



**Summer Village of Burnstick Lake -
Clearwater County
INTERMUNICIPAL COLLABORATION
FRAMEWORK**

October 2019

Summer Village of Burnstick Lake -Clearwater Intermunicipal Collaboration Framework

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Summer Village of Burnstick Lake -Clearwater Intermunicipal Collaboration Framework

PREAMBLE

WHEREAS the Summer Village of Burnstick Lake and Clearwater County share a common border in Township 35 in Ranges 11, west of the Fifth Meridian;

AND WHEREAS the Summer Village of Burnstick Lake and Clearwater County share common interests and are desirous of working together to provide services to their ratepayers, if there are reasonable and logical opportunities to do so;

AND WHEREAS the Summer Village of Burnstick Lake and Clearwater County are committed to working cooperatively to meet the challenges and capitalize on the opportunities that the future and their shared circumstances will bring; and

AND WHEREAS the Municipal Government Act, as amended from time to time, requires municipalities that have common boundaries to create an Intermunicipal Collaboration Framework with each other to:

- provide for the integrated and strategic planning, delivery and funding of intermunicipal services;
- steward scarce resources efficiently in providing local services; and
- ensure municipalities contribute funding to services that benefit their residents;

AND WHEREAS the Municipal Government Act specifies the content and requirements of an Intermunicipal Collaboration Framework; and

AND WHEREAS the Summer Village of Burnstick Lake and Clearwater County have negotiated and mutually prepared an Intermunicipal Collaboration Framework in accordance with the Municipal Government Act; and

AND WHEREAS this Intermunicipal Collaboration Framework is meant to be a master agreement from which a number of subsequent agreements flow;

NOW THEREFORE Council for the Summer Village of Burnstick Lake and Council for Clearwater County have adopted this document as the “Summer Village of Burnstick Lake -Clearwater County Intermunicipal Collaboration Framework.”

NOW THEREFORE, by mutual covenant of the Summer Village of Burnstick Lake and Clearwater County, it is agreed as follows:

PART A: ADMINISTRATIVE PROVISIONS

1.0 Purpose of Framework

- 1.1 The purpose of this Intermunicipal Collaboration Framework, or Framework, is to set out the broad parameters of how the Summer Village of Burnstick Lake and Clearwater County will:
- (a) Provide for the integrated and strategic planning, delivery and funding of intermunicipal services;
 - (b) Steward scarce resources efficiently in providing local services; and
 - (c) Ensure that the Summer Village and County contribute funding to services that benefit their residents.

2.0 Definitions used in Framework

- 2.1 In this Framework, unless the context provides otherwise, the following words or phrases will have the following meanings:

“Act” means the Municipal Government Act, R.S.A. 2000 Chapter M-26, as amended from time to time;

“Calendar day” means any one of the seven days in a week;

“Chief Administrative Officer” or “CAO” means the Chief Administrative Officer of either the Summer Village of Burnstick Lake or Clearwater County as the case or context may require;

“Chief Elected Official” or “CEO” means the Mayor of the Summer Village of Burnstick Lake or the Reeve of Clearwater County as the case or context may require;

"Consensus" means "we can live with it; are comfortable with the result; and will own it when we take it to our Councils;"

“Framework” means the Intermunicipal Collaboration Framework between the M.D. and the County, as required under Part 17.2 of the Municipal Government Act, Chapter M-26, Revised Statutes of Alberta.

“Initiating party” means a party who gives notice of a dispute under this framework;

“Intermunicipal” means a service, agency, decision, plan or action undertaken or created by one or more municipalities on a cooperative basis;

“Intermunicipal Collaboration Committee” or “ICC” means the committee established under this Intermunicipal Collaboration Framework;

“Intermunicipal Collaboration Framework” or “Framework” means a document describing the sharing of services between one or more municipalities and prepared in accordance with the Act and Regulation;

“Mediation” means a process involving a neutral person as a mediator who assists the parties to a matter and any other person brought in with the agreement of the parties to reach their own mutually acceptable settlement of the matter by structuring negotiations, facilitating communication and identifying the issues and interests of the parties;

“Mediator” means the person or persons appointed to facilitate by mediation the resolution of a dispute between the parties;

“Party” means a municipality that creates a framework with one or more other municipalities;

“Regulation” means the Intermunicipal Collaboration Framework Regulation (AR 191/2017) as amended from time to time;

“Representative” means a person selected by a party who holds a senior position with the party, and has authority to negotiate for or settle a dispute on behalf of the party;

“Service” includes any program, facility or infrastructure necessary to provide a service; and

“Third Party” means a service provider who is established or exists independently of any decision by a municipality.

