service
- **Levies** - impose special tax for those who benefit from the property-specific program
- **Donations** - obtain money or 'in kind' resources to assist in delivering a program
- **Cost Sharing** - cost sharing with other organizations that benefit from the service
- **Sales** - sell services or products using 'in-house' resources



LEVELS OF SERVICE

- **Frequency** - change the number of times the service is provided
- **Level** - change the scope or degree to which the service is provided
- **Efficiency** - identify ways to reduce the resources required to deliver the service
- **Effectiveness** - determine whether program is needed

ALTERNATE DELIVERY

- **Contract/Leasing** - purchase service or rent equipment
- **Volunteers** - use individuals to provide services without direct compensation
- **Self Help** - help individuals to meet their own needs
- **Delegation** - encourage or direct others to provide services or reduce service demand
- **Vouchers** - enable user to select service provider by providing financial aid
- **Subsidies** - provide assistance to others providing a service

ALTERNATE PROVIDERS

- **Joint Ventures** - develop a legal arrangement with others to provide a service
- **Franchise** - give a private interest the right to provide a service for a specified region
- **Privatization** - turn the service over to an agency without direct government controls

EFFICIENCY EFFORTS

- **Benchmarking** - develop a legal arrangement with others to provide a service
- **Technology** - increase operational efficiency
- **Process Improvement** - simplify procedures and practices

Service adjustment possibilities were identified at the session and codified by the facilitator using the criteria and terms noted below. The primary aim of this preliminary assessment was to identify 'low hanging fruit' (possibilities that seemed achievable in 2013).

AIM (Outcome)	CS=Cost Saving	EFF=Efficiency	\$=New Revenue	SI=Service Improvement	OE=Org Excellence
EAS (Ease)	E=Easy	M=Medium	H=Hard		
ROI (Benefit)	ST=High/Immediate	MT=High/2years	LT=High/Longer Term		
CL (Council)	policy, strategic direction, agreement or significant budget required				
AD (Administration)	within policy, strategic direction and minor budget required				

SERVICE ADJUSTMENT POSSIBILITIES

June 2013

ADJUSTMENT TARGET	AIM	EAS	ROI	CL	AD	2013	2014+
Software integration	CS, EFF, SI	H	MT		x		x
Energy purchase aggregation	CS	M	ST	x		x	
Ortho aerial mapping	EFF, SI	E	MT		x	x	
Staff cross training	CS, SI, OE	M	LT		x		x
Program performance measures	EFF, OE	H	LT		x		x
Outstanding utility collection	CS	M	ST	x			x
Water rate recovery	\$	H	ST	x			x
Outstanding property tax recovery	\$	M	ST		x	x	
Contract tracking and review	EFF, CS, OE	M	MT		x		x
Grant research	\$	E	ST		x	x	
Benefits review	CS, OE	E	ST		x	x	
Human Resources function and procedures	EFF, SI, OE	E	LT		x		x
Development management system	CS, SI, OE	H	MT		x	x	
Badlands Community Facility	\$, SI, EFF	E	ST		x	x	
Historical records preservation	SI, OE	H	LT	x			x
Industrial land sales	\$	E	ST		x	x	
Tourist levy	\$						
Alternate revenue generation	\$	E	ST		x		x
Developer requirements - follow-up	SI	M	MT		x	x	
Palliser - value for money	CS, SI	M	MT	x			x
Pet owner responsibility / awareness	CS, SI, \$	E	ST		x		x
Bylaw Review	SI, OE	M	LT	x			x
RCMP alternatives / traffic enforcement	SI, OE, CS	M	LT	x			x
Park maintenance /staffing levels	SI, OE, CS	E	ST		x	x	
Parks projects - criteria	CS	M	MT	x			x

Agenda Item # 8.1.3

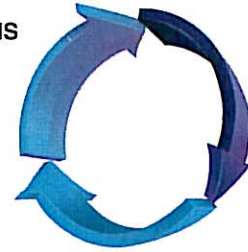
ADJUSTMENT TARGET	AIM	EAS	ROI	CL	AD	2013	2014+
Communications function / review	SI, OE	M	MT	x			x
Website / upgrade and maintenance	SI, OE	E	ST		x	x	
Storm water utility	\$, SI, EFF	M	MT		x		x
Online payment system	EFF, SI, OE	M	MT	x			x
Community event support / guidelines	EFF, SI	M	ST	x			x
Safety code inspections - quality review	SI	E	ST		x	x	
Volunteer engagement / recruitment	EFF, CS	H	LT	x			x
Safety codes software / data system	EFF, SI	M	MT		x	x	

4 Service Actions

Solution Seeking Approach

The solution seeking model was used to explore each service adjustment possibility as identified on pages 8 & 9. The first step is to understand the key service capacity concern - what is the challenge? Next the desired outcomes are described - *if the challenge is resolved, what does success look like?* In the third step, options and a preferred option to achieve the desired outcomes are identified. Finally, actions identifying necessary resources, timelines and responsibilities to implement the preferred option are developed.

SERVICE ACTIONS
Strategies



CHALLENGE (Adjustment)	DESIRED OUTCOMES	OPTIONS (* PREFERRED) & ACTION
		Options 1. 2. 3. Action 1. 2. 3.

Action Plans

An action plan was identified for each service adjustment strategy with:

- defined responsibilities for implementation
- sequence of action steps
- target dates for each action step

Work Program

The action plan for each service adjustment possibility was subjected to a reality check to ensure it was doable in 2013. The following evaluation criteria were used:

- **In progress** - the adjustment to service is already underway
- **Doable** - the Town has the staff time and expertise to do it
- **Quick results** - the service adjustment / improvement can take place in 2013
- **Acceptance** - there is little resistance from the public and/or stakeholders
- **Affordable** - resources exist to implement the initiative

The Service Adjustment Work Program (Appendix 3) contains action plans for 2013. It should be reviewed quarterly to celebrate progress, adjust timelines and modify service adjustment action / strategies. The Service Adjustment Chart (next page) summarizes services adjustment strategies for 2013 and 2014.

Agenda Item # 8.1.3

SERVICE ADJUSTMENT CHART

June 2013

2013 SERVICE ADJUSTMENTS	WHO	TIMING
1. Utility Arrears Collection	Byron	September
2. Ortho Maps: Funding (Palliser)	Al	December
3. Designation Marketing Organization: Define startup expectations	Paul	September
4. Energy Aggregation: Contract revision	Byron	October
5. Tax Property Sales: Posting	Byron	August
6. Grant Research: Analysis	Byron	July
7. Benefits Review: Response	Byron	July
8. BCF Strategy: Organization and Marketing	Paul	October
9. Developer Compliance: Strategies	Paul	September
10. Development Management Software	Paul	October
11. Regional Water Rates: Formula	Byron	December
12. Special Event Support: Analysis and Policy	Paul	September
13. Website: Upgrade and Policy	Paul	November
NEXT / 2014		
14. Software Implementation: Proposal	Byron	
15. Water Rates: Recovery	Byron	
16. Communications Function: Review	Ray	
17. Parks Maintenance Review: Expectations/Capacity Report	Al	
18. Tourism Levy / Business Revitalization Zone: Research	Paul	

Follow-up Items

This review was aimed at identifying adjustments to the Town's services to ensure that resources are aligned with Council's priorities, services do not exceed the organization's capacity to deliver quality programs and funding options are in place to provide sustainable and efficient operations.

A number of items were identified throughout the process which were later deemed to be:

- **strategic** in nature for consideration in the annual priority setting process
- **capital** items for consideration in the annual budget process
- quick action items for inclusion in the Town's **Follow-up Action List**

Strategic and capital budget items requiring Council direction either through the annual priority setting process or capital budget planning are identified below:

STRATEGIC ITEMS	CAPITAL ITEMS
Success Planning	Dog park
Human Resources Plan	Protection Services Equipment
Corporate Marketing Plan	First Responder Communication System
Heritage Management Bylaw	Fire Ban Signs
Arts and Culture Policy	Street Improvement Program
Economic Diversification	Composting System
Transit Sustainability	Facility Air Quality
Bylaw Review Chart	Document Preservation
Traffic Enforcement / Alternatives & Cameras	
MDP and LUB Review	
Recreation Management	
Designated Marketing Organization / expectations	

External Service Inventory

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention	TARGETS for review
COMMUNITY SERVICES		
Recreation & Community Support <ul style="list-style-type: none"> • Recreation programming • Facility booking and operations • Town special events • Expectations • Cost recovery levels • Accessible • Affordable • Variety • Considers all ages • Community leadership • Community opportunities 	www <ul style="list-style-type: none"> • Hours of operation • Programs (BCF) • Booking specialist • Town special • Hockey program • Seniors recreation • Trail system • Programming - fitness/swimming • Growth in rec. development 	aa <ul style="list-style-type: none"> • Aquaplex hours • BCF marketing • Facility booking • Variety / emerging trends • Designated dog parks • BCF non resident booking • Facility/staff coordination • Special events report • Realistic deliverables • Structure / capacity • Facility management / consistency
Arts, Culture & Heritage <ul style="list-style-type: none"> • Heritage Management (inventory) • Art Gallery • Public Library • Expectations • Support for volunteers • Diversity of opportunities 	www <ul style="list-style-type: none"> • Art gallery in BCF • Heritage management program • Survey • New library • Support to mining heritage • Heritage properties inventory • In kind support / culture • Heritage inventory • Library use / Marigold programs • Library use / increase 	<ul style="list-style-type: none"> • Historical records preservation • Volunteer engagement
Economic Development & Tourism <ul style="list-style-type: none"> • Community Marketing • Industrial Development • Destination Marketing ORG • Inter-community Marketing • Expectations • Clear strategy • Realistic opportunity targets • Client follow-up • Increased assessment & jobs • Return on investment • Community profile and recognition 	www <ul style="list-style-type: none"> • Community marketing/branding • Badlands tour association • Unleashing capital • Industrial park • DMO in progress • Removal of business tax • Support for partnerships • Collaborative focus • Facebook exposure • Regional partnerships /networking 	<ul style="list-style-type: none"> • Industrial land sales • Community event support • Tourist levy • Energy aggregation • Water rates • Website upgrade

