

**BYLAW 05/20**

**BEING A BYLAW OF FLAGSTAFF COUNTY, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ADOPTING THE FLAGSTAFF COUNTY / TOWN OF HARDISTY INTERMUNICIPAL COLLABORATION FRAMEWORK.**

**WHEREAS** Pursuant to Part 17.2 of the Municipal Government Act, Chapter M-26 of the Statutes of Alberta, hereinafter referred to as the Act, municipalities that have common boundaries must, by adopting matching bylaws, create an Intermunicipal Collaboration Framework, hereinafter referred to as ICF, with each other; and

**WHEREAS** the MGA allows municipalities that do not have common boundaries to be party to an ICF;

**WHEREAS** the Council of Flagstaff County deems it to be in the public interest to adopt the Flagstaff County / Town of Hardisty

**NOW THEREFORE** the Municipal Council of Flagstaff County duly assembled enacts as follows:

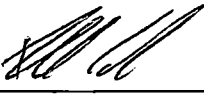
**THAT THE FLAGSTAFF COUNTY / TOWN OF HARDISTY INTERMUNICIPAL COLLABORATION FRAMEWORK, AS ATTACHED AND FORMING PART OF THIS BYLAW BE ADOPTED.**


**THIS BYLAW SHALL COME INTO EFFECT UPON THIRD AND FINAL READING THEREOF AND THE MATCHING BYLAW APPROVED AND SIGNED BY THE TOWN OF HARDISTY.**


**READ A FIRST TIME** this 9 day of April, 2020.

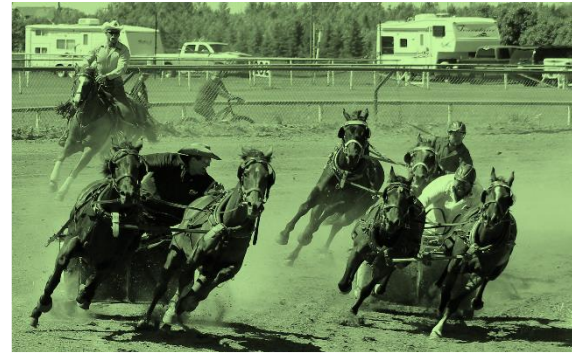
**READ A SECOND TIME** this 8 day of April, 2020.

**READ A THIRD TIME AND FINALLY PASSED THIS** 8 day of April, 2020.

  
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REEVE

  
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CHIEF ADMINISTRATIVE OFFICER





Town of Hardisty & Flagstaff County

# **INTERMUNICIPAL COLLABORATION FRAMEWORK**

March 2020



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# INTERPRETATION **OF TERMS AND ACRONYMS**

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The Town of Hardisty and Flagstaff County Intermunicipal Collaboration Framework has been written with the purpose of being a document that can easily be read and used by the participating municipalities' Councils, Administration, residents, and development proponents. The purpose of this section is to provide greater clarity to the reader with respect to common terms and acronyms used in the document and accompanying schedules.

ACRONYM	NAME OR PHRASE
ARP	Area Redevelopment Plan
ASP	Area Structure Plan
ICF	Intermunicipal Collaboration Framework
IDP	Intermunicipal Development Plan
LUB	Land Use Bylaw
LUF	Land Use Framework
MDP	Municipal Development Plan
MGA	<i>Municipal Government Act, R.S.A. 2000, c. M-26, as amended</i>

PHRASE	DEFINITION
Participating Municipalities	The Town of Hardisty and Flagstaff County.
Initiating Municipalities	The municipality that is the primary proponent of a proposed intermunicipal collaboration project or opportunity, or the municipality that initiates a dispute resolution process.
Responding Municipalities	The municipality that have been requested by an initiating municipality to be party to a proposed intermunicipal collaboration project or opportunity, or a municipality that have been issued notice of a dispute.

# EXECUTIVE SUMMARY

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The Town of Hardisty and Flagstaff County have partnered to prepare an Intermunicipal Collaboration Framework. The participating municipalities have entered into this Intermunicipal Collaboration Framework in good faith, and with a commitment to intermunicipal communication and collaboration that benefits the region's residents.