"Year" means the calendar year beginning on January 1st and ending on December 31st.

3.0 Term and Review of Framework

3.1 This Framework shall have force and effect as of the date of third reading of the bylaws by the Summer Village of Burnstick Lake and Clearwater County adopting the Framework document.

3.2 This Framework is a permanent agreement in accordance with the Act and has no expiration date.

3.3 The Summer Village and County shall review this Framework at least every 4 years from the date that the bylaw adopting this Framework is given third reading. An earlier or more frequent review may be undertaken if agreed upon by the Summer Village and County.

3.4 If either the Summer Village or County determine that the adopted Framework does not serve their interests, or if both municipalities determine that the adopted Framework does not serve the interests of both municipalities, a replacement Framework shall be created in accordance with the Act. Until such time as the replacement Framework is ready for adoption and has been formally adopted, the current Framework remains in effect.

4.0 Process to Amend the Framework

- 4.1 If either the Summer Village or the County wishes to amend this Framework, the party seeking the amendment must give written notice to the other party. Upon receiving written notice, the other party must, within 30 days, meet to discuss the proposed amendments and a process to consider the amendments.
- 4.2 A proposal to amend this Framework must be provided in written form and must clearly identify:
 - (a) The nature of the issue(s) or concern(s) giving rise to the need for an amendment; and
 - (b) The nature and reasoning behind the specific amendment(s) being proposed.

5.0 Relation of Framework to Other Agreements and Bylaws

- 5.1 Where there is a conflict or inconsistency between a bylaw and this Framework or an agreement between the Summer Village of Burnstick Lake and Clearwater County and this Framework, this Framework prevails to the extent of the conflict or inconsistency.
- 5.2 If there is a conflict or inconsistency between this Framework and any existing agreement between the Summer Village and the County, the Framework must either address the conflict or inconsistency or the Summer Village and County must alter or rescind the agreement.
- 5.3 Where there is a need to amend an agreement to maintain consistency with this Framework and the agreement contains one or more municipalities that are not signatories of this Framework, the other municipalities shall be consulted and involved in process to amend the agreement.
- 5.4 The Summer Village and County agree to amend their bylaws, where necessary, to ensure consistency between each bylaw and this Framework within two (2) years of the date that the bylaw adopting this Framework receives third reading. The Land Use Bylaw of each municipality is not subject to this requirement.
- 5.5 The Summer Village and County agree to amend their agreements, where necessary, to ensure consistency between each agreement and this Framework within six (6) years of the date that the bylaw adopting this Framework receives third reading.

6.0 Intermunicipal Development Plan Not Required

- 6.1 It is recognized that, pursuant to Schedule "B" attached to this agreement, the two municipalities have been exempted from the provisions of Sections 631(1) and 708.3(1) of the Municipal Government Act, Chapter M-26, RSA 2000 as amended. Section 631(1) requires municipalities that share common boundaries to adopt an intermunicipal development plan

(hereinafter referred to as “IDP”) to include those areas of land lying within the boundaries of the municipalities as they consider necessary; Section 708.3(1) stipulates that an intermunicipal collaboration framework is not complete unless the Councils of the municipalities involved have also adopted an IDP. The Minister has recognized the protected status of the lands on either side of the boundary between the Summer Village and the County, noting that no municipally-approved development will occur on those lands in the future, and has therefore exempted the Summer Village and the County from the requirement to adopt an intermunicipal development plan.

7.0 Indemnification

- 7.1 The Summer Village of Burnstick Lake shall indemnify and hold harmless Clearwater County, its employees , and agents from any and all claims, actions and costs whatsoever that may arise directly or indirectly out of any act of omission of Clearwater County, its employees, or agents in the performance and implementation of this Framework.
- 7.2 Clearwater County shall indemnify and hold harmless the Summer Village of Burnstick Lake, its employees , and agents from any and all claims, actions and costs whatsoever that may arise directly or indirectly out of any act of omission of the Summer Village of Burnstick Lake, its employees, or agents in the performance and implementation of this Framework.