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention	TARGETS for review
Library <ul style="list-style-type: none"> • Book/Resource Borrowing/Collection • Public Computer Access • Programming • Expectations • Community centre • Well used and supported • Programming for all ages • Linked to schools and local programs 	www <ul style="list-style-type: none"> • New library • Increased library usage • Library setup • Children's programs • Community setting • Linkage to BCF • Use and programs (Marigold) • Increased use since BCF move 	aa <ul style="list-style-type: none"> • Youth / seniors programming • Increase usage • Marigold transfer budget • MSI operating funding <ul style="list-style-type: none"> • Grant research
Transit <ul style="list-style-type: none"> • Valley Bus • Strategic Planning • Funding Options • Seasonal/Visitor Transit Planning • Expectations • Reduce vehicle traffic • Provide transportation options • Public support • Responsive to Town needs • Offer visitor transportation options 	www <ul style="list-style-type: none"> • Seniors/disabled service • Reasonable cost • Dial a bus • New vehicles • Medical appointment access • Bike pathways • Road infrastructure • Valley bus • Taxis 	aa <ul style="list-style-type: none"> • Fleet dormancy • Bus size • Return on investment • Increased ridership / set stations • Museum/local partnerships • Bus schedules • Valley Bus sustainability <ul style="list-style-type: none"> • Grant research • Alternate revenue generation
Social Services <ul style="list-style-type: none"> • Seniors Services • Community Liaison • Program Development • Program Coordination • Expectations • Quick response for those in need • Community diversity • Caring community 	www <ul style="list-style-type: none"> • Senior services coordinator • Pioneer centre • Marcel at Sunshine Lodge • Community outreach program • Municipal partnerships • Client support • Networking / partnerships • Program delivery 	aa <ul style="list-style-type: none"> • Age friendly communities • Seniors basic needs / gaps • Provincial funding for seniors • Resources for ethnic integration • Resource capacity • Volunteer support <ul style="list-style-type: none"> • Grant research • Volunteer engagement

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention	TARGETS for review
Land Use Control & Planning <ul style="list-style-type: none"> Land use bylaw administration Safety Codes coordination Palliser Liaison Expectations <ul style="list-style-type: none"> <i>Well planned community</i> <i>Fair policies</i> <i>Clear processes</i> <i>Consistently applied standards</i> <i>Developer support</i> 	www <ul style="list-style-type: none"> MPC Liaison with Palliser Palliser Development control and permits aa <ul style="list-style-type: none"> Palliser value for money Palliser / MPC one voice MPC greater advisory role Valley diversity / land use planning Brownfield remediation Non-compliant enforcement Derelict building enforcement Technology and training System integration 	<ul style="list-style-type: none"> Bylaw review Developer requirements Palliser / value for money Safety codes inspections Safety codes software Ortho mapping Software integration
MUNICIPAL SERVICES		
Parks and Open Space <ul style="list-style-type: none"> Planning and development Monitoring Parks and green spaces Trail system Recreational play spaces Fertilizing, mowing, planting, maintenance Refuse collection Weed, pest control Washroom maintenance Spray park maintenance Cemetery fence maintenance Playground inspections Community support/outdoor rinks Community support/ campgrounds Event support Entrance sign maintenance Expectations <ul style="list-style-type: none"> <i>Well maintained and safe</i> <i>Attractive community</i> <i>Meets community need</i> 	www <ul style="list-style-type: none"> Good staff Trails Enjoyable for visitors Green space as community asset Community partnerships Community support aa <ul style="list-style-type: none"> Mosquito control effectiveness Maintaining environmental reserve Destination dog park Entrance signs Tree pruning Year round trail maintenance Resource demand / partner projects Weed control Fertilizer program Weed control Trail system maintenance - funding/ manpower 	<ul style="list-style-type: none"> Park project criteria Park maintenance Staffing levels BCF Pet owner awareness

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention	TARGETS for review
Roads and Sidewalks <ul style="list-style-type: none"> • Planning, development • Monitoring, maintenance • Paving • Sweeping / line painting • Grading / gravelling / dust control • Pothole patching • Snow removal / ice control • Crack filling • Annual Street Improvement Program • Directional/traffic control signage • Bridge inspection / maintenance • Drainage maintenance Expectations <ul style="list-style-type: none"> • Safe • Efficient traffic movement • Timely response • Regular inspection • Policy / standards 	www <ul style="list-style-type: none"> • Core services • Snow removal policy • Directional signage • Dust control • Snow removal • Gravel and alley grading 	aa <ul style="list-style-type: none"> • Provincial highway permission • Annual line painting • 9th street under SIP • Pothole maintenance • Sidewalk maintenance • Sidewalk gaps • Signage damage • Street sweeping signage • Sweeping • Bridge inspections / repairs • Maintenance of ditches
Fleet Service <ul style="list-style-type: none"> • Fleet Maintenance • Inspections / repairs • Procurement 	www <ul style="list-style-type: none"> • Regular maintenance • Procurement • Extensive fleet • Fleet maintenance • Inspection • Repair 	aa <ul style="list-style-type: none"> • Equipment replacement • Partnerships / grants • Procurement
Garbage and Recycling <ul style="list-style-type: none"> • Contractor coordination • Tendering / record keeping • Garbage collection • Spring clean-up • Recycling • Waste Management Bylaw enforcement Expectations <ul style="list-style-type: none"> • Recycling education and leadership • Public awareness and support 	www <ul style="list-style-type: none"> • Recycling • Leadership in recycling • Collections (new bins) • Spring clean-up • Institution partnership 	aa <ul style="list-style-type: none"> • Composting system • Spring clean-up / rules • Outlying communities/ recycling bins • Regional Waste Management votes • Screening fence • Waste management compliance • Spring clean-up

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention	TARGETS for review
Public Facility Maintenance <ul style="list-style-type: none"> • Maintain ice plant • Maintain HVAC system • Communicate with user groups • Arena janitorial • Contractor coordination Pool Maintenance <ul style="list-style-type: none"> • Maintain pool mechanical systems • Maintain indoor air quality • maintain pool chemistry Communication Systems <ul style="list-style-type: none"> • Maintain communication towers • Radio licensing / maintenance / inventory Expectations <ul style="list-style-type: none"> • <i>Preventative maintenance</i> • <i>Functional</i> • <i>Energy efficient</i> • <i>Safe for customers & staff</i> • <i>Community pride</i> 	www <ul style="list-style-type: none"> • Good staff • Preventative maintenance program aa <ul style="list-style-type: none"> • BCF standards / daily sweeping • Arena PA system • Ice time bookings • Staff pride • Graffiti on Town infrastructure • Garbage pickup • Complex HVAC • Ice time bookings • Potential of Arena equipment failure 	<ul style="list-style-type: none"> • BCF
Water System <ul style="list-style-type: none"> • Water treatment and testing • Equipment maintenance • Ensuring water quality • Ensuring flows and capacity • Maintaining distribution system • Hydrant flushing Expectations <ul style="list-style-type: none"> • <i>Consistent supply</i> • <i>Drinking Quality</i> • <i>Exceed regulations</i> 	www <ul style="list-style-type: none"> • Reliable distribution system • Hydrant flushing/maintenance • Modern water treatment plant • Strength in partnerships • Cast iron pipe replacement • Solar bees installation • Issue clarity aa <ul style="list-style-type: none"> • Water cells • Long term access to water plan • Reserve water storage capacity • Regional water sales • Cleaning reservoirs • Regional water capacity 	<ul style="list-style-type: none"> • Regional water rates

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention	TARGETS for review
Sewage, Waste & Storm Water <ul style="list-style-type: none"> Sanitary sewage collection and treatment Testing as per approvals Storm water management Infrastructure maintenance Camera customer systems Flushing / contractor coordination New home sewer installation Silt removal / ditch grading Expectations <ul style="list-style-type: none"> <i>Reliable</i> <i>Cost efficient</i> <i>Meet health standards</i> <i>Good asset management</i> 	www <ul style="list-style-type: none"> Sewer line maintenance Resolving sewer odours Camera capabilities 	aa <ul style="list-style-type: none"> Cleaning of storm sewers 5th street sewer smell Fix the museum sewer smell <i>Sewer smell</i> <i>Seasonal storm sewer flushing</i> <i>Leachate system</i> <ul style="list-style-type: none"> Storm water utility
PROTECTIVE SERVICES		
Fire Suppression & Education <ul style="list-style-type: none"> Training Maintenance Emergency response Vehicle extrication EMS assist Safety codes Fire ground safety / pre planning Expectations <ul style="list-style-type: none"> <i>Professional</i> <i>Responsive</i> <i>Prepared</i> <i>Cost effective</i> <i>Community focus</i> 	www <ul style="list-style-type: none"> Well trained firefighters Modern equipment <i>Fire suppression</i> <i>Vehicle extrication</i> <i>Assessment</i> <i>Response time</i> <i>Trained people</i> <i>Manpower response</i> <i>Strong team</i> <i>Good leadership</i> <i>Safety codes</i> <i>Fire Prevention Officer</i> 	aa <ul style="list-style-type: none"> Safety code inspections <i>Equipment</i> <i>Communications</i> <i>Ongoing training program</i> <ul style="list-style-type: none"> Safety Code inspections Safety Codes software