A Steering Committee comprised of representatives from all partnering municipalities was established in 2019 to guide the project and provide information and direction to the project consultant. Municipal Planning Services was contracted to prepare an Intermunicipal Collaboration Committee Terms of Reference, create an inventory of municipal and intermunicipal services, develop processes for decision making, and develop dispute resolution procedures – to support the development of the Intermunicipal Collaboration Framework.

Intermunicipal Collaboration Frameworks (ICFs) were introduced by the Province of Alberta as part of the *Modernized Municipal Government Act* in 2018. All municipalities that share a common border (and are not part of a Growth Management Board) are required to adopt an ICF.

The purpose of an ICF is to facilitate communication and cooperation between neighbouring municipalities to ensure municipal services are provided to residents in an efficient and cost effective manner.

The Town of Hardisty and Flagstaff County ICF consists of 5 Parts and includes 3 Schedules (documents and plans intended to provide further guidance/information).

# PART 1 INTRODUCTION

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## 1.1 Purpose

1. The purpose of the Intermunicipal Collaboration Framework (ICF) is to establish formalized protocols for intermunicipal cooperation, communication, and service delivery.

## 1.2 Participating Municipalities

1. The following municipalities are party to the ICF: the Town of Hardisty and Flagstaff County.

## 1.3 Schedules of the ICF

1. The following Schedules are referenced in the ICF, and are included for information.

SCHEDULE	TITLE
<b>A</b>	Intermunicipal Collaboration Committee Terms of Reference
<b>B</b>	Discussion Protocols
<b>C</b>	Detailed Inventory of Services

## 1.4 Term and Review

1. In accordance with the *Municipal Government Act*, the Town of Hardisty and Flagstaff County Intermunicipal Collaboration Framework shall come into effect upon the adoption of a bylaw that contain the ICF by both municipalities.
2. The Intermunicipal Collaboration Framework may be amended by mutual consent by the participating municipalities, unless specified otherwise in this ICF.
3. It is agreed by the participating municipalities that the Intermunicipal Collaboration Committee shall undertake a formal review of the Intermunicipal Collaboration Framework at least once every five years, commencing no later than 2025.

## 1.5 Decision Making Process

1. Unless otherwise identified in this ICF, decision-making related to this ICF shall be vested in the participating municipalities' Councils.
2. Together, the Intermunicipal Collaboration Committee (ICC) Terms of Reference included in Schedule A and the Discussion Protocols in Schedule B outline how the ICC will function, and guide how the participating municipalities determine what issues, projects, and initiatives are subject to this ICF.

## 1.6 Costs for New Initiatives

1. Allocation of costs for the cost-sharing for new development of service agreements shall be determined by the Councils of both municipalities and shall take into consideration the recommendation of the ICC.

# PART 2 **INTERMUNICIPAL COLLABORATION COMMITTEE**

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## 2.1 Intent

1. In order to establish meaningful and ongoing intermunicipal communication, both municipalities agree to establish a joint Intermunicipal Collaboration Committee (ICC, or ‘the Committee’) with the intent of:
  - a. Fostering effective collaboration between the participating municipalities;
  - b. Ensuring the routine monitoring of intermunicipal relationships and agreements; and
  - c. Providing a forum for dealing with intermunicipal concerns and capitalizing on regional opportunities in a mutually beneficial and timely fashion.

## 2.2 Effective Date

1. The ICC is established as of the effective date of the ICF and subsequently renewed at the respective organizational meetings of each participating municipality on an annual basis as long as this ICF is in effect.

## 2.3 Composition

1. The ICC shall be comprised of two elected officials and the Chief Administrative Officers (non-voting member) from both participating municipalities. The composition of the ICC (including the identification of voting and non-voting members) is identified in the Intermunicipal Collaboration Committee Terms of Reference in Schedule A.
2. The ICC may be comprised of the same individual members as the Intermunicipal Planning Committee established as part of the Town of Hardisty & Flagstaff County Intermunicipal Development Plan. However, the two committees shall retain separate functions.

