

Department	Service	Defined Policy Level	Key Performance Indicators	Policy/Bylaw to Define Service Level	Council Desired Direction (maintain, improve, reduce)	Possible Improvements
Administration	Customer service	Provide professional service to ratepayers and the public for all inquiries	Respond to all inquiries within 3 days (subject to research requirements)			Another front line staff member, high volume of customer inquiries in person and via phone
Administration	Corporate reporting	Corporate reporting process to Council and the community to maintain transparency to the community through regular reporting of the Town's achievements. This helps to monitor and report on results against plans, including strategic plans, long-term plans and budget.	Monthly Council updates provided to the public. Annual financial reports and budget are prepared in accordance with Generally Acceptable Accounting Standards as per the legislation.			
Administration	Municipal Elections	Training, Organization, coordination and delivery of municipal elections and by-elections.	Conduct Municipal election every 4 years and as required through by-election	Local Authorities Election Act		
Administration	Communications Strategy	Inform, enhance engagement and share information with the public in a time-sensitive method.	Ensure all communications are in line with Town Social Media Policy. Prepare monthly Newsletter.	Need a policy		Could cut to reduce costs
Administration	Organizations/Clubs Honorariums	The Town coordinates and supports community clean-up and seasonal site decoration initiatives across approximately six designated areas. Promotion, coordination, and limited materials support; relies on volunteer participation.	Twice annually (spring and fall)			
Administration	Flower Pots and Fall Contests	The Town facilitates community engagement through seasonal beautification contests recognizing residential and business participation.	Twice annually (summer and fall)	Need a policy		Could cut to reduce costs
Administration	Community Support	The Town provides administrative and/or financial support to community initiatives, events, and non-profit activities as approved by Council.	Case-by-case support (funding, in-kind services, or promotion).	Need a policy		
Administration	Parade Food Vouchers	The Town provides food vouchers to support parade participants, continuing past practices previously coordinated by the Chamber.	Annual (during Heritage Days or equivalent event)	Need a policy		
Administration	Staff retention	The Town supports staff retention through compensation, benefits, and workplace practices aligned with budget and policy. This is managed through HR practices, annual reviews, and organizational policies.	Ongoing	Add to Personnel Policy		Increased budget to allow for training and staff activities
Administration	Team Building	The Town provides periodic team-building opportunities to support staff engagement and workplace culture, subject to budget availability.	Occasional / as budget permits			
Administration	Events	Fireworks for Heritage Days	Annual contribution.	Need a policy		
Bylaw Enforcement	Emergency Management	As per Provincial Legislation and Regulations, maintain an Emergency Operations Centre, conduct Emergency Management Planning, provide Emergency Management and Public Education and Community Preparedness through joint agreements.	Ensure staff and the public are trained and educated to an acceptable level and conduct a bi-annual table top exercise.	Provincial Legislation		
Bylaw Enforcement	Municipal Enforcement	Enforce all Town of Smoky Lake Bylaws including Animal Control and Unsightly bylaws	Provide Bylaw Enforcement on an as needed basis.	Provincial Legislation	change to proactive basis utilizing a part time employee or contractor	Cost share additional Community Peace Officer
Bylaw Enforcement	Control of Weeds	Ensure weeds are managed in accordance with Town bylaws. Ensure noxious and prohibited noxious weeds are controlled as outlined in Provincial legislation and regulations.	Town staff to maintain pesticide applicator and dispensing certification.		currently no bylaw enforcement	
CAO	Strategic Leadership	Ensure the strategic direction of Council is followed while maintaining the level of service within the approved budget.	Levels of Service are completed on time and within budget.	Need a policy		Difficult to attain when short staffed
CAO	Council support/advice	Providing Council as a whole information in a reasonable timeframe.	The CAO office will strive to provide an initial acknowledgement of the inquiry within 2 days if the inquiry has not been responded to. All final responses will be provided within a maximum of 7 working days to Council as a whole.			
CAO	Positive Corporate Culture, Coaching and mentoring of Staff	Staff are generally happy at work and are provided with appropriate training opportunities and a work life balance.	Increase level of staff satisfaction at work.			