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention	TARGETS for review
Fire Prevention & Education <ul style="list-style-type: none"> • Education • Inspections • Fire bans and permits • Public complaints / inquiries Expectations <ul style="list-style-type: none"> • <i>Proactive</i> • <i>Fire code compliance</i> • <i>Safety awareness</i> • <i>Reduction in incidents</i> • <i>Community minded</i> 	www <ul style="list-style-type: none"> • Fire bans • Fire inspections aa <ul style="list-style-type: none"> • Billing practices • land use fire protection process • Derelict buildings / fire safety • Fire ban distribution / fire permit • Communication (entrance signs) 	<ul style="list-style-type: none"> • Communication function
Policing <ul style="list-style-type: none"> • Property crimes • Domestic violence • Traffic enforcement • Penitentiary support Expectations <ul style="list-style-type: none"> • <i>Professional</i> • <i>Visible</i> • <i>Decreased crime</i> • <i>Cost effective</i> • <i>Community focused</i> 	www <ul style="list-style-type: none"> • Good communications • Citizens Advisory Committee • Support to penitentiary • Importance of Policing Committee • Support to penitentiary aa <ul style="list-style-type: none"> • Penitentiary liaison • Lack of full complement • Support for penitentiary policing • Community Officer for DARE • 24/7 coverage (early morning) • Staff Sgt. liaison / reporting • RCMP / Bylaw collaboration • Traffic enforcement liaison • Traffic cameras 	<ul style="list-style-type: none"> • RCMP alternatives • Traffic enforcement
Emergency Measures / Preparedness <ul style="list-style-type: none"> • Municipal Emergency Plan • Emergency preparedness coordination • Emergency event planning • Training / exercises • Equipment • Record keeping Expectations <ul style="list-style-type: none"> • <i>Effective response</i> • <i>Well trained</i> • <i>Legislative compliance</i> • <i>Corporate readiness</i> • <i>Public awareness</i> 	www <ul style="list-style-type: none"> • Solid plan • Evacuation plan • Maintaining Municipal Emergency Plan • Incident command • Emergency event planning / table top disaster aa <ul style="list-style-type: none"> • Local emergency protocol • Internal procedures • Emergency communications plan • Annual reviews / semi annual? • Preparedness training / familiarity 	<ul style="list-style-type: none"> •

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention		TARGETS for review
Bylaw Enforcement - Property <ul style="list-style-type: none"> • Municipal bylaw enforcement • Enforcement of provincial statutes • Animal control • Education / communication Expectations <ul style="list-style-type: none"> • <i>Quick response</i> • <i>Effective outcome</i> • <i>Objective</i> • <i>Public awareness and support</i> 	www <ul style="list-style-type: none"> • Enforcement improvements • Right people in right places • Public communication • Positive image • <i>Animal control</i> 	aa <ul style="list-style-type: none"> • Land Use Bylaw adherence • Awareness - animal waste clean-up • <i>Bylaw review / consolidation</i> • <i>Familiarity with orders / statutes</i> • <i>Communication - land use officer & bylaw enforcement</i> 	<ul style="list-style-type: none"> • Bylaw review • Pet ownership education
Community Policing <ul style="list-style-type: none"> • Policing Committee • DARE / Duke of Edinburgh Expectations <ul style="list-style-type: none"> • <i>Advisory role</i> • <i>Decreased crime</i> • <i>Cost effective</i> • <i>Community focused</i> 	www <ul style="list-style-type: none"> • • 	aa <ul style="list-style-type: none"> • Policing Committee / advisory role • <i>Policing Committee</i> • <i>Duke of Edinburgh</i> • <i>DARE</i> 	<ul style="list-style-type: none"> • RCMP alternatives
911 Communications <ul style="list-style-type: none"> • Dispatch Centre Red Deer • Agreement renewed annually • Per capita cost Expectations <ul style="list-style-type: none"> • <i>Efficient service</i> • <i>Regional coverage</i> • <i>Sustainable funding formula</i> 	www <ul style="list-style-type: none"> • <i>Dispatch Centre</i> 	aa <ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> •
OTHER SERVICES			
Drumheller Aquaplex <ul style="list-style-type: none"> • Water safety / aquatic fitness programs • Pool bookings and rentals • Lifeguard / instructor programs • Maintenance and janitorial Expectations <ul style="list-style-type: none"> • <i>Cost effective</i> • <i>Community focused</i> • <i>Educational</i> • <i>Community support and use</i> • <i>Affordable</i> 	www <ul style="list-style-type: none"> • Trained staff / instructors • Public communications • Lessons • Swim programs 	aa <ul style="list-style-type: none"> • Fees • Reduced facilities • Water slide / kiddie pool • Facility maintenance (aging facility) 	<ul style="list-style-type: none"> •

SERVICE /Activities & Expectations	ASSESSMENT / what works well & areas for attention		TARGETS for review
Badlands Community Facility <ul style="list-style-type: none"> • Programs • Marketing, sales, communication • Booking and reservations • Customer service • Operations • Expectations • <i>Cost recovery levels</i> • <i>Accessible / affordable</i> • <i>Program variety</i> • <i>Considers all ages</i> • <i>Community support and use</i> 	www <ul style="list-style-type: none"> • Programming • Fitness and banquet spaces • Membership levels • High volume booking • Customer service • Operations 	aa <ul style="list-style-type: none"> • Role clarity • Organizational review • Capacity for programming • Capacity for marketing • Common vision / mission • Equipment maintenance - who? 	<ul style="list-style-type: none"> • Grant research • Value for money • Performance measures • Cross training

Internal Systems Review

FUNCTION /Description	ASSESSMENT / what works well & areas for attention		TARGETS for review
FINANCE			
Accounting / payables, receivables <ul style="list-style-type: none">• Contracts and requisitions• Trade invoice processing• Utility rates• Remittance, collection process	www <ul style="list-style-type: none">• deemed satisfactory by Council	aa <ul style="list-style-type: none">• Staff engagement• Streamline budget process• Grant writing• Online payment system• Grant research• Tracking contracts• Utilities collection• Bylaw for regional rates ROI• Tax recovery priorities• Consistency in financial reporting• HR standard procedures• Exit interview process• Benefits review	<ul style="list-style-type: none">• Software integration• Utility collection• Water rates• Tax recovery properties• Website upgrade• Contract tracking
Taxation & Assessment <ul style="list-style-type: none">• Assessment services analysis• Mill rate calculations• Local improvements• Tax recovery process	www <ul style="list-style-type: none">• deemed satisfactory by Council	aa <ul style="list-style-type: none">•	<ul style="list-style-type: none">• Tax recovery properties
Financial Reports & Audit <ul style="list-style-type: none">• Grant / reserve analysis• Quarterly reviews and reports• Annual analysis• Financial controls	www <ul style="list-style-type: none">• deemed satisfactory by Council	aa <ul style="list-style-type: none">•	<ul style="list-style-type: none">• Grant research
Budget Process <ul style="list-style-type: none">• Long range financial planning• Status of contracts, renewals• Debt administration	www <ul style="list-style-type: none">• deemed satisfactory by Council	aa <ul style="list-style-type: none">•	<ul style="list-style-type: none">• Software integration• Grant research• Performance measures

FUNCTION /Description	ASSESSMENT / what works well & areas for attention		TARGETS for review
Purchasing <ul style="list-style-type: none"> • Purchasing policies • Maintenance, repair, operations review • Contracted services reviews • Capital program / grant analysis 	www	aa	<ul style="list-style-type: none"> • Contract tracking • Software integration
Revenue Generation <ul style="list-style-type: none"> • Grant availability • Defined service levels • Reasonable fees • Partnerships 	www	aa	<ul style="list-style-type: none"> • Grant rearsrch
Payroll / HR / Risk Management <ul style="list-style-type: none"> • Payroll benefits • Benefits contracts • HR needs / training requirements • Insurance, risk processes • Safety 	www	aa	<ul style="list-style-type: none"> • HR procedures • Performance measures • Benefits review
LEGISLATIVE SERVICES			
Policy and Legislation <ul style="list-style-type: none"> • Bylaw review and maintenance • Council agenda and meeting minutes • Records management <p>Expectations</p> <ul style="list-style-type: none"> • Consistent and fair policies • Enforceable bylaws 	www	aa	<ul style="list-style-type: none"> • Bylaw review
	<ul style="list-style-type: none"> • Communication with CAO • Bylaw review • Quarterly reports • Minutes / records transparency • Bylaw review 	<ul style="list-style-type: none"> • Agenda round table • Land Use Bylaw review • Advisory committees aligned with Council priorities • Council free will meetings • Bylaw / policies upgrade • Electronic Request for Information • Volunteer Appreciation program • Records Management 	

FUNCTION /Description	ASSESSMENT / what works well & areas for attention	TARGETS for review
Council Support <ul style="list-style-type: none"> Quarterly reports Available information and advice Administrative Request for Decision Electorate / public communications Agenda preparation Meeting minute tracking 	www <ul style="list-style-type: none"> Quarterly reports revamped Request for Decision 	aa <ul style="list-style-type: none">
Risk Management & Legal Advice <ul style="list-style-type: none"> Risk Management review meetings Insurance / audit policies Staff training Insurance - self + leases Risk mitigation plans Policy / procedure processes Record keeping Claims management 	www <ul style="list-style-type: none"> Insurance Claims Risk mitigation 	aa <ul style="list-style-type: none"> Annual safety meeting Asset management Record keeping Bylaw review
Advisory Committee Support <ul style="list-style-type: none"> Volunteer based Volunteer value Economic benefit to community 	www <ul style="list-style-type: none"> Membership 	aa <ul style="list-style-type: none"> Volunteer engagement
Public and Community Relations <ul style="list-style-type: none"> Clearly articulated goals and programs Conduct business openly and publicly FOIPP compliance Media relations Corporate marketing 	www <ul style="list-style-type: none"> Good media relationships Use of social media / FM station Minister visits Transparency 	aa <ul style="list-style-type: none"> Broadcast Council meetings Dedicated Communication resource assisting departments Council / MLA advocacy Information to Council meeting gallery Corporate marketing Communications function