## 2.4 Reporting and Meetings

1. At minimum, the ICC shall report annually to the Councils of the participating municipalities in open sessions on the status of the participating municipalities’ intermunicipal relationship and any cooperation agreements.
2. The ICC shall meet on an “as required” basis.

## 2.5 Terms of Reference

1. The ICC shall be guided by the intent and provisions of the ICC Terms of Reference included as Schedule A, and the Discussion Protocols included as Schedule B.



# PART 3 INTERMUNICIPAL COOPERATION

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## 3.1 Principles of Intermunicipal Cooperation

1. The participating municipalities agree to the following principles to guide regional communication and cooperation efforts:
  - a. To have defined **communication channels** to share information.
  - b. To encourage **respect** of different views and interests.
  - c. To pursue relations based on **transparency and openness**.
  - d. To **work together** to resolve issues.
  - e. To develop a **consultative process** to ensure shared goals and efforts.
  - f. To respect **jurisdictional interests**.
  - g. To advance shared interests to other levels of government with a **common voice**.
  - h. To ensure **public awareness** of the progress and results of regional cooperation.

## 3.2 Inventory of Services

1. The participating municipalities have a history of working cooperatively and collaboratively to provide municipal services to their residents on an intermunicipal basis, with services being provided directly or indirectly to their residents.
2. An inventory containing information about these services is included in Schedule C of this ICF.

## 3.3 Future Collaboration Opportunities

1. In the event that a participating municipality initiates the development of a new project and/or service that may require a new cost-sharing agreement, the initiating municipality's Chief Administrative Officer will notify the other municipality's Chief Administrative Officer in writing.
2. The initial notification will include a general description of the project, estimated costs, and timing of expenditures. The responding municipality will advise if they have objections in principle to provide funding to the project and provide reasons. An opportunity will be provided to discuss the project at the Intermunicipal Collaboration Committee.
3. The following criteria will be used when assessing the desirability of funding of new projects:
  - a. Relationship of the proposed capital project to the Town of Hardisty and Flagstaff County Intermunicipal Development Plan;
  - b. The level of community support;
  - c. The nature of the project;
  - d. The demonstrated effort by volunteers to raise funds and obtain grants (if applicable);
  - e. The projected operating costs for new capital projects;
  - f. Municipal debt limit; and
  - g. Projected utilization by residents of the participating municipalities and the region.

4. Once a municipality has received written notice of new project, an Intermunicipal Collaboration Committee meeting must be held within thirty (30) calendar days of the date the written notice was received, unless both Chief Administrative Officers agree otherwise.
5. The ICC will be the forum used to discuss and review future mutual aid agreements and/or cost sharing agreements. In the event the ICC is unable to reach an agreement, the dispute shall be dealt with through the procedure outlined in Part 4 – Dispute Resolution.
6. The participating municipalities recognize that the decision to participate in or not participate in a project ultimately lies with the respective municipal councils, who in turn must rely on the support of their electorate to support the project and any borrowing that could be required.
7. The future service agreements and projects listed in Appendix C, subsection C.9 are not binding as a project list. The listed projects are intended collaborations at the time of adoption of this ICF. The ICC and Councils can explore service agreements and opportunities not on this list as the need arises.

# PART 4 **DISPUTE RESOLUTION**

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## 4.1 Dispute Resolution Principles

1. The dispute resolution process in this ICF relates to matters specific to the ICF.
2. The participating municipalities are committed to resolving any disputes in a non-adversarial, informal, and cost-effective manner.
3. The participating municipalities shall make all reasonable efforts to resolve disputes by negotiation and agree to provide (without prejudice) open and timely disclosure of relevant facts, information, and documents to facilitate negotiations.
4. In the event of a dispute, the participating municipalities agree that they shall undertake a process to promote the resolution of the dispute in the following manner:
  - a. Negotiation;
  - b. Mediation;
  - c. Binding Arbitration.
5. If any dispute arises between the participating municipalities regarding the interpretation, implementation, or application of this ICF, the dispute will be resolved through the Dispute Resolution Process outline herein.