8.0 Written Notices

- 8.1 All and any required written notices in the performance and implementation of this Framework shall be directed to the CAO of each municipality using the mailing address for the respective municipal office as shown below:

Summer Village of Burnstick Lake
Box 501
Caroline, AB
T0M 0M0

Clearwater County
Box 550, 4340 47 Avenue
Rocky Mountain House, AB
T4T 1A4

PART B: GOVERNANCE AND PROCESS PROVISIONS

9.0 Governance and Roles

- 9.1 *Role of Councils* – Each Council retains the ability and responsibility to make decisions on behalf of their residents and ratepayers. As the public is at the center of any governance or service initiative their interests need to be taken into account to ensure the impacts of services and actions taken in the delivery of shared services have the desired results. Each Council affirms their commitment to increased cooperation in service delivery and will support increased communication at the administrative and staff levels and consideration of impacts on the other municipality. The Mayor and Reeve will be at the forefront of this relationship and they will be responsible for showing leadership for the elected officials to their organizations and in public.
- 9.2 *Role of the Intermunicipal Collaboration Committee (ICC)* - The ICC will become the focus for matters of intermunicipal consideration. Although this committee will be non-decision making, they will be responsible for the negotiating and management of intermunicipal opportunities and challenges. Comprised of elected official(s) and administration representing their Councils, the ICC will strategically identify opportunities and prioritize intermunicipal actions to formulate recommendations for respective Council’s consideration.
- 9.3 *Role of CAOs* – The CAOs of the Summer Village and County are the principal administrative personnel responsible for maintaining this Framework, its delivery and durability. The CAOs bring continuity to the relationship between the municipalities and have the ability to initiate communication on an as needed basis. They are responsible for ensuring Summer Village and County staffs follow the principles, spirit and intent of this Framework and any agreements created under this Framework. The CAOs are seen as “conduits” for the flow of information and ongoing communication.
- 9.4 *Role of Staff* - Staff in the Summer Village and County organizations will be responsible to ensure the principles, spirit and intent of this Framework and any agreements under this Framework are carried out operationally. This means that staff will work with their municipal counterparts to address issues that arise within the scope of their authority and mandate. Staff will also raise issues, when needed, and be accountable for informing their CAO about matters that require attention, or could be considered, for the mutual benefit of the municipalities.

10.0 Intermunicipal Collaboration Committee (ICC)

- 10.1 The Intermunicipal Collaboration Committee (ICC) is hereby 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 the main working group for intermunicipal matters.

- 10.2 Without interfering with or replacing the good work being accomplished in existing intermunicipal committees the ICC has the following 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 activity and develop appropriate measures, processes and sub-committees to address areas under consideration;
 - (d) Represent and speak well of regional efforts to cooperate in service delivery;
 - (e) Address areas where intermunicipal differences in need of resolution may arise;
 - (f) Ensure each Council is kept informed about discussions, progress and issues; and
 - (g) Serve as the principal negotiating committee for new or updated agreements under this Framework.

11.0 ICC Decision Making Authority and Process

- 11.1 The ICC is a recommendation making committee that interacts with and advises individual councils on decisions. Recommendations to individual councils will occur when the ICC members have consensus on how they wish to advise individual councils on a given issue. This may include:
- (a) Recommendations on options for proceeding;
 - (b) Advising no agreed upon recommendations have been reached in the allotted timeframe where a timeframe has been specified; or
 - (c) Advising on moving to the Dispute Resolution process or some other process to resolve the issue.
- 11.2 These recommendations or advisements may be delivered to Councils by:
- (a) A joint council meeting;
 - (b) A joint presentation to individual councils;
 - (c) A joint written submission agreed to by the ICC for delivery to individual councils; or
 - (d) A combination of the above.

12.0 Composition of ICC

- 12.1 The ICC will be composed of one (1) elected official and the CAOs from each municipality or their designate. One elected official from each municipality will be the CEO (Mayor or Reeve) or their designate. The opportunity to rotate elected officials into the committee will be at the discretion of each municipality respecting their policy on attendance while maintaining some consistency.
- 12.2 Quorum of ICC will consist of at least one elected official from each municipality attending each agreed upon meeting.