FUNCTION /Description	ASSESSMENT / what works well & areas for attention		TARGETS for review
Government Relations <ul style="list-style-type: none"> Grant preparation Contracted partnerships Advocacy Intergovernmental outreach MLA / MP interactions 	www <ul style="list-style-type: none"> Advocacy 	aa <ul style="list-style-type: none"> 	Grant research
ADMINISTRATION			
Office Systems <ul style="list-style-type: none"> Software applications, training Electronic equipment / technology 	www <ul style="list-style-type: none"> Communications with administration FOIPP Knowledgeable CAO Friendly customer service Work environment / culture Electronics / technology 	aa <ul style="list-style-type: none"> Contract management GIS IT Redundancy in Risk Management Cross training Succession planning Website upgrade Front line knowledge Online payment system Budget software Technology integration Cell phone RFP 	<ul style="list-style-type: none"> Software integration Cross training Website upgrade Online payments
Contract Management <ul style="list-style-type: none"> Contract renewals Technology evaluations Contract requirement compliance Payment processing 	www <ul style="list-style-type: none"> Timely payments 	aa <ul style="list-style-type: none"> Contract administration Energy aggregation 	<ul style="list-style-type: none"> Software integration Contract tracking
Equipment and Fleet Management <ul style="list-style-type: none"> Tie to capital budget 	www <ul style="list-style-type: none"> deemed satisfactory by Council 	aa <ul style="list-style-type: none"> Asset management 	<ul style="list-style-type: none"> Data management software
Reception & Public Information <ul style="list-style-type: none"> FOIP requirements Municipal services / program knowledge Friendly customer service Inquiries process 	www <ul style="list-style-type: none"> deemed satisfactory by Council 	aa <ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Website upgrade

FUNCTION /Description	ASSESSMENT / what works well & areas for attention		TARGETS for review
Computer & Information Systems <ul style="list-style-type: none"> • Systems stability / reliability • Pro active service maintenance • Timely response • Redundancy of data sources • Retention compliance 	www <ul style="list-style-type: none"> • Retention compliance 	aa <ul style="list-style-type: none"> • Integration • Network infrastructure 	<ul style="list-style-type: none"> • Software integration • Contract tacking • Website upgrade
Mapping Services <ul style="list-style-type: none"> • GIS interface with tax/utility roll • Tangible capital assts • Data completeness • Timely data updates 	www <ul style="list-style-type: none"> • deemed satisfactory by Council 	aa <ul style="list-style-type: none"> • Ortho photo / contours program 	<ul style="list-style-type: none"> • Ortho mapping
ORGANIZATIONAL PERFORMANCE			
Labour Relations <ul style="list-style-type: none"> • Positive workforce impact / culture • Safe work environment • Timely resolution of employee complaint • Labour Management Committee • Collective agreements • Human Resource policies and updates 	www <ul style="list-style-type: none"> • Strategic planning • Volunteer Drumheller website • Staff coping skills • Employer of Choice • Union agreements • Safe work environment 	aa <ul style="list-style-type: none"> • Cross training • Succession planning • Benefits review • Redundancy • Training • Performance Management System • Recruitment alternatives • Fees • Reduced facilities • Water slide / kiddie pool • Facility maintenance (aging facility) 	<ul style="list-style-type: none"> • Benefits review
Personnel Services <ul style="list-style-type: none"> • Hiring standards • HR consistency in all matters • Benefits counselling • Retirement counselling / exit interviews 	www <ul style="list-style-type: none"> • deemed satisfactory by Council 	aa <ul style="list-style-type: none"> • HR consistency • Exit interviews 	<ul style="list-style-type: none"> • HR procedures

FUNCTION /Description	ASSESSMENT / what works well & areas for attention		TARGETS for review
Program Performance Management <ul style="list-style-type: none"> Resources alignment with strategic priorities Cross training Equipment upgrade Organizational culture 	www <ul style="list-style-type: none"> deemed satisfactory by Council 	aa <ul style="list-style-type: none"> Cross training throughout organization 	<ul style="list-style-type: none"> Cross training
Staff Recruitment Training & Appraisals <ul style="list-style-type: none"> Workforce planning Achieving results Job performance linked to strategies Communicating / supporting change Cost savings reward program 	www <ul style="list-style-type: none"> deemed satisfactory by Council 	aa <ul style="list-style-type: none"> Succession planning 	<ul style="list-style-type: none"> HR procedures
Volunteer Management <ul style="list-style-type: none"> Volunteer Drumheller 	www <ul style="list-style-type: none"> deemed satisfactory by Council 	aa <ul style="list-style-type: none"> Measures and benchmarks Reporting requirements 	<ul style="list-style-type: none"> Volunteer engagement
Strategic Planning & Implementation <ul style="list-style-type: none"> Benchmark performance Measurable indicators Reporting requirements Long term / short term goals and planning 	www <ul style="list-style-type: none"> quality and timeliness 	aa <ul style="list-style-type: none"> HR consistency Exit interviews 	<ul style="list-style-type: none"> HR procedures Performance measures

2013 Service Adjustment Work Program

CHALLENGE (Operational or Council)	DESIRED OUTCOMES	OPTIONS (* PREFERRED) & ACTION
NOW		
1. Utility Arrears Collection (Operational) <i>How can we ensure utility accounts are current and collected?</i>	<ul style="list-style-type: none"> Decrease in write offs Revenue neutral service Efficient service Enforceable Utility Bylaw 	<ul style="list-style-type: none"> Invoice to landlord Invoice to tenant Rewrite / enforce utility bylaw Action (Byron) <ol style="list-style-type: none"> Undertake bylaw review - July Prepare redraft - Sept. Present for Council consideration - Sept. Communicate bylaw changes to customers - Oct.
2. Ortho Maps (Operational) <i>How can we improve GIS ariel data information and mapping uniformity?</i>	<ul style="list-style-type: none"> Improve mapping services Measure true distances Digitize or place linework Decrease distortion Add geographic symbols <ul style="list-style-type: none"> Firehall Hospital Facilities 	<ul style="list-style-type: none"> Determine software and mapping requirements Identify budget and funding options Action (Al) <ol style="list-style-type: none"> Confirm funding via Province - Sept.? Complete fly over - Oct. Update maps - Dec.
3. Destination Marketing (Council) <i>How can the Town participate in and benefit from regional marketing efforts?</i>	<ul style="list-style-type: none"> Define role / expectations Leverage partnerships for DMO Raise Drumheller profile Identify potential cost savings Create business opportunities 	<ul style="list-style-type: none"> Fund as existing / status quo Fund through partnerships Remove funding Action (Paul) <ol style="list-style-type: none"> Hire DMO Director - July Identify longer term funding structure - Aug. Present follow-up report to Council - Sept.

Agenda Item # 8.1.3

CHALLENGE (Operational or Council)	DESIRED OUTCOMES	OPTIONS (* PREFERRED) & ACTION
4. Energy Aggregation (Operational) <i>How can the Town reduce costs and stabilize energy costs?</i>	<ul style="list-style-type: none"> Decrease in energy costs Long term stability in energy costs Options identified Contract for Council approval 	<ul style="list-style-type: none"> Wholesale consultant Contract with retail provider Spot market <u>Action (Byron)</u> <ol style="list-style-type: none"> Present proposal to Council - done Present RFD to Council - June Issue RFP to wholesalers - Nov.
5. Tax Property Sales (Council) <i>How can the Town divest itself of tax properties and generate revenue?</i>	<ul style="list-style-type: none"> Reduce risks Generate revenue 	<ul style="list-style-type: none"> Post for bids using MGA process <u>Action (Byron)</u> <ol style="list-style-type: none"> Inventory existing properties - July Complete property appraisals - by July 15 Post for bids - Aug. 15 Accept /reject bids - by Sept. 15
6. Grant Research (Operational) <i>How can the Town maximize grant funding?</i>	<ul style="list-style-type: none"> New revenue sources Sustainable program funding Online research capability Designated provincial contact 	<ul style="list-style-type: none"> Create grant program inventory <u>Action (Byron)</u> <ol style="list-style-type: none"> Identify grant needs - July Research available programs - July Match grant funding and needs - August Apply for grant funding - Sept.

CHALLENGE (Operational or Council)	DESIRED OUTCOMES	OPTIONS (* PREFERRED) & ACTION
7. Benefits Review (Council) <i>How can we mitigate the rising employer cost of employee benefits?</i>	<ul style="list-style-type: none"> • Employer cost savings • Employee cost savings 	<ul style="list-style-type: none"> • Outside broker • In house review <u>Action (Byron)</u> 1. Issue RFP - July 2. Submit for Council approval - Sept. Communicate to staff for sign up - Oct.
8. Badlands Community Facility Marketing (Council) <i>How can we increase awareness and use of BCF?</i>	<ul style="list-style-type: none"> • Increased bookings • Increase revenue • Exceed performance expectations • Maintain membership 	<ul style="list-style-type: none"> • External marketing • Local marketing <u>Action (Paul / Guy)</u> 1. Undertake staffing/operational review - July 2. Review marketing plan - July 3. Secure Council direction - Aug. 4. Implement marketing strategies - Sept.
9. Developer Compliance (Operational) <i>How can we ensure compliance with the Town's LUB?</i>	<ul style="list-style-type: none"> • Time saving • Process improvement • Follow-up enforcement • Compliance 	<ul style="list-style-type: none"> • In house staff coordination <u>Action (Paul)</u> 1. Identify compliance issues - July 2. Develop mitigation strategies - Oct.