## 4.2 Dispute Resolution Process

1. The participating municipalities agree that disputes relating to the ICF shall be restricted to the following:
  - a. Lack of agreement on proposed amendments; and
  - b. Lack of agreement on interpretation of this ICF.
2. The participating municipalities shall undertake the dispute resolution process outlined in Figure 1.
3. If at any point in the dispute resolution process a resolution is achieved to the satisfaction of the participating municipalities, no further steps in the process shall be required.

	FIGURE 1: DISPUTE RESOLUTION PROCESS			
	STEP	COMMUNICATION/ACTION		OUTCOME
NEGOTIATION	STEP 1: Issue Identification and Notice of Dispute	When a participating municipality (the initiating municipality) believes that there is a dispute under the ICF and wishes to engage in dispute resolution, the initiating municipality must provide written notice to the other participating municipality (the responding municipality) identifying area(s) of dispute and request negotiation. The issue of the dispute will not proceed further (or a decision rendered) until the dispute has been resolved.	▶	RESOLUTION OR NEXT STEP
	STEP 2: Negotiation (Administrative Review)	Within 15 days after the notice is received by the responding municipality, the CAOs shall participate in one or more meetings, in-person, to attempt to negotiate a resolution to the dispute. Failing resolution within the 15 days, the dispute will then be referred to the Intermunicipal Collaboration Committee (ICC). The 15-day time limit may be extended if it is mutually agreed upon by all representatives of the participating municipalities.	▶	
	STEP 3: Negotiation (ICC Review)	The ICC will convene to consider and attempt to resolve the dispute within 30 days of the conclusion of the Administrative Review. The 30-day time limit may be extended if it is mutually agreed upon by all voting members of the ICC.	▶	
MEDIATION	STEP 4: Request Facilitated Mediation	If the dispute cannot be resolved through negotiations within the prescribed timeframe, the initiating municipality shall provide, within 15 days of the conclusion of the ICC Review, written notice to the responding municipality outlining the details of the dispute that are to be mediated and a list of nominees to act as mediator. The participating municipalities shall jointly appoint a mediator within 15 days of receiving the written notice of request for facilitated mediation.	▶	
	STEP 5: Mediation	The initiating municipality must provide the mediator with an outline of the dispute, and any agreed statements of facts. The participating municipalities must provide the mediator with access to all records, documents, and information that the mediator may reasonably request. The ICC shall meet at such reasonable times as may be required and must, through the intervention of the mediator, negotiate in good faith to resolve the dispute. All proceedings involving a mediator are without prejudice. The costs of mediation must be paid on a proportional basis by both municipalities. Each municipality’s portion of the costs must be determined by dividing the amount of that municipality’s equalized assessment* by the sum of the equalized assessments* of both municipalities’ assessments as set out in the most recent equalized assessment*. *Equalized assessment shall not include linear assessment.	▶	
	STEP 6: Mediation Report	If the dispute has not been resolved within 6 months of the date that the initial written notice (provided in Step 1) is received, the initiating municipality shall, within 21 days, prepare and provide a report to the responding municipality. The report must include: <ol style="list-style-type: none"> <li>A list of matters agreed upon by the participating municipalities;</li> <li>A list of matters on which there is no agreement between the participating municipalities; and</li> <li>A list of nominees to act as arbitrator.</li> </ol> The initiating municipality may prepare a report before the 6 months have elapsed if: <ol style="list-style-type: none"> <li>The participating municipalities agree; or</li> <li>The participating municipalities are unable to appoint a mediator.</li> </ol>	▶	
ARBITRATION	STEP 7: Appoint Arbitrator	Within 15 days of receipt of the Mediation Report, the ICC must jointly appoint an arbitrator and provide the arbitrator with a copy of the report. If the ICC cannot agree on an arbitrator, the initiating municipality must forward a copy of the report to the Minister of Municipal Affairs with a request to appoint an arbitrator. In appointing an arbitrator, the Minister may place any conditions on the arbitration process as the Minister deems necessary, and may not hold to the requirements identified in the dispute resolution process of this ICF.	▶	BINDING DECISION
	STEP 8: Binding Arbitration	When arbitration is used to resolve the dispute(s), the <i>Arbitration Act</i> , R.S.A. 2000, c. A-43, as amended, shall apply to arbitration proceedings commenced pursuant to this dispute resolution process.	▶	
	STEP 9: Cost of Arbitration	If the arbitrator’s order is silent as to costs, a participating municipality may apply to the arbitrator within 30 days of receiving the order for a separate order respecting costs. If the arbitrator’s final order is silent as to costs, the costs of arbitration must be paid on a proportional basis by the participating municipalities. Each municipality’s portion of the costs must be determined by dividing the amount of that municipality’s equalized assessment* by the sum of the equalized assessments* of all the participating municipalities’ assessments as set out in the most recent equalized assessment.* *Equalized assessment shall not include linear assessment.	▶	