CAO	Strategic, corporate and business planning & oversight of fiscal management	Ensure that the Strategic Plan, Levels of Service and Policies align with Council's expected goals to ensure cohesiveness between Council and Administration.	Review and update Service Levels and Performance Measures through Council to ensure they align with the Strategic Plan.			

Council	Intergovernmental Advocacy	Liase with other orders of government and municipal partners to promote and progress the Town's advocacy strategies.	Attend AbMunis conference and subscribe to communications. Annual meeting with Smoky Lake County. Meet with MLA and MP once per year. Attend local and regional meetings on behalf of the Town.		
Council	Governance/Decision Making	Through roles and obligations set out in the Municipal Government Act and other legislation, Council provides leadership and direction for the Town.	Review and approve bylaws, policies, programs and budgets that benefit the community (citizens and businesses), as well as develop and maintaining of the strategic plan providing direction to Administration on community priorities.		
Council	Boards/Committees	Develop terms of reference, roles and obligations for Council boards/committees.	Provide leadership and direction to other bodies to which the Council appoints them.		
Council	Education	Be willing to grow knowledge and competencies in order to be the best Councillor you can for the Town.	Attend learning opportunities so as to strengthen both knowledge and skills around governance.		
Council	Council Committees	Provision of support for all advisory committees to potentially include procedural advice, preparation and distribution of agendas and minutes, booking meeting rooms, recruitment of members and other supports as required depending on the supports available on the committees.	All committees and boards have the required amount of Council and members of the public.		
Council	Council Meetings	Attend Council and Council committee meetings.	Council attends 90% of all Council and Council committee meetings.		
Council	Public Participation	Provide appropriate opportunities for public input on key issues including the annual budget.	Hold two (2) public participation sessions per year.		
Council	Joint Committees	ICC, JMM, MCC, IDP...	Continually review committees to ensure there is a value to the Town.		
Culture	Museum - CN Station	Recognize the importance of preserving history of the area	Operation of the CN Station in partnership with the Regional Heritage Board.		
Culture	Museum - Smoky Lake	Recognize the importance of preserving history of the area	Maintain partnership with the Smoky Lake Museum Board.		
Economic Development	Business Retention and Expansion	Offer programs that support business growth, provide business revitalization and recognize business achievements.	One business expands per year. Conduct site visits or connect with 15 businesses per year.		This may be currently provided through FCSS
Economic Development	Business Investment Attraction	Promote business and investment opportunities within Smoky Lake to domestic and international markets. This includes identifying opportunities, targeting prospects, providing site tours, developing marketing campaigns, attending industry specific events, and relationship development.	Encourage developers to maintain an appropriate amount of commercial and industrial land availability. One (1) new business opens in Town per year, not tied to a Town lot sale.		
Economic Development	Community Events Support	Support to community event organizers for event administration/application and coordination of available Town supports	Provide resources to the local community groups to actively promote special events.	Policy needed	
Economic Development	Community Organizations Supports	Encourage community organizations to hold special events and fundraisers through the Grants to Organizations budget.	Support at least 5 community events per year	Policy needed	
Economic Development	Residential Growth	Reduce red tape to make it easier for developers to build residential properties	sell at least one (1) town owned lot per year for residential development.		
Economic Development	Tourism	Wayfinding signage downtown (brand with pumpkins), attractions, CN Station, MCC	Ensure signage is maintained on an annual basis.		
Fire	Fire Response	Through the Smoky Lake Regional Fire Department, respond to all types of emergency events including fire, rescue, alarms, and dangerous goods releases.	Respond to emergency events in the Town within 10 minutes. Maintain agreements for Regional Fire Services with Smoky Lake County to provide Facilities and Equipment		
Health & Safety	Health, safety and wellness	Develop and maintain health and safety manuals using regulatory rules, industry standards/best practices and the guidelines of COR (Certificate of Recognition)	Conduct internal and facilitate external audits to measure compliance with our internal policies and procedures ensuring safety expectations have been communicated and are practiced by all members of the organization.	Need a policy	Research need for COR if less than XX employees?
Environment & Innovation	Solar Panels and EV Charging Stations		Budget 2027. Maintenance agreement exists for EV Charging Stations.		Costly when it breaks
Library	Library Facility	Provide funding and support to the Library Society	Maintain lease agreement with County for the building. Through the Advisory Committee operate the library 1200 hours per year.		prepare a costing report for budget
Parks & Recreation	Parks and Open Spaces	Provide play spaces for the community families	Maintain parks and ensure playground equipment is inspected annually to keep them safe and up to date.		add 2 more summer students to help keep parks more pristine.