CHALLENGE (Operational or Council)	DESIRED OUTCOMES	OPTIONS (* PREFERRED) & ACTION
10. Development Management Software (Operational) <i>How can we integrate the development process into existing systems?</i>	<ul style="list-style-type: none"> Better integration Greater efficiency Better permit processing increased follow-up 	<ul style="list-style-type: none"> Contract services In house Partnership <u>Action (Paul)</u> <ol style="list-style-type: none"> Review and select options - Sept. Prepare budget proposal - Oct. Integrate system - Feb. Provide staff training - Feb.
11. Regional Water Rates (Council) <i>How can we increase revenue while maintaining an affordable public service?</i>	<ul style="list-style-type: none"> Increased revenue Increased control Clear understanding of costs 	<ul style="list-style-type: none"> Equitable funding formula <u>Action (Byron)</u> <ol style="list-style-type: none"> Review current model - July Prepare Council recommendation - Oct. Confirm funding formula - Dec. Increase rates as part of 2014 budget
12. Special Events (Council) <i>What level of support should the Town provide to community special events?</i>	<ul style="list-style-type: none"> Strategic direction Cost recovery Consistent application of policy Staff time savings 	<ul style="list-style-type: none"> DMO Town <u>Action (Paul)</u> <ol style="list-style-type: none"> Review special events role of DMO - Sept. Develop policy for Council consideration - Oct.

CHALLENGE (Operational or Council)	DESIRED OUTCOMES	OPTIONS (* PREFERRED) & ACTION
13. Website (Operational) <i>How can we use the website to communicate effectively with the public?</i>	<ul style="list-style-type: none"> Consistent professional image Customer service alternative Up to date information 	<ul style="list-style-type: none"> In house Contract web provider Add funding / staff <u>Action (Paul)</u> <ol style="list-style-type: none"> Undertake staff review of structure - Sept. Establish roles and responsibilities - Sept. Organize content - Oct. Undertake website clean-up - Nov.
NEXT		
14. Software Implementation (Operational) <i>How can we utilize software programs more effectively?</i>	<ul style="list-style-type: none"> Increase communication 	<ul style="list-style-type: none"> In house Contract provider Combination <u>Action (Byron)</u> <ol style="list-style-type: none"> Inventory software products Discuss options with software specialist Prepare budget proposal for 2014 - Nov.
14. Water Rates (Operational) <i>How can we use the website to communicate effectively with the public?</i>	<ul style="list-style-type: none"> Consistent professional image Customer service alternative Up to date information 	<ul style="list-style-type: none"> In house Contract web provider Add funding / staff <u>Action (Paul)</u> <ol style="list-style-type: none"> Undertake staff review of structure - Sept. Establish roles and responsibilities - Sept. Organize content - Oct. Undertake website clean-up - Nov.

CHALLENGE (Operational or Council)	DESIRED OUTCOMES	OPTIONS (* PREFERRED) & ACTION
15. Communications Function (Operational) <i>How can we ensure Council is receiving consistent and quality information?</i>	<ul style="list-style-type: none"> All Councillors receive information Consistent message tracking Council fully prepared Public informed 	<ul style="list-style-type: none"> In house <u>Action (Paul)</u> 1. Review current policy / expectations - Sept. 2. Identify costs for 2014 budget
16. Park Maintenance Review (Operational) <i>What level of service is the Town able to provide to preserve quality amenities?</i>	<ul style="list-style-type: none"> Well maintained parks Quality amenities Defined /sustainable service levels 	<ul style="list-style-type: none"> Review staffing levels Create natural space Upgrade equipment <u>Action (Al)</u> 1. Undertake service level review - Sept. 2. Prepare proposal for 2014 budget - Oct.
17. Tourism Levy (Operational) <i>Should the Town subsidize tourism operations?</i>	<ul style="list-style-type: none"> Viable operations Funding alternatives Quality visitor experience 	<ul style="list-style-type: none"> In house <u>Action (Paul)</u> 1. Research other communities 2. Consider DMO input and options - Dec.

Bolded items indicate Council's **service adjustment**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the service adjustment. The question used by Council to focus their service adjustment discussion is *italicized*.



DRUMHELLER

REQUEST FOR DECISION

Agenda Item #8.1.4



Request for Decision

		Date:	July 26, 2013
Topic:	BADLANDS COMMUNITY FACILITY FUNDRAISING CABINET		
Proposal:	Chair Hansine Ullberg-Kostecky recommends the appointment of Carolyn Huculak to the BCF Fundraising Cabinet. With the appointment of Mrs. Huculak, BCF Fundraising Cabinet has a membership of seven (7).		
Proposed by:	Chair Hansine Ullberg-Kostecky		
Correlation to Business (Strategic) Plan			
Benefits:			
Disadvantages:			
Alternatives:			
Finance/Budget Implications:			
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:			
Recommendations:	That Council approve the appointment of Carolyn Huculak to the Badlands Community Facility Fundraising Cabinet for a term to be determined by Council.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

BCF Appointments		1
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Agenda Item # 8.1.4

ANN: HANSINE



DRUMHELLER

DINOSAUR CAPITAL OF THE WORLD



APPLICATION TO SERVE ON TOWN PUBLIC SERVICE BOARDS

Board applied for BCF Fundraising Committee

Date January 31, 2013

Name of Applicant Carolyn Huculak

Address _____ Phone # 403

Length of Residency in Town 40 years

Past Service on Similar Boards Friends of Greentree School,
Friends of DCHS, Campus Alberta Governance Team

BRIEF PERSONAL HISTORY (include information which you feel would assist Council in making a decision as to your capabilities to serve on this Board)

Served as treasurer for Friends of School
Societies for 10+ years. Was successful at
fundraising over \$100K for both schools for
capital improvements.

(Carolyn Huculak)
Signature of Applicant

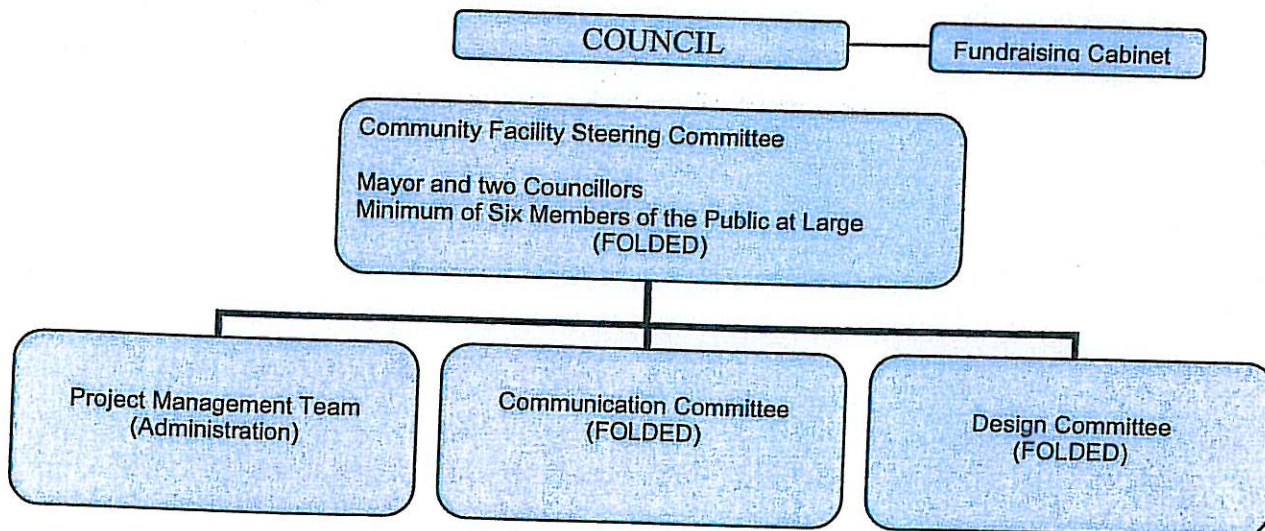
Fax back to (403)823-8006

BADLANDS COMMUNITY FACILITY TERMS OF REFERENCE

(Approved: September 29, 2008)
(Amended: January 26, 2009 – Sub Committee Co-Chair)
(Amended: October 25, 2010 – Fundraising Cabinet)
(Amended: January 4, 2011 – SC Co-Chairs)
(Amended: August 30, 2010 – MO2010.135A Executive Summary from Nine Lions Development Consulting dated August 2010 revised terms for Fundraising Cabinet)
(Amended: February 25, 2013 – Fundraising Cabinet – rescind MO2010.135A and reinstate terms of Fundraising Cabinet as approved September 29, 2008)

DEFINING THE ROLES:

It is important for the purposes of accountability and tasking to clearly define the roles of those noted in the organization chart. There may be a need to adjust the number of Committees and the number of members on each Committee for the purpose of the project. This proposal suggests having all established Committees to report through the Steering Committee (with the exception of the Fundraising Cabinet who reports directly to Council). The Committees shall continue to perform their responsibilities and roles until otherwise determined by Council. The following represents a preliminary and general description of the responsibilities of the Committees:



Fundraising Cabinet

- The Committee will consist of two members from Council and other members from the community (as approved by Council). These community members should be well known, influential, and leaders in the community.
- **Add: (Feb. 25/13) Council to appoint a chair for the Fundraising Cabinet.**
- The Committee should develop a comprehensive fundraising strategy including identification of resources required. The intent is to identify and secure funding from all sources possible including donors,

Agenda Item # 8.1.4

sponsors and grants. Develop themes and appropriate donor recognition techniques. The strategy may include the following:

1. Determine the non-grant fundraising that is required as part of the project.
2. Identify potential sources of funding (local, regional, national, and international).
3. Complete "strategy session" with Council.
4. Prepare an "Action Plan" indicating where the committee members may be used in fundraising.
5. Implement "Action Plan" so presented and determined success.