## PART 5 **CORRESPONDENCE**

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1. Witten notice under this Intermunicipal Collaboration Framework shall be addressed as follows:

a. In the case of the Town of Hardisty:

**Town of Hardisty**

c/o Chief Administrative Officer

4807 - 49 Street | Box 10 | Hardisty, Alberta | T0B 1V0

b. In the case of Flagstaff County

**Flagstaff County**

c/o Chief Administrative Officer

12435 Twp Road 442 | P.O. Box 358 | Sedgewick, Alberta | T0B 4C0

2. In addition to the above. Notices may be sent by e-mail to the Chief Administrative Officers.

# SCHEDULE A **ICC TERMS OF REFERENCE**

## **A.1 ESTABLISHMENT**

1. The Intermunicipal Collaboration Committee (ICC) is established to give expanded focus to intermunicipal opportunities and considerations. Although individual Councils maintain the authority for decisions in the respective municipalities, the ICC is seen to be the foundation for intermunicipal matters. Without interfering with the good work being accomplished in existing intermunicipal committees, the ICC has the following five primary functions:
  - a. Proactively identify new service areas or opportunities;
  - b. Address intermunicipal opportunities that arise on an as needed basis where no existing structure exists to deal with the matter;
  - c. Prioritize activities and develop appropriate measures, processes and subcommittees to address areas in consideration;
  - d. Represent the region locally and provincially; and
  - e. Address areas where intermunicipal differences in need of resolution may arise.
2. The ICC is a Committee of Council established under Section 145 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and meetings are to be held in accordance with Part 5, Division 9 of the MGA.

## **A.2 ICC COMPOSITION**

1. The ICC will be composed of:

<b>TOWN OF HARDISTY</b>	Two elected officials
	Chief Administrative Officer (non-voting member)
<b>FLAGSTAFF COUNTY</b>	Two elected officials
	Chief Administrative Officer (non-voting member)

2. The ICC members will be as determined by the respective participating municipalities’ Councils. The opportunity to rotate elected officials as alternates into the ICC will be at the discretion of each municipality.

## **A.3 ICC APPOINTMENT AND TERM**

1. Appointment to the ICC shall be done annually at the municipalities’ Organizational Meetings. When an elected official’s term on Council has ended, the elected official’s participation on the ICC shall be terminated.
2. Council may appoint alternate elected officials who may attend the meetings in cases where an appointed member is unable to attend a meeting. Should the Chief Administrative Officer be unable to attend, they may appoint an alternate.
3. The Councils for both municipalities have appointed representatives for the purposes of the tasks related to the ICC. If a permanent vacancy occurs, Council for the respective municipality can appoint another as replacement in their place.

## **A.4 ICC CHAIR**

1. The ICC Chair and an alternate shall be elected by the members of the ICC from amongst the elected officials and shall normally serve for a term of one (1) year, with the position rotating among the participating municipalities. The ICC Chair shall be determined at the first meeting of the ICC each calendar year.

## **A.5 ADMINISTRATIVE SUPPORT**

1. Unless otherwise determined by the ICC, administrative support for the ICC Chair shall be provided by the Chair's municipal Administration.

## **A.6 QUORUM**

1. A quorum will consist of a minimum of one (1) elected official from each participating municipality attending the scheduled meeting. Attendance via phone or electronic means is acceptable.