- 12.3 Other elected officials not assigned to the ICC may attend as observers as determined by the CEOs.
- 12.4 Other administration or staff not assigned to the ICC may attend as observers as determined by the CAOs.

13.0 ICC Meetings

- 13.1 Meetings of the ICC will be held at least once per four-year period from the date of signing the Framework, with recognition more frequent meetings will need to be added as opportunities arise and issues are developed.
- 13.2 Meetings of the ICC will be scheduled to enable the following core agenda items to be addressed:
 - (a) Summaries and updates on progress on issues to date;
 - (b) Inventorying and priority setting for matters to be addressed; and
 - (c) Discussions of any outstanding matters.
- 13.3 Any additional meetings that may be required to address specific matters will be scheduled at times that are mutually agreed upon.

14.0 Dispute Resolution Processes

- 14.1 The Summer Village and the County recognize the need for common understanding about how to address conflicts or disputes when either party is of the opinion that an obligation of the other under this Framework may have been breached or matters arise where differences of opinion over actions or services need to be worked out.
- 14.2 If an elected official, administrator or any staff person from the Summer Village or County thinks an obligation under this Framework has been “breached”, the matter should be brought to the attention of their CAO. The CAO will then investigate it and, if it appears that a breach occurred, the matter will be brought to the attention of the other municipality’s CAO. Once that has happened, the matter may be resolved directly between the municipalities through informal problem-solving discussions between the CAOs and, if needed, the ICC.
- 14.3 Similarly, differences of opinion may occur outside a “breach” of an agreement. These may include divergent expectations in delivery of a joint service, a variance in how a committee or board wishes to proceed or any circumstance that may adversely affect or disrupt a service or relationship(s) between the municipalities. If the problem identified is not resolved through informal discussions, the municipalities agree to address it using the processes described below.

Notice of Dispute

- 14.4 When either Summer Village Council or County Council believes there is a dispute under this Framework and wishes to engage in dispute resolution, the party alleging the dispute must give written notice of the matter(s) under dispute to the other party's CAO.
- 14.5 During a dispute in respect of any aspect of this Framework, the parties must continue to perform their obligations under this Framework.

Negotiation

- 14.6 Within 14 calendar days after the notice of dispute is given, each party must appoint representatives to participate in one or more meetings, in person or by electronic means, to attempt to negotiate a resolution of the dispute.
- 14.7 Each party will identify the appropriate representatives who are knowledgeable about the issue(s) under dispute and the representatives will work to find a mutually acceptable solution through negotiation. In preparing for negotiations, the parties will also clarify their expectations related to the process and schedule of meetings, addressing media inquiries, and the need to obtain Council ratification of any resolution that is proposed.
- 14.8 Representatives will negotiate in good faith and will work together, combining their resources, originality and expertise to find solutions. Representatives will attempt to craft a solution to the identified issue(s) by seeking to advance the interests of both parties rather than simply advancing their individual positions. Representatives will fully explore the issue with a view to seeking an outcome that accommodates, rather than compromises, the interests of all concerned.
- 14.9 Representatives will seek to:
- (a) Clearly articulate their interests and the interests of their party;
 - (b) Understand the interests of other negotiators whether or not they are in agreement with them; and,
 - (c) Identify solutions that meet the interests of the other party as well as those of their own

"Cooling Off" Period

- 14.10 In the event that negotiation does not successfully resolve the dispute, there will be a "cooling off" period of 14 days before moving to the Mediation step of the dispute resolution process. This 14-day period will start on the day that the parties determine that the dispute cannot be resolved through negotiations. During this 14-day period the parties shall not discuss the dispute with each other nor schedule any meetings between them to discuss the matters that are the subject of the dispute.

Mediation

- 14.11 If the dispute cannot be resolved through negotiations, the representatives must appoint a mutually acceptable mediator to attempt to resolve the dispute by mediation.
- 14.12 The initiating party must provide the mediator with an outline of the dispute and any agreed statement of facts. The parties must give the mediator access to all records, documents and information that the mediator may reasonably request.
- 14.13 The mediator will be responsible for the governance of the mediation process. The parties must meet with the mediator at such reasonable times as may be required and must, through the intervention of the mediator, negotiate in good faith to resolve their dispute.
- 14.14 All proceedings involving a mediator are without prejudice, and, unless the parties agree otherwise, the cost of the mediator must be shared equally between the parties.
- 14.15 If a resolution is reached through mediation, the mediator will provide a report documenting the nature and terms of the agreement and solutions that have been reached. The mediator report will be provided to each council.