DRUMHELLER

CORPORATE SERVICES

Agenda Item # 8.3.1



Request for Decision

Date:	July 23, 2013
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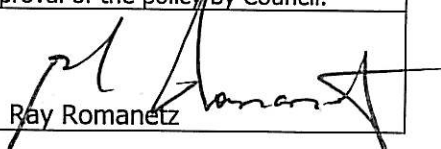
Topic:	Town of Drumheller Proposed Drug and Alcohol Policy
Proposal:	Administration hereby presents the Town of Drumheller's proposed Drug and Alcohol Policy for Council's consideration. The policy clearly defines the requirements and obligations of Management and employees in ensuring a safe working environment. Most organizations have such a policy in place and follow the North American standard for testing referenced in the proposed policy. The policy does not support random testing and follows the guidelines set out by the Alberta Human Rights Commission. Administration requests council approval for it to proceed with discussions with Town employees to solicit their input and review steps to be taken before council is requested to approve the policy.
Proposed by:	Ray Romanetz, CAO and Byron Nagazina, Director of Corporate Services
Correlation to Business (Strategic) Plan	The proposed Drug and Alcohol Policy will support maintaining the public trust and safety, employee safety.
Benefits:	The proposed Drug and Alcohol Policy mitigates the Town's risk exposure in the areas of safety and financial liability.
Disadvantages:	Possible impact to employee trust. Discussions with CUPE prior to approval may improve trust between parties.
Alternatives:	Status Quo. Town has no right to test and any test performed would not stand up through grievance process.

CORPORATE SERVICES

Telephone: (403) 823-1311

RFD - Drug and Alcohol Policy - FINAL Drug and Alcohol Policy	Created By: Byron Nagazina 7/26/13 9:41 AM	1
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Agenda Item # 8.3.1

Finance/Budget Implications:	There are costs related to actual testing, one time and ongoing "awareness" training costs for all Supervisors, and one time costs for providing an overview of the policy to all employees. Ongoing support is covered under the current benefit plan. Costs are estimated to be up to \$10,000 for initial training, but are insignificant to the town compared to the costs of preventable damages from an incident.		
Operating Costs:	\$10,000	Capital Cost:	
Budget Available:		Source of Funds:	Operating Contingencies
Budget Cost:		Underbudgeted Cost:	
Communication Strategy:	<p>Initial communications will take place with the Union and Out of Scope employees. Town to contract for training of all Supervisors on awareness of people that may be under the influence.</p> <p>Communication to each department providing an overview of the purpose, responsibilities, and process to each department along with the implementation date. Implementation to occur once Training and communications are completed.</p>		
Recommendations:	That Council direct Administration to proceed with the review of the attached draft drug and alcohol policy with CUPE and Out of Scope employees, taking the necessary steps, including consultation and training, prior to formal approval of the policy by Council.		
Report Writer:	 Byron Nagazina Director of Corporate Services	CAO:  Ray Romanetz	

CORPORATE SERVICES

Telephone: (403) 823-1311

RFD - Drug and Alcohol Policy - FINAL Drug and Alcohol Policy	Created By: Byron Nagazina 7/26/13 9:41 AM	2
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	Policy Manual	Agenda Item # 8.3.1
		1 of 17
Drug and Alcohol Policy	Issue Date:	Rev. 1.0

Town of Drumheller has a strong commitment to ensure a safe, healthy and reliable workplace. This commitment extends to the safety of the general public.

The inappropriate use of drugs and alcohol can have serious adverse effects on the safety and well being of workers, contractors and the public. Awareness of the potential risks associated with the use of alcohol and drugs can assist in providing a safe, healthy and reliable workplace.

Town of Drumheller expects all of their employees to report to work in good mental and physical condition, without being under the influence of drugs or alcohol or inhibited by the after effects of drugs and/or alcohol.

This policy is in effect for all employees, conducting Town of Drumheller business, working on Town of Drumheller premises or at worksites, or operating Town of Drumheller vehicles and equipment.

Purpose of the Drug and Alcohol Policy

The drug and alcohol policy is established:

- a) To provide a safe and healthy workplace for all employees and those whose safety may be affected by the conduct of employees
- b) To ensure that all employees are treated fairly and with respect
- c) Maintain the highest standards of work ethic.

Importance of the Drug and Alcohol Policy

- 1) The use of drugs and alcohol adversely affects the ability of a person to work in a safe manner. Town of Drumheller employees may work on sites with equipment and material in an environment that poses a threat to the safety of themselves, their co-workers and the Town of Drumheller if not handled with the proper care and attention.
- 2) This policy will remind employees of the risks associated with the use of alcohol and other drugs and provide understandable and predictable responses when an employee's conduct jeopardizes the safety of the workplace.
- 3) By implementing and adhering to this policy, Town of Drumheller promotes
 - The safety and dignity of our employees
 - The welfare of our employees and their families
 - The best interests of the Town of Drumheller, customers, and the public

Approved By:		
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	Policy Manual	Agenda Item # 8.3.1
		2 of 17
Drug and Alcohol Policy	Issue Date:	Rev. 1.0

- Develop a sound work ethic.

Roles and Responsibilities

The successful implementation of this Drug and Alcohol policy is the shared responsibility of Management, Supervisors and Workers.

Workers must:

- Have an understanding of the drug and alcohol work rules
- Take responsibility to ensure their own safety and the safety of others
- Ensure they comply with the work standards as part of their commitment to perform work activities in a safe manner.
- Comply with the work rules and follow appropriate treatment if deemed necessary
- Use medications responsibly, be aware of potential side effects, and notify supervisor of any potential unsafe side effects where applicable.
- Intervene as appropriate to encourage a co-worker to access assistance before an alcohol or drug problem impacts performance or safety; and
- Co-operate with an investigation into a violation of this Policy, including any request to participate in the testing program as and when required to do so under this Policy

Supervisors/Superintendents must:

- Be knowledgeable about the Town of Drumheller's drug and alcohol work rules and procedures.
- Comply with the work standards as part of their responsibility to perform their work-related activities in an effective and safe manner.
- Attempt to actively recognize the symptoms of the use of alcohol and drugs.
- Take action on performance deviations
- Take action on reported or suspected drug or alcohol use by workers.

Management must:

- Provide a safe workplace.
[NTD: We will need to provide some training on this matter]Ensure effective employee assistance services are available to workers.
- Assist workers in obtaining confidential assessment, counseling, referral, and rehabilitation services.
- Actively support and encourage rehabilitation activities and re-employment opportunities where applicable.
- Provide supervisory training and awareness in addressing the use of drugs and alcohol in the workplace.

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	Policy Manual	Agenda Item #8.3.1
		3 of 17
Drug and Alcohol Policy	Issue Date:	Rev. 1.0

- Ensure that all employees understand the existence of and content of the work rules as part of the employee's orientation to the Town of Drumheller.
- Ensure that the alcohol and drug testing is performed according to the standards set out in this document.

Work Standards

- No worker shall distribute, possess, or consume illegal drugs on any Town of Drumheller workplace.
- No worker shall distribute, possess, or consume alcohol on any Town of Drumheller workplace unless approved by Senior Management as described below
- Possession and use of alcohol on Town of Drumheller premises for social functions, or when it relates to Town of Drumheller business, is permitted when approved by Senior Management. They will ensure that the use does not contravene the intent of this Drug and Alcohol policy
- No worker shall report to work or be at work under the influence of alcohol or drugs that may or will affect their ability to work safely.
- No worker shall test positive for an alcohol or drugs at concentrations as specified in Table 1 of the Drug and Alcohol Work Rules
- No worker shall misuse prescription or non-prescription drugs while at work. If a worker is taking a prescription or non-prescription drug for which there are potential unsafe side effects, he/she has an obligation to report it to their supervisor.

Drug and Alcohol Work Rules

- 1) An employee shall not
 - a) Be in possession of, use or offer for distribution Alcohol, Drugs or drug paraphernalia on Town of Drumheller or client sites, including but not limited to any Town of Drumheller assets including vehicles, buildings, trailers, etc.
 - b) Use, possess or offer for distribution any product or device that may be used to attempt to tamper with any sample for a drug and alcohol test while on Town of Drumheller property or at a Town of Drumheller workplace
 - c) Report to work or work with an alcohol level equal to or in excess of 0.020 grams per 210 liters of breath or with a drug level for the drugs set out in Table 1, equal to or in excess of the concentrations set out in the Table:

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	Policy Manual	Agenda Item # 8.3.1
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Drug and Alcohol Policy	Issue Date:	Rev. 1.0

Table 1

Substance Tested	Urine Screening (ng/mL)	Urine Confirmation (ng/mL)	Oral Fluid Screening (ng/mL)	Oral Fluid Confirmation (ng/mL)
Cannabinoids	50	15	4	2
Cocaine	150	100	20	8
Opiates	2000	2000	40	40
PCP	25	25	10	10
Amphetamines	500	250	50	25
Methamphetamine	500	250	50	25
Methadone	300	200	60	60
MDMA (Ecstasy)	500	250	50	25
Propoxyphene	300	300	N/A	N/A
Barbiturates	300	200	10	10
Benzodiazepines	300	50	N/A	N/A
Oxycodone	100	100	N/A	N/A
Breath Alcohol Testing	g/L of breath			
Alcohol	0.040/210			

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Drug and Alcohol Policy	Issue Date:	Rev. 1.0

* Testing concentrations are derived from SAMHSA guidelines for testing federal employees, and may be adjusted from time to time without being updated in this policy as SAMHSA adjusts their testing limits.