## **A.7 NON-ICC MEMBER ATTENDANCE**

1. Other elected officials, administration or staff may attend as observers, if invited by the ICC.
2. Should presentations to the ICC be required, the invited parties will be agreed to and coordinated ahead of the meeting by the CAOs.

## **A.8 SCHEDULE**

1. Meetings of the ICC will be held at the request of one of the municipalities, with recognition that more frequent meetings may need to be added as opportunities/issues arise and initiatives are developed and to address specific matters.
2. Notice of a meeting will be provided by the municipality of the Chair. The administration from the Chair's municipality will be responsible for preparing and circulating the meeting's agenda and minutes.
3. Parties will give thirty (30) calendar days of notice for a meeting. Meeting requests will be directed to the Chief Administrative Officer of the respective municipalities.

## **A.9 BUDGET**

1. Operating costs shall be borne by each municipality.

## **A.10 PUBLIC PARTICIPATION**

1. All ICC meetings are open to the public. Members of the public are not permitted to participate in ICC discussions but may appear as a delegation before the ICC. Delegations shall be for a maximum of ten (10) minutes, unless otherwise agreed to by the ICC. Those wishing to appear as a delegation at an ICC meeting must so advise the ICC's administrative support a minimum of five (5) working days prior to the meeting.
2. If the ICC passes a resolution to enter a closed session in accordance with Section 197 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, members of the public who are present at the meeting must leave the room in which the meeting is being held.

# SCHEDULE B **DISCUSSION PROTOCOLS**

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## **B.1 PURPOSE**

1. The following discussion protocols have been developed for the ICC to:
  - a. Respect the jurisdictional autonomy of each participating municipality;
  - b. Promote respectful and meaningful dialogue;
  - c. Establish consistency in meeting discussions and decision making processes; and
  - d. Seek consensus (where possible) on issues of regional or intermunicipal significance.

## **B.2 DECISION MAKING AUTHORITIES**

1. The participating municipalities acknowledge and agree that any issue agreed to in discussions/negotiations is an agreement in principle that is subject to approval by the Councils for the participating municipalities.

## **B.3 AGREEMENT TO NEGOTIATE**

1. The parties agree that they will participate in good faith to discuss and negotiate ways to cooperate more effectively together while taking into account the interests of each municipality.

## **B.4 INTERMUNICIPAL COLLABORATION COMMITTEE**

1. The Councils for the participating municipalities have appointed representatives for the purposes of the tasks related to the ICC. If a permanent vacancy occurs, Councils for the respective municipality can appoint another as replacement in their place.

## **B.5 ROLE OF ADMINISTRATIVE SUPPORT/TECHNICAL ADVISORS**

1. The participating municipalities may invite external consultants and/or administrative support to attend an ICC session with no less than seven days' notice to the other party. In exceptional circumstances the requirement for seven days' notice may be waived by mutual agreement.
2. When possible, external attendees will be reflected on the meeting agenda.
3. External consultants and/or administrative support in attendance at a session will be subject to the provisions of the Discussion Protocols.

## **B.6 RESOLUTION OF ISSUES**

1. The ICC will work to achieve consensus on the issues or package of issues before them. The parties agree that the ICC will own the consensus achieved through the discussion/negotiations and ICC members will represent it to their respective Councils.
2. For purposes of the discussions/negotiations consensus will be defined as "I/we can live with it".

## **B.7 FREEDOM TO SPEAK AND CONFIDENTIALITY**

1. Except as set out elsewhere in these Protocols or unless the parties have specifically agreed to release information, all discussions/negotiations, summary notes of discussions/negotiations and all other records or information generated for the purposes of the discussions/negotiations are to be kept confidential recognizing that:
  - a. Other Council members will be informed about discussions/negotiations during closed sessions;
  - b. Communication within the ICC and to Councils and select administrative support may be by electronic means recognizing that such communication is to be treated as confidential if it pertains to the content of the discussions/negotiations and that further dissemination beyond the ICC or Councils and select administrative support by electronic means is not permitted;



- c. Any information that is in the public domain but not the confidential negotiation discussions about that information, may be used by either party; and
- d. Disclosure of information associated with the discussions/negotiations can be made to external consultants and/or administrative support. This will only be done on a "need to know basis" and the person(s) will be required to keep all associated information confidential in accordance with these Protocols.