Parks & Recreation	Parks and Open Spaces	Tree planting	Develop an annual tree planting program.		
Parks & Recreation	Dog Park	Provide a dedicated off-leash dog park space for the community.	Leased to the Smoky Lake Lions Club.		

Parks & Recreation	Corn Maze	Provide recreation opportunities for the residents and surrounding area.	Maintain lease with the Smoky Lake Kinettes.		
Parks & Recreation	Rodeo Grounds	Provide recreation opportunities for the residents and surrounding area.	Maintain lease with the Smoky Lake Riding Club and lease with Kinettes for the baseball diamonds.		
Planning	Land Use and Development permits	Review and process applications to amend the Land Use Bylaw and Development permits.	Land Use Bylaw amendments will be presented to Council within 60 days of applications. Development permits will be approved or returned to applicant within 7 days of application.		Investigate feasibility of regional planning services
Planning	Housing Accelerator Fund	Provide funding for multi-family and low income housing.	Manage the Housing Accelerator Fund (HAF) grant provided by the Federal Government.		
Planning	Long Range and Land Use Planning	Management of long range land use plans including the Municipal Development Plan, Statutory and Regulatory Plans	Land Use plans and policies are reviewed at least every 4 years.		
Planning	Intermunicipal Development Plans	Develop Intermunicipal Development Plans and agreements in accordance with Provincial Legislation and Regulations.	Ensure that Intermunicipal Development Plans and agreements are current and reviewed at least 6 months before expiration.		
Public Works	Fleet Management	Maintain appropriate fleet to ensure the operations of the Town's levels of service can be carried out.	Develop a 20 year capital purchasing plan.		
Public Works	Snow Removal	Provide a safe road network for the travelling public.	Complete all snow removal services including streets and parking lots as outlined in the Snowplow Policy		
Public Works	Snow removal on sidewalks in town	Provide a safe sidewalk network for the travelling public	Provide one pass clearing of snow on all sidewalks in town, as per snow policy.	Amend Policy	Discontinue service 2026 or spring 2027
Public Works	Street Cleaning	Provide a safe, clean road network for the travelling public.	Clean streets an average of 2 times per year.		
Public Works	Street Lights Maintenance	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation of all street lights.	Maintain street lights for public safety.		
Public Works	Sidewalk Management	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation of all sidewalks. Grass/weed in between sidewalks downtown and along curbs within the town.	Replacement and repair of sidewalk system annually.		
Public Works	Road Maintenance	Back alley ongoing maintenance.	Maintain back alleys as per policy.		Receive calls about twice a month regarding back alleys from one person. Paving back alleys. Investing in this approach would reduce potholes and lower material maintenance costs over time. While it may require a significant upfront expense, it represents a long-term solution. There may also be opportunities to negotiate cost savings when highway 28 gets paved, potentially leveraging that project for a better deal.
Public Works	Traffic Management	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation of all signs and road markings.	Replacement and repair of road markings annually.		
Public Works	Curb and Gutter Maintenance	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation of the stormwater system.	Address issue sites of standing water remaining for a substantial period following a storm event. Curb, gutter and road repairs work is based on priority criteria.		
Public Works	Capital Project Management	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation of all roadways.	Prepare and maintain a 10 year capital plan for all roadworks within the Town.		
Public Works	Pest Control	Provide pest control for non-resident animals such as coyotes and gophers.	Conduct pest control operations as needed.		Could benefit from a contract pest control officer with the proper certification.
Public Works	Community Standards	Beautification of flowers annually	Annual watering and weeding of planted areas.	Community Standards Bylaw	are there partnerships to investigate with community groups?
Parks & Recreation	Ag Society Complex	Provide a state of the art facility for community events such as weddings, fundraisers, graduations and funerals.	Support the Smoky Lake Ag Society with annual funding through agreement.		
Parks & Recreation	Ag Society Complex	Provide indoor and outdoor ice and indoor walking path to use for recreation and sport activity.	Support the Smoky Lake Ag Society with annual funding through agreement.		