- d) Perform the duties of their position while under the influence of alcohol or drugs.
 - e) An employee shall not report for duty or remain on duty when using any drug, except when the use is pursuant to the instructions of a licensed medical practitioner who has advised the employee that the substance will not adversely affect the employee's ability to safely work at the job site.
 - f) If the employee has been advised that the substance may affect his/her ability to perform the duties of their position, the employee will notify his/her supervisor.
 - g) An employee shall not intentionally misuse prescription medications or over-the-counter medications in such a manner as to render themselves unfit to safely perform their work.
 - h) An employee shall not refuse to submit to a required alcohol or drug test.
 - i) An employee shall not tamper with a sample provided for a drug or alcohol test.
- 2) A supervisor shall not allow an employee to perform the duties of their position who has a confirmed an alcohol level equal to or in excess of 0.020 grams per 210 liters of breath or with a drug level for the drugs set out in Table 1 equal to or in excess of the concentrations set in Table 1.
 - 3) A supervisor shall not, having actual knowledge that an employee is using alcohol while performing the duties of their position, permit them to perform or continue to perform those duties.
 - 4) A supervisor shall not, having actual knowledge that an employee has used a drug, permit the employee to perform or continue to perform the duties of their position, except when the use is pursuant to the instructions of a licensed medical practitioner who has advised the employee that the substance will not adversely affect the employee's ability to safely work at the job site.
 - 5) No employee shall refuse to submit to a post-accident, reasonable suspicion, return to duty or a follow-up drug or alcohol test.
 - 6) No supervisor shall permit an employee who refuses to submit to a post-accident, reasonable suspicion, return to duty or a follow-up drug test to perform or continue to perform the duties of their position.
 - 7) An employee who refuses to submit to a required test, tampers or attempts to tamper with a test sample or obstructs the testing process will be considered to have had a positive test result.

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	Policy Manual	Agenda Item # 8.3.1
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Drug and Alcohol Policy	Issue Date:	Rev. 1.0

- 8) Use of alcohol on Town of Drumheller premises for social functions or when it relates to Town of Drumheller business is permitted when approved by the Chief Administrative Officer who will ensure that the use does not contravene the intent of this policy.

Implementation of the Drug and Alcohol Work Rules

1) Education

- a) Town of Drumheller is committed to informing employees of the existence of this drug and alcohol policy and to taking such other steps as are reasonable to inform its employees of the safety risks associated with the use of drugs and alcohol. Town of Drumheller will also educate employees of the assistance available under the Employee Assistance Program (EAP).
- b) The likelihood that an employee will comply with the drug and alcohol work rules is increased if he/she knows the safety risks associated with the use of drugs and alcohol and the assistance available under our EAP program.

1) Self Help

- a) This policy encourages employees who believe that they may require the help provided by Substance Abuse Experts (SAEs) and the Employee Assistance Program (EAP) to voluntarily request that help. An employee requesting help will not be disciplined unless he or she:
 - i) Has failed to comply with the drug and alcohol work rules outlined in the Drug and Alcohol Work Rules
 - ii) Has been requested to confirm compliance with the drug and alcohol work rules under 1.(a)
 - iii) Has been requested to submit to a drug and/or alcohol test under Testing Options (3) or (4)
 - iv) Has been involved in an incident referred to in Testing Options (3)
- b) An employee who believes that he or she may be unable to comply with the drug and alcohol rule work rules should seek help by:
 - i) Contacting the Employee Assistance Program Provider, AMSC EAP at 1-800-387-4765 or equivalent service such as AHS (Alberta Health Services) at 1-866-332-2322 (Help Line)
 - ii) Contacting the Human Resources Coordinator, at 403-823-9194 or
- c) a co-worker, a supervisor, or representative of the Town of Drumheller of his or her wish to contact the EAP, AHS or the Human Resources Coordinator.
- d) In response to an employee's request for help, a supervisor, superintendent or manager must:

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- i) Inform the employee of the assistance available under the Employee Assistance Program
- ii) Encourage the employee to utilize the EAP services
- iii) Inform the employee that if he or she fails to utilize the EAP services, the Town of Drumheller may insist that the employee submit to any or all of the following:
 - A medical assessment conducted by a physician
 - A drug or alcohol test as set out in Collections of Specimens and Analysis
 - An assessment conducted by a Substance Abuse Expert
 - And that his or her failure to do so may result in the termination of his or her employment
- e) An employee who receives assistance from the EAP program on account of his or her use of drugs and alcohol must comply with the terms and conditions of any program established to help the employee as a condition of his or her continued employment
- f) All employees including those that are enrolled in an EAP program or other counseling or treatment program must comply with the drug and alcohol work rules.

Testing Options

- 1) Possession of Drugs and/or Alcohol (Reasonable Suspicion)
A Manager of the Town of Drumheller who has reasonable grounds to believe an employee may not be in compliance with (1) (a) of the drug and alcohol work rules, must request:
 - a) the employee to confirm that he or she is in compliance with (1) (a) of the drug and alcohol work rules or
 - b) the assistance of appropriate authorities to confirm that employee's compliance with (1) (a) of the drug and alcohol work rules
 - c) A Manager of the Town of Drumheller must provide to the employee the reason for the request under Testing Options (1)
- 2) Observation of Employee Conduct (Reasonable Suspicion)
 - a) A Supervisor, Foreman or Manager of an employee must request an employee to submit to a drug and/or alcohol test under the Collections of Specimens and Analysis section of this policy if they have reasonable grounds to believe that an employee is or may be unable to work in a safe manner due to the use of drugs and/or alcohol.
 - b) A Supervisor, Foreman or Manager of an employee must provide to the employee the reason for the request under Testing Options (2)

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- 3) Incidents and Near Misses
 - a) A Supervisor, Foreman or Manager of an employee may request an employee to submit to a drug and/or alcohol test if the supervisor, superintendent or manager, have reasonable grounds to believe that an employee was involved in an incident or near miss.
 - b) A Supervisor, Foreman, or Manager of an employee must provide to the employee the reason for the request under Testing Options (3)
 - c) A Supervisor, Foreman or Manager must make a request under Testing Options (3) (a) immediately following an incident or near miss, unless it is not practicable or reasonable to do so until a later time. Tests must be completed within the following time limits:
 - i) Urine drug test within 32 hours following the incident
 - ii) Oral fluid drug test within 8 hours following the incident
 - iii) Alcohol test within 8 hours following the incident
 - d) A Supervisor, Foreman or Manager of an employee need not request the employee to submit to a drug and/or alcohol test if the Supervisor, Foreman or Manager, conclude that there is objective evidence to believe that incident was a result of a result of mechanical failure or environmental factors.
- 4) Return to Duty- Before returning to duty, an employee who is returning to work after an assessment by a Substance Abuse Expert (SAE), must successfully pass a drug and/or alcohol test.
- 5) Follow-up Testing – As part of Town of Drumheller accommodation and rehabilitation efforts, and when a SAE identifies the need, an employee will be required to submit to follow-up drug and/or alcohol testing. The SAE will determine the frequency of testing and the time period involved.

Collection of Specimens and Analysis

Drug and alcohol testing is conducted to determine the presence of any drugs (or their metabolites) listed in Table 1 and alcohol in the specimen provided by the employee.

Procedure:

- a) Employees will be asked to provide a sample at a designated collection site (Sanders Service – 299-2nd Street East, Drumheller, AB) or representatives from the collection agency may visit the worksite to collect samples and perform screening tests.

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- b) The designated collection agency will collect and process urine specimens or saliva specimens for further drug screening, and confirmation, as required. Alcohol testing will be with an approved Evidential Breath Testing device. Alcohol breath test will be performed by an approved Breath Alcohol Technician.
- c) The laboratory selected by the designated collection agency meets guidelines and standards of the Department of Health and Human Services, which is the certifying agency for forensic urine drug testing laboratories in Canada and the United States. Laboratory testing processes follow the U.S. Department of Health and Human Services guidelines.
- d) Following proper chain of custody an accredited laboratory will perform required testing procedure for confirmation of screening results when required with confirmed test results forwarded to a Medical Review Officer (MRO).

Drug and Alcohol Testing Results

Drug and alcohol test results can be negative, non-negative, positive, tampered, invalid or inconclusive.

- a) A negative test result means the employee is in compliance, a non-negative means the employee may not be in compliance and the specimen is sent to an accredited lab for confirmation of results. A positive test result means non-compliance, a tampered test result means non-compliance, and invalid or inconclusive test result cannot be relied upon to determine compliance or non-compliance. All test results will be provided in a confidential email to the Human Resources Coordinator or other Senior Management Representative providing that will link them to the independent third party testing agency to obtain the result.
- b) A result from the designated collection agency to the designated employer representative (DER) that the employee's sample produced a negative test result means that the employee complied with (1) (c) of the Drug and Alcohol Work Rules. The DER must notify the employee of the negative test result and that no other steps under this drug and alcohol policy will be taken. It may be appropriate to pursue procedures under other policies or take other steps, including a medical assessment, in order to assist the employee to perform at a satisfactory level.
- c) A confidential result from the designated collection agency to the DER that the employee's sample produced a positive test result means that the employee failed to comply with (1) (c) of the Drug and Alcohol Work Rules. Unless the medical review officer has determined that there is a

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legitimate medical explanation for the positive test result, then a fitness-for-work assessment should be conducted.