## **B.8 COMMUNICATION WITH MEDIA**

- 1. The participating municipalities may agree to prepare and distribute a joint media release at various times throughout the discussions/negotiations. The mayors/reeve of the participating municipalities will act as the spokesperson for each municipality. Key messages to be released to the media and/or to the public will be discussed and finalized at the end of each negotiation meeting as a standing agenda item.

## **B.9 COMMUNICATION WITH THE PUBLIC**

- 1. Any consultation, communication or dissemination of information with or to the public will be done jointly. Each party's logos and authorized signatures will be required on each joint communication with the public. Each municipality will act as the distributor for joint communication to their respective residents/ratepayers.

## **B.10 RECORD KEEPING**

- 1. At its first meeting one of the parties will agree to appoint a staff member to act as the Recording Secretary for the ICC sessions. The Recording Secretary will provide confidential meeting notes that will summarize the ICC's discussion within ten (10) calendar days of the end of a session. At the conclusion of each session, the Chair will review the items discussed and summarize the consensus achieved or still to be achieved by the ICC on the items discussed. In addition, if any information has been requested during a session, the Chair will outline the requests and specify responsibilities for providing the information requested.
- 2. The ICC will indicate their approval of this summary, or provide clarification at the conclusion of the session. The written meeting notes will be reviewed as one of the first orders of business at the next scheduled session.

## SCHEDULE C DETAILED INVENTORY OF SERVICES

### C.1 TRANSPORTATION

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
No current agreements between the participating municipalities						

### C.2 WATER AND WASTEWATER

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
No current agreements between the participating municipalities						

### C.3 SOLID WASTE

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
Solid Waste Management Association Agreement for Membership	Intermunicipal	Flagstaff Regional Solid Waste Management Association	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Village of Alliance Village of Forestburg Village of Heisler Village of Loughheed Village of Rosalind	2017 - ongoing	Not specified	No. Agreement is working for the municipalities.

#### C.4 EMERGENCY SERVICES

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
All Hazards Mutual Aid Agreement	Intermunicipal	Collaboration between all participating municipalities	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Loughheed	2013 - Ongoing	Any party may withdraw, given sixty (60) days' notice	Yes. Age of agreement provides opportunity to review.
Community Resource Officer Memorandum of Understanding	Intermunicipal	Third Party: The Royal Canadian Mounted Police	Flagstaff County	April 1, 2019 – March 31, 2022	March 31, 2022	Yes. May need to be revisited over the term of the agreement.
Enhanced Policing Agreement	Intermunicipal	Third Party: The Province of Alberta	Flagstaff County	April 1, 2019 – March 31, 2022	March 31, 2022	Yes. May need to be revisited over the term of the agreement.
Peace Officer Services Agreement	Intermunicipal	Flagstaff County	Flagstaff County Town of Hardisty	March 1, 2020 – February 28, 2022	February 28, 2023	Yes. May need to be revisited over the term of the agreement.
Fire Services Agreement	Intermunicipal	Town of Hardisty	Flagstaff County Town of Hardisty	January 1, 2018 – December 31, 2020	December 31, 2020	Yes. The municipalities are in the process of developing a regional fire services society. When complete a new master agreement shall be established.

Peacetime Emergency Mutual Aid Agreement	Intermunicipal	Collaboration between all participating municipalities	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	1978 - Ongoing	Renewed Annually	Yes. Age of agreement provides opportunity to review.
Rescue Services Agreement	Intermunicipal	Town of Hardisty	Flagstaff County Town of Hardisty	January 2018 – December 2020	Dec 31, 2020. Auto-renewal if 12 months written notice is not given prior to expiry.	Yes. The municipalities are in the process of developing a regional fire services society. When complete a new master agreement shall be established.

#### C.5 RECREATION AND COMMUNITY SERVICES

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
Flagstaff Community Foundation Agreement	Intermunicipal (Part of FCSS)	Flagstaff Community Foundation	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	2001 - Ongoing	No expiry	No. Created by Ministerial Order.