Parks & Recreation	Drop In Center	Provide facility for local community use.	Maintain agreement with the Smoky Lake Drop In Center club.		
Parks & Recreation	Curling Rink	Provide facility for local community use.	Maintain lease with the Smoky Lake Curling Club. Public Works cuts grass and maintains parking lot both summer and winter.		
Parks & Recreation	Golf Course	Provide facility for local community use.	Maintain lease with the Smoky Lake Golf Club.		
Parks & Recreation	Spray Park	Provision of seasonal public access spray park amenities for scheduled and spontaneous recreation and sport activity.	Maintain Facility Equipment		
Parks & Recreation	Soccer Fields	Provision of a natural turf field dedicated to recreation and sport activity.	Maintain the grass.		
Parks & Recreation	Skate park (old tennis court)	Provision of seasonal public access skate park amenities for spontaneous recreation and sport activity.	Cut grass and collect garbage.		No agreement is in place

Parks & Recreation	Walking Trails in Town	Provision of a trail system dedicated to recreation activity.	Maintain existing trails 12 months/year.	Municipal Government Act	utilize curling rink in off season	specialized equipment to maintain trails would be an asset No agreement is in place
Parks & Recreation	Lover's Lane Trail in County	Provision of a trail system dedicated to recreation activity.	Maintenance completed by County			
Parks & Recreation	Pickleball Courts	Provision of pickleball court for recreation and sport activity.	Maintain the lines and nets pertaining to the courts. Provide a safe surface for the participants			
Parks & Recreation	Capital Project Management	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation of all recreation and parks facilities.	Prepare and maintain a 10 year capital plan for all recreation and park facilities within the Town or on Town owned property outside the Town limits.			
Solid Waste	Regional Landfill	A centralized site where residents can bring waste for proper disposal.	Maintain agreement with Smoky Lake County to provide access to Town residents to the Landfill services.			
Solid Waste	Garbage collection	Collection and disposal of landfill material for residents.	Contract out collection services for pickup once per week.			
Solid Waste	Recycling collection	Collection and disposal of recycling materials.	Residents are provided a Town owned bin. Program operated at no charge through the Extended Producer Responsibility program (EPR).			
Taxes and Assessment	Property Assessments	The delivery of accurate and equitable property assessments that are essential for the distribution of the annual tax levy.	Assessments and appeals are completed within the Provincially legislated timelines.			
Taxes and Assessment	Tax Account Management	Administration of the annual and supplementary tax levy (if bylaw in place), pre-authorized payment system, school support declarations, property tax collection and land title changes.	Tax Notices are prepared as per the deadlines contained in Provincial legislation and regulations.			
Utilities	Wastewater Management	Operation, maintenance and management of the infrastructure and facilities that collect wastewater from all properties within the Town that are connected to the municipal wastewater system.	Prepare and maintain a 10 year capital plan for all wastewater facilities within the Town in order to comply with Federal and Provincial legislative/regulatory requirements.			
Utilities	Water supply and distribution	Supply, operate and maintenance of the distribution of safe drinking water and other water systems within the Town.	Prepare and maintain a 10 year capital plan for all water facilities within the Town in order to comply with Federal and Provincial legislative/regulatory requirements.	Municipal Government Act	utilize curling rink in off season	specialized equipment to maintain trails would be an asset No agreement is in place
Utilities	Stormwater drainage management	Operation, maintenance and management of the infrastructure and facilities that collect stormwater from all properties within the Town that ultimately drains to Smoky Lake Lake and Fleeing Horse Lake.	Limit flooding to unoccupied areas of the Town.			
Utilities	Wastewater Lagoon Facilities	Operation, maintenance and management of the wastewater lagoon in order to collect wastewater from the Town collection system.	Comply with Federal and Provincial legislative/regulatory requirements. Offsite Levies are collected for new development.			
Utilities	Natural Gas Facilities	Operation, maintenance and management of the gas system.	Prepare and maintain a 10 year capital plan for all natural gas facilities within the Town in order to comply with Federal and Provincial legislative/regulatory requirements.			