“Cooling Off” Period

- 14.16 In the event that Mediation does not successfully resolve the dispute, there will be a “cooling off” period of 14 days before moving to the Arbitration step of the dispute resolution process. This 14-day period will start on the day that the parties determine that the dispute cannot be resolved through mediation. During this 14-day period the parties will not discuss the dispute with each other nor schedule any meetings between them to discuss the matters that are the subject of the dispute.

Report

- 14.17 If the dispute has not been resolved within 180 calendar days after the notice of dispute is given, the initiating party must, within 21 calendar days of the expiry of the 180-calendar day period, prepare and provide to the other parties a report.
- 14.18 Without limiting its generality, the report must contain a list of the matters agreed on and those on which there is no agreement between the parties.
- 14.19 The initiating party may prepare a report before 180 calendar days after the notice of dispute have elapsed if the parties agree, or the parties are not able to appoint a mediator to assist with mediation.

Appointment of Arbitrator

- 14.20 Within 14 calendar days of a report being provided as described above, the representatives must appoint an arbitrator and the initiating party must provide the arbitrator with a copy of the report. If the representatives can agree upon a mutually acceptable arbitrator, arbitration will proceed using that arbitrator. If the representatives cannot agree on a mutually acceptable arbitrator, each party will produce a list of three candidate arbitrators. In the event there is agreement on an arbitrator evident from the candidate lists, arbitration will proceed using that arbitrator.
- 14.21 If the representatives cannot agree on an arbitrator, the initiating party must forward a copy of the report to the Minister with a request to the Minister to appoint an arbitrator.
- 14.22 In appointing an arbitrator, the Minister may place any conditions on the arbitration process as the Minister deems necessary.

Arbitration Process

- 14.23 Where arbitration is used to resolve a dispute, the arbitration and arbitrator's powers, duties, functions, practices and procedures shall be the same as those in Division 3 of Part 17.2 of the Act and Part 1 of the Regulation.
- 14.24 In addition, the arbitrator may do the following:
- (a) Require an amendment to this Framework;
 - (b) Require a party to cease any activity that is inconsistent with this Framework;
 - (c) Provide for how a party's bylaws must be amended to be consistent with this Framework;
 - (d) Award any costs, fees and disbursements incurred in respect of the dispute resolution process and who bears those costs.

Deadline for Resolving Dispute

- 14.25 The arbitrator must resolve the dispute within 365 calendar days from the date the notice of dispute is given.
- 14.26 If an arbitrator does not resolve the dispute within 365 calendar days' time, the Minister may grant an extension of time or appoint a replacement arbitrator on such terms and conditions the Minister considers appropriate.

Arbitrator's Order

- 14.27 Unless the parties resolve the disputed issues during the arbitration, the arbitrator must make an order as soon as possible after the conclusion of the arbitration proceedings.
- 14.28 The arbitrator's order must
- (a) Be in writing;

- (b) Be signed and dated;
- (c) State the reasons on which it is based;
- (d) Include the timelines for the implementation of the order, and
- (e) Specify all expenditures incurred in the arbitration process for payment under section 708.41 of the Act.

14.29 The arbitrator must provide a copy of the order to each party.

14.30 If an order of the arbitrator is silent as to costs, a party may apply to the arbitrator within 30 calendar days of receiving the order for a separate order respecting costs.

Costs of Arbitrator

14.31 Subject to an order of the arbitrator or an agreement by the parties, the costs of an arbitrator must be paid on a proportional basis by the municipalities that are parties to this Framework.

14.32 Each municipality's proportion 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 of the municipalities' equalized assessments as set out in the most recent equalized assessment.