- d) A confidential result from the designated collection agency to the DER that the employee's sample has been tampered with means that the employee failed to comply with Drug and Alcohol Work Rule 1.(j)

Non Compliance of Drug and Alcohol Work Rules

Town of Drumheller may discipline, or terminate for cause, the employment of an employee who fails to comply with the Drug and Alcohol Work Rules. The appropriate consequence depends on the facts of the case, including: the nature of violation, the existence of prior violations, the response to prior corrective programs, and the seriousness of the violation.

- a) Employees who test Non-Negative on a Drug Screening Test will be removed from their duties and suspended with pay until results of the drug test can be confirmed by an accredited lab and reviewed by an MRO[NTD: MRO would be determined selected by the town from the medical doctors within the community].
- b) If the confirmation test indicates the presence of controlled substances the results shall be reviewed by the Medical Review Officer (MRO). The MRO will contact the employee. At that point, the employee will be suspended without pay. The employee has seventy-two (72) hours from official notification to request that the split specimen be analyzed by a different certified lab. The employee is responsible for the costs of the split specimen test performed at his/her request. If and when the split specimen analysis fails to confirm the presence of controlled substances, the employee shall be considered not to have violated this policy.
- c) Employees with a confirmed positive drug test will be suspended without pay and referred to a Substance Abuse Expert either at AHS or through the EAP as determined by management. The Substance Abuse Expert shall make an initial assessment of the employee and make appropriate recommendations. The employee shall, through the Substance Abuse Expert, provide to the Town of Drumheller a confidential report of his/her initial assessment and recommendations. This initial assessment is to be completed as soon as possible, and the report shall be delivered to the Town of Drumheller within two days of completion. Failure by the employee to attend the assessment or follow the course of corrective or rehabilitative action shall be cause for termination of employment.
- d) Employees with a confirmed alcohol concentration of 0.02 to 0.039 will be removed from duty immediately and will not be allowed to return to work

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until the following shift and a minimum of 12 hours. The employee may be subject to corrective discipline action.

- e) Employees with a confirmed alcohol concentration of 0.040 or higher will be suspended without pay and referred to a Substance Abuse Expert either at AHS or through the EFAP as determined by management. The Substance Abuse Expert shall make an initial assessment of the employee and make appropriate recommendations. The employee shall, through the Substance Abuse Expert, provide to the Town of Drumheller a confidential report of his/her initial assessment and recommendations. This initial assessment is to be completed as soon as possible, and the report shall be delivered to the Town of Drumheller within two days of completion. Failure by the employee to attend the assessment or follow the course of corrective or rehabilitative action shall be cause for termination of employment.
- f) In order for this policy to be effective in ensuring that Town of Drumheller employees will perform duties of their position, unimpaired by alcohol and/or drugs, the provisions of this policy must be enforced. Accordingly, where an employee violates any provision(s) of this policy, the employee will be subject to corrective disciplinary action, as appropriate, up to and including termination of employment.

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Return to Work After Positive Test

- a) An employee will not be returned to the duties of their position until he/she has been evaluated by a Substance Abuse Expert, complied with recommended rehabilitation, and has a negative result on return-to-duty drug and/or a breath alcohol concentration less than 0.02. The employee must provide a written report from the SAE verifying the required evaluation, recommendation and rehabilitation or provide a release document for the required information.
- b) Follow-up testing to monitor the returning employees will be conducted at an increased rate for not less than one year and not less than 6 unannounced tests within that year, or more depending on the SAE's recommendations.

Confidentiality

All drug and alcohol test results are confidential and are released to the DER only. All Drug and Alcohol medical information will be kept separate from the employee's normal employment files and access will be limited to designated personnel only. The Town of Drumheller representative may release relevant information to the Town of Drumheller decision makers as required. Confidential information from a Substance Abuse Expert will be handled in a similar manner.

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Appendix A

Definitions

The following definitions apply in this drug and alcohol policy:

- **Alcohol:** Any substance that may be consumed and that has an alcoholic content of in excess of 0.5 per cent by volume.
- **Chain of Custody:** The process of documenting the handling of a specimen from the time a donor gives the specimen to the collector, during the testing at the laboratory, and until the results are reported by the laboratory.
- **Town of Drumheller workplace:** Includes all real or personal property, facilities, land, buildings, equipment, containers, vehicles, whether owned, leased or used by the Town of Drumheller and wherever it may be located.
- **Drug Paraphernalia:** Includes any personal property which is associated with the use of any drug, substance, chemical or agent, the possession of which is unlawful in Canada
- **Drugs:** Includes any substance, chemical or agent where the use or possession of which is unlawful in Canada or requires a personal prescription from a licensed treating physician. This includes any non-prescription medication lawfully sold in Canada and drug paraphernalia.
- **Employee:** Any person employed by the Town of Drumheller in work on a work site where this policy applies.
- **Employee & Family Assistance Program (EAP):** Services that are designed to help employees and their families who are experiencing personal problems such as alcohol and drug abuse.
- **Employer:** A person who controls and directs the activities of an employee under an express or implied contract of employment.
- **Incident:** An occurrence, circumstance or condition that caused or had the potential to cause damage to person, property, reputation, security or the environment.

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- Laboratory: Meets the guidelines and standards of the Standards Council of Canada Laboratory Accreditation Program for Substances of Abuse and/or Mental Health Services Administration of the U.S. Department of Health and Human Services. Gas chromatography/mass spectrometry is the only authorized confirmation method.
- Manager: Includes team leaders and other persons in authority
- Medical Review Officer: A licensed physician with knowledge of substance abuse disorders and the ability to evaluate an employee's positive test results. The MRO is responsible for receiving and reviewing laboratory results generated by an employer's drug testing program and evaluating medical explanations for certain drug test results. They must be accredited by any of the following 4 organizations and be current on their continuing competency hours: (1) American Association of Medical Review Officers (AAMRO); (2) Medical Review Officer Certification Council (MROCC); (3) American College of Occupational and Environmental Medicine (ACOEM); or (4) American Society of Addiction Medicine.
- Negative Test Result: A report from the designated collection agency or from the Medical Review Officer that the employee who provided a specimen for alcohol and drug testing did not have an alcohol and drug concentration level equal to or in excess of that set out in Table 3.1 of this policy.
- Non-Negative Test Result: A report from a the designated collection agency screening test that the employee who provided a specimen for alcohol and drug testing may have an alcohol or drug concentration equal to or greater than that in Table 3.1 of this policy and that the specimen must be sent to an accredited lab for confirmation.
- Positive Test Result: A report from the medical review officer that the employee who provided a specimen for alcohol and drug testing did have an alcohol or drug concentration level equal to or in excess of that set out in Table 3.1.
- Reasonable Grounds: Includes information established by the direct observation of the employee's conduct or other indicators, such as the physical appearance of the employee, the smell associated with the use of alcohol or drugs on his or her person, or in the vicinity of his or her person, his or her attendance record, circumstances surrounding an incident or near miss and the presence of alcohol, drugs, or drug paraphernalia in the vicinity of the employee or the area where the employee worked.

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- **Rehabilitation Program:** A program tailored to the needs of an individual which may include education, counseling, and residential care offered to assist a person to comply with the drug and alcohol work rules.
- **Safety Sensitive Position:** A position in which the job function, including non-routine and emergency duties, involves responsibility for actions or decisions which, if not performed correctly, could directly cause or contribute to:
 - A significant incident affecting the health or safety of employees, contractors, customers, the public or the environment, or
 - An inadequate response or failure to respond to an emergency or operational situation, or
 - An incident that could negatively impact the Town of Drumheller in the community.

This category includes any and all Town of Drumheller employees required to provide temporary relief for, or perform the duties of a safety-sensitive position. For purposes of this Policy, the following job categories have been classed as safety-sensitive positions:

- All positions required to work around, but not limited to, electrical, water, gas, hydraulic, pneumatic, chemical, steam, and stored energy;
 - All positions required to drive Town of Drumheller owned or leased vehicles excluding car rentals or the use of personal vehicles for business travel;
 - All positions related to the construction of Town of Drumheller Facilities;
 - All positions required to operate mobile equipment including, but not limited to, backhoes, cranes, radial arm diggers, trenchers, skid steers, personnel aerial devices, and power industrial lift trucks; and
 - All positions with system process control, operations, maintenance, programming and testing responsibility. This includes the water quality processes in place.
- Any employee designated as performing the duties associated with a SSP should be made aware that they are working in a SSP and that they must abide by the provisions of this policy accordingly.
- **Substance Abuse Expert (SAE):** A licensed physician; a licensed or certified social worker; a licensed or certified psychologist; a licensed or certified employee assistance expert; or an alcohol and drug abuse counselor. He/she has received training specific to the SAE roles and responsibilities, has knowledge of and clinical experience in the diagnosis and treatment of substance abuse-related disorders, and has an understanding of the safety

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implications of substance use and abuse. For the purposes this policy a substance abuse expert the same as a substance abuse professional.

- Supervisor/Foreman: The person who directs the work of others and may include, team/crew leader, lead hand, superintendent, manager, or Director.
- Tamper: To alter, meddle, interfere or change.
- Town of Drumheller: The Town of Drumheller municipal corporation.
- Work: Includes training and any other breaks from work while at a Town of Drumheller workplace.
- Work site: A place at which a Town of Drumheller employee performs work on behalf of the Town of Drumheller.

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Appendix B

Testing Continuum

Testing Option	Method of Testing
Post-Offer Pre-Employment	Urine 12 panel Point of Collection Test (POCT) *
Reasonable Cause	Oral Fluid 12 panel and Breath Alcohol
Incidents and near Misses	Oral Fluid 12 panel and Breath Alcohol
Return to Work	Urine 12 panel POCT* and Breath Alcohol
Follow-up	Urine 12 panel POCT* and Breath Alcohol

* All non-negative results must go to lab for GC/MS confirmation testing.

** Could be just drug or alcohol testing or both as determined by Human Resources Department.

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