Utilities	Utility Account Management	Management of utility accounts for water, wastewater, gas and solid waste.	Bills are processed and issued monthly. Non-collection of accounts are processed under the provisions of the Municipal Government Act and transferred to the property tax account.			

Department	Service	Defined Policy Level	Key Performance Indicators
FCSS	System navigation	Approximately 600–750 annual front-door interactions across all inquiry types and channels. Includes general information, referrals, navigation, application/form assistance, follow-up and repeat access; not a unique-client count. Approximately 40%–45% of tracked users reside outside Town.	Response within 2 business days
FCSS	CVITP	40–45 returns annually; approximately 15% of users reside outside Town	1 annual program
FCSS	Home Alone, CyberSpace and Babysitters Safety	3 established courses offered in spring and fall; minimum registration of 5	6 course offerings annually
FCSS	Seniors Drumming Circle	Typical participation: 8–12 older adults per session; hosted at Bar-V-Nook Manor.	20–22 sessions annually
FCSS	Welcome Baby Package	5 packages distributed since the Fall 2025 launch	Ongoing eligible referrals
FCSS	Community information and outreach	Website launched in 2023; 558 Facebook followers in Aug. 2026; approximately 550 newsletters distributed monthly	12 newsletter editions + 1 website review annually
FCSS	FCSS Volunteer Bank	16 profiles in 2024 → 58 in 2026 (+263%); 186 volunteer hours in 2025	1 roster review annually
FCSS	Volunteer Week Recognition and BBQ	2025: 100 attendees 2026: 60 attendees	1 event annually
FCSS	Family Day	2024: 140 served 2025: 200 participants 2026: 110 participants	1 event annually
FCSS	Canada Day	2024: 290 served 2025: 275 participants 2026: approximately 300 participants	1 event annually
FCSS	Seniors' Week	2024: 45 participants 2025: 70 2026: 80; all 32 survey respondents reported positive outcomes	Future target under HAA
FCSS	Smoky Lake Region Interagency	Typically 15–20 participants from multiple agencies and sectors	Minimum 3 meetings annually

FCSS	Community Showcase	Typically 22–25 participating information booths	1 event annually
FCSS	Drive Happiness	Regional partnership established early 2023 current: 31 riders and 9 volunteer drivers 2025: 63 completed ride records	Maintain regional partnership and local access pathway
FCSS	Needs-responsive preventive education and community learning	2022–2024 Truth and Reconciliation partnerships 2023: 20 teachers certified through ASIST 2024 school inclusion response 2025 Aging with Purpose: 45 participants	Needs-responsive — no fixed annual quota
FCSS	Partnership and community capacity initiatives	Examples include RCMP school relationship-building resources and a Library–FRN children’s summer program	Needs-responsive
FCSS	Community Resource Directory	Under development through shared SILP and FCSS capacity	1 formal review annually after transition
FCSS	FCSS Advisory Board	9 meetings scheduled in the 2025–2026 calendar; monthly except July, August and December	9 scheduled meetings annually
FCSS	Provincial accountability	Annual provincial program, financial and outcome report due April 30	1 annual report due April 30
FCSS	Community needs and evaluation	Uses service data, resident interactions, Interagency intelligence, partners, surveys and Board input	1 evidence review annually
FCSS	Sector leadership and capacity development	FCSSAA, Northeast FCSS activities, conferences, provincial learning, Board orientation and strategic development	Annual participation
FCSS	Integrated reporting platform	Excel-based tracking today; SharePoint testing planned for Fall 2026	Full adoption January 2027
FCSS	Meals on Wheels	1,640 meals delivered Sept. 2025–July 2026 approximately 15–20 clients no subsidy waitlist	3 meal days weekly up to 20 subsidized clients monthly no restriction on unsubsidized clients
FCSS	Smoky Lake Youth Council	2022/23: 12 members 2024/25: 19 2025/26: 10 approximately 30% outside Town 15 formal meetings and 23 engagement points	1 Youth Council group each school year minimum 15 formal meetings
FCSS	Food Bank Delivery Pilot	Council-approved February 2025; monitored approximately 3 months; 2 deliveries—1 Vilna and 1 Waskatenau	Reassess through FCSS regionalization
FCSS	Community Food Basket	March 2023–July 2026; historical customer, basket and purchase results retained	Program concluded July 2026