PART C: INVENTORY OF CURRENT SERVICES

15.0 Scope of Services Covered in Framework

- 15.1 The services that are included in this Framework are based on the listed requirements for an Intermunicipal Collaboration Framework (transportation, emergency services, water, wastewater, solid waste, recreation, and other services) in the MGA. The tables focus on “direct services” that are provided to a property or ratepayer. An example of this is the ability to make use of a recreation facility. Indirect services, meaning those that have a more “corporate” nature and are needed to support the direct delivery of services, are not included. An example is the finance department’s role in supporting front line departments through the proper collection of municipal taxes.
- 15.2 Nothing in this Framework is meant to limit the ability of the Summer Village and County to investigate and, where deemed beneficial, establish means of sharing services that are of a corporate or organizational support nature.

16.0 Services Provided on a Municipal Basis

The following tables list and describe the services that the Summer Village and County presently deliver on a municipal basis as the best means of delivering these services at this point in time.

Table A: Services Provided by the Summer Village of Burnstick Lake on a Municipal Basis

TYPE OF SERVICE	DESCRIPTION
Water – Water Supply	Community Water Well provides potable water for residents that do not have their own water well

Table B: Services Provide by Clearwater County on a Municipal Basis

TYPE OF SERVICE	DESCRIPTION
Transportation - Airport	Operation of the Rocky Mountain House Airport including fueling services, passenger services, hanger rental, runway and taxiway maintenance, annual airshow and support for firefighting base.
Transportation - Roadside Clean Up	Funding of annual clean-up of litter along County roads by community groups

TYPE OF SERVICE	DESCRIPTION
Transportation - Road Maintenance	Delivery and maintenance of gravel and surfaced roads (346 km paved and 1,872 km gravel), roadside ditches and culverts, guardrails and traffic control devices, roadside signage, dust control, street sweeping, asphalt repair and crack sealing, spray patch repair, overlay program and regular blading.
Transportation - Bridge and Large Culvert (>1500mm) Maintenance	Erosion control, maintenance of abutments, surface sealing and deck repair, culvert replacement and guardrails for 175 structures.
Transportation - Snow and Ice Control	Delivery of services related to the removal of snow and ice from roadways to ensure safe passage
Water and Wastewater – Water Supply and Distribution	Delivery of municipal water treatment and distribution services and hydrant maintenance in one hamlet (includes potable water station)
Water and Wastewater – Wastewater Collection and Treatment	Delivery of municipal wastewater treatment and collection services in select hamlets including flushing of collection mains, maintaining 3 sewage lagoons and 3 lift stations
Emergency Services - Emergency Management – County	Delivery of plans and programs to enable community response to wide scale emergency events and disasters affecting County only.
Emergency Services - Fire Rescue Services	Delivery of fire suppression, vehicle extrication, first medical response, water rescue, ice rescue, public education services and operation of five fire stations provided through Clearwater Regional Fire Rescue Services with dispatch services provided by City of Red Deer.
Recreation - Community Halls	Insurance coverage for 21 community halls throughout the County
Recreation - Museums	Provision of funding support for the operation of local museums.
Recreation - Multi-user Trails	Routine maintenance and grooming of gravel trails in Nordegg, Rig Street and staging areas
Other Services - Weed Control Programs	Programs that protect agricultural resources from noxious weeds and invasive plants. Includes weed control applications and education and outreach programs for rural landowners and urban weed control in Caroline and Rocky Mountain House. Includes custom spraying and community weed control programs.

TYPE OF SERVICE	DESCRIPTION
Other Services - Agriculture Support Programs	Programs that promote best practices and provide supports and promotes farm viability and success of agricultural operations and fosters further development of the agriculture industry. Includes Livestock Traceability, On Farm Demonstration and Research, Feed Testing, Equipment Rental, and Ration Balancing programs.
Other Services - Pest Control Program	Programs that help landowners manage a variety of pests that impact agricultural production (rats, wild boar, dutch elm disease, zebra mussels, etc.)
Other Services - Vegetation Management	Management of vegetation in County road rights of way through roadside brushing, spraying, seeding and mowing. Covers approximately 320 km of paved roads and 2,300 km of gravel roads. Also includes reclamation of County gravel pits and management of park spaces and environmental reserve lands.
Other Services - Environmental and Land Stewardship Programs	Education and outreach to landowners on water wells, solar pumps, setbacks from water bodies, testing of water quality, well head protection, tree planting, water conservation, riparian restoration and wildlife and pollinator habitat.
Other Services - Cemeteries	Mowing and grounds maintenance for nine private and municipal cemeteries, inventorying and land survey services, control of layout of plots and record keeping.
Other Services - Heritage Board	Programs for the preservation of heritage sites and features.
Other Services - Doctor Recruitment	Partner in the initiative to recruit doctors to set up practice in the area including governance committee, clinic and subsidized housing.
Other Services - Community Policing and School Resource Officer	Provision of one FTE RCMP officer that is assigned to police schools and liaise with students.
Other Services - Economic Development	Delivery of information and advice relating the establishment of businesses and investment in the area, promotions and marketing in coordination with other groups.