Flagstaff Family and Community Services Agreement	Intermunicipal	Collaboration between all participating municipalities	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	1988 - Ongoing	No expiry	No. Agreement is working for the municipalities.
Flagstaff Regional Housing Group Agreement	Intermunicipal	Flagstaff Regional Housing Group	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	2001 – Ongoing	No expiry	No. Created by Ministerial Order.
Parkland Regional Library Agreement	3 <sup>rd</sup> Party	Parkland Regional Library Board	Town of Hardisty Flagstaff County +39 municipalities	1998 – Ongoing	No expiry	No. Agreement is functioning properly.

## C.6 PLANNING AND DEVELOPMENT

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
Flagstaff Region Joint Quality Management Plan (QMP)	Intermunicipal	Safety Codes Council, via all Flagstaff Region Municipalities (no provider necessarily, just collaboration)	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	May 2020	2020	Yes. The municipalities need to revisit agreement. Priority to address.
Safety Codes Services Agreement (Part of QMP)	Intermunicipal	Third Party: Superior Safety Codes Inc.	Flagstaff County Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	5 Year contract, Ongoing	May 2020, option to renew	Yes. The municipalities need to revisit agreement. Priority to address.
Flagstaff Regional Subdivision and Development Appeal Board Agreement	Intermunicipal	Collaboration between all participating municipalities	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	2019 – Ongoing	No expiry	Yes. The municipalities will need to revisit the agreement.

Intermunicipal Assessment Review Board Agreement	Intermunicipal	Collaboration between all participating municipalities	Flagstaff County Town of Daysland Town of Hardisty Town of Killam Town of Sedgewick Village of Alliance Village of Forestburg Village of Heisler Village of Lougheed	2019 – Ongoing	Shall be continuous, agreed to review January, 2021	Yes. The municipalities need to revisit agreement. Priority to address.
Joint Municipal Reserve Agreement	Intermunicipal	Flagstaff County Town of Hardisty	Flagstaff County Town of Hardisty	2018 Ongoing, reviewed every 5 years	Part of IDP, reviewed regularly	No. Written in the Intermunicipal Development Plan.

## C7 ECONOMIC DEVELOPMENT

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
Battle River Alliance for Economic Development	Intermunicipal	BRAED	Flagstaff County Town of Hardisty +23 municipalities	Ongoing	Not specified	No. REDAs are established by the Province.

## C.8 MISCELLANEOUS

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
Regional Geographic Information System	3 <sup>rd</sup> Party	MuniSight	Flagstaff County Town of Hardisty	Ongoing	N/A	No. Informal agreement to share datasets.

## C.9 FUTURE PROJECTS/SERVICE COLLABORATIONS

DESCRIPTION	CATEGORY	PROVIDER	PARTICIPANTS	TIMEFRAME	EXPIRY	OPPORTUNITY
Airport Maintenance Agreement	Intermunicipal	N/A	Flagstaff County Town of Hardisty	N/A	N/A	Yes. The municipalities are open to exploring a future agreement.
Battle River Economic Opportunity Committee (BREOC)	Intermunicipal	Third Party: County of Paintearth	Flagstaff County County of Paintearth	N/A	N/A	Yes. Town of Hardisty may explore membership. Members can terminate with (3) months' notice
Cemetery Maintenance Agreement	Intermunicipal	N/A	Flagstaff County Town of Hardisty	N/A	N/A	Yes. The municipalities are open to exploring a future agreement.
Flagstaff County Strategic Economic Development Plan	Municipal	Flagstaff County	Flagstaff County Town of Hardisty	N/A	N/A	Yes. Flagstaff County has prepared a regional economic development strategy. Strategy to be shared with the Town for information.



Flagstaff County Heritage Management Plan	Municipal	Flagstaff County	Flagstaff County	Ongoing	N/A	Yes. Expand the program and share information and processes regarding bylaw adoption to undertake heritage management.
Recreation Funding	Intermunicipal	N/A	All Flagstaff Region municipalities	N/A	N/A	Yes. The municipalities are open to exploring a future agreement.