FCSS	Newcomer navigation	1 FT Navigator; in-person, phone and email navigation	Response within 2 business days
FCSS	Welcome Wagon	Launched Dec. 2025; 18 documented packages distributed as reported July 2026	Packages provided through eligible referrals
FCSS	Community inclusion and connection	Flourish Festival: 150 tracked participants (SILP + RMH) youth event: 65 participants (SILP + RMH + FRN)	Needs-responsive delivery
FCSS	Service-provider partnerships	CLC English-language learning: 160 participant-hours Jan.–Mar. 2026 Trickster Theatre partnership: approximately 250 students	Needs-responsive partnerships
FCSS	Community Resource Directory	Development underway through SILP and FCSS capacity	Publish before March 31, 2027
FCSS	Business engagement and capacity-building	2 Bridging the Gap workshops 45 participants	Needs-responsive business engagement
FCSS	SILP reporting	Status and interim reports completed	100% reporting by deadline
FCSS	Child capacity programming	Established weekly Town programming; Vilna delivery is being piloted; Waskatenau is a potential expansion	Minimum 1 weekly program in Town
FCSS	Smoky Lake Youth Council	2025/26: 10 members approximately 30% outside Town 15 formal meetings 23 engagement points	1 group Sept.–June minimum 15 formal meetings
FCSS	Youth-led programs and events	For-youth, by-youth activities; Adulting 101 repeatable life-skills program delivered to a Grade 10 class in 2026	Needs-responsive youth delivery
FCSS	Community Helpers	AHS MOU in place; Town is currently an unfunded community	Maintain MOU + establish delivery pathway
FCSS	FRN network participation and reporting	Monthly Rural Connections leadership meetings 2 in-person network sessions annually, including 1 with frontline staff two funded Spokes	100% reporting by deadline
FCSS	Older-adult navigation and short-term support	Early implementation snapshot, June–Aug. 2026: 24 unique HAA clients tracked; 12 supported through Community Supports; 2 clients from Waskatenau	Response within 2 business days
FCSS	Seniors’ Week	2026: 80 participants; all 32 survey respondents reported positive outcomes	1 event annually
FCSS	Meals on Wheels	1,640 meals Sept. 2025–July 2026; approximately 15–20 clients; no subsidy waitlist	3 meal days weekly up to 20 subsidized monthly no restriction on unsubsidized
FCSS	Older-adult engagement and service design	2026 is the co-design year	6 working sessions engage 100 older adults
FCSS	Community programs and practical supports	Approved funding supports evidence-led 2027 implementation	Launch prioritized programs and practical supports in 2027
FCSS	Community Supports reporting	Minimum 350 unique older adults cumulatively over the full grant term ending Mar. 31, 2028	4 scheduled grant reports over the two-year term 100% on time
FCSS	Referral review and service decision	Approved referral, consent and eligibility pathway	Decision within 3 business days
FCSS	Accepted-client contact	Expedited pathway applies where vulnerability is elevated	Contact within 2 business days expedited within 1
FCSS	Individualized case management	Strengths-based assessment, Wellness Care Plan and coordinated follow-up	Maximum 20 active clients approximately weekly contact standard 3 months
FCSS	Outcome measurement and closure	Approved intake, outcome, exit and closure tools	Intake + planned-closure measures
FCSS	Social Prescribing reporting	Minimum 65 unique older adults in each funding year	4 scheduled grant reports over the two-year term 100% on time

FCSS	Vehicle procurement	Approved operating funding and RTSF capital pathway	Order accessible vehicle
FCSS	Governance and service design	Smoky Lake Foundation and Lions Club identified for steering participation	Establish steering committee + confirm operating model
FCSS	Policies and service standards	Framework developed; mature operating standards not yet approved	Approve before launch
FCSS	Pilot readiness	Launch planning underway	Pilot-ready January 2027
FCSS	Transportation data pathway	Salesforce/SharePoint module remains to be built	Operational before pilot
FCSS	Transportation reporting	Minimum 240 unique older adults cumulatively over the full grant term ending Mar. 31, 2028	4 scheduled grant reports over the two-year term 100% on time
FCSS	HandiVan	Accessible transportation bus for residents, operated by the Smoky Lake Lions Club.	TBD, confirm with Rod