TYPE OF SERVICE	DESCRIPTION
Other Services - Highway Patrol and Community Peace Officer Program	Delivery of enforcement services related to Federal and Provincial legislation and County bylaws using Community Peace Officers
Other Services - Storm Drainage and Storm Water Management Facilities	Maintenance of storm water management ponds, water control features (e.g. check dams in ditches), fences and signage around ponds, erosion of liners, clearing or inlet and outlet, and maintaining dry hydrant

17.0 Services Provided by Third Party by Agreement with the Municipality

The following tables list and describe services in the Summer Village of Burnstick Lake and Clearwater County that are provided by a Third Party through an agreement with the municipality as the best means of delivering these services at this point in time. This includes any service where the majority of the activity is handed off to the Third Party and does not include services where a Third Party may provide support to municipal staff.

Table C: Services Provided by the Summer Village of Burnstick Lake through a Third Party

TYPE OF SERVICE	DESCRIPTION
Solid Waste - Collection	Includes the collection of solid waste from Community Hall and transportation to a disposal facility.
Transportation - Snow and Ice Control	Involves the removal of snow and ice from road surface to ensure safe passage. Includes plowing of all roads.
Transportation - Road Maintenance	Involves the maintenance of all public roadways within the Summer Village. Includes traffic signs and controls, pothole repair, blading and gravelling.
Recreation – Boat Launch	Maintenance of the boat launch, access road and parking area. Includes general maintenance.
Recreation – Walking Paths	Minor maintenance and upkeep of public walking paths.
Other Services – Municipal Reserves Management	Management of undergrowth and brush/trees. Includes removal of dead and rotten trees.

Table D: Services Provided by Clearwater County through a Third Party

TYPE OF SERVICE	DESCRIPTION
Transportation - Streetlights	Maintenance and operating costs for streetlights located in County hamlets
Recreation - Campgrounds	Operation of four seasonal, tourism-oriented campgrounds, off-road vehicle staging areas and day use picnic areas.
Other Services - Animal Control	Animal control program for animals running loose and non-compliance with animal control bylaw and kennel service.
Other Services - Seniors	Funding for seniors' groups and operation of seniors' drop in centres, transportation service and wellness activities.

18.0 Services Provided on an Intermunicipal Basis

The following tables list and describe the services that the Summer Village and County presently deliver on an intermunicipal basis as the best means of delivering these services at this point in time.

Table E: Services Provided by the Summer Village and County on an Intermunicipal Basis

TYPE OF SERVICE	DESCRIPTION
Emergency Services - Fire Rescue Services	<i>Memorandum of Understanding</i> – Clearwater County, through Clearwater Regional Fire Rescue Services (CRFRS), provides support for the Summer Village's delivery of fire suppression, including wildland urban interface (WUI) equipment management and reciprocal sharing of WUI equipment.
Emergency Services - Emergency Management	<i>Currently Shared Service</i> - Delivery of plans and programs to enable community response to wide scale emergency events and disasters and includes preparing and maintaining plans for responses, training for emergency operations centre functions, incident command system, reception centres, awareness and response, if needed. Lead is the Clearwater County. Service is funded through taxpayer support with costs allocated on a percentage basis between municipalities.

19.0 Inventory of Existing Agreements

19.1 The following agreements are in place between the Summer Village of Burnstick Lake and Clearwater County with respect to services that are currently shared and delivered on an intermunicipal basis:

- The Joint Emergency Management Agreement dated February 20, 2016 regarding the establishment and operation of a shared emergency management agency;

Note: The agreement listed above involves other parties in addition to the Summer Village and County.

PART D: FUTURE INTERMUNICIPAL SERVICES

20.0 Principles for Determining when a Service should be Shared

20.1 The following set of principles is intended to guide decisions around when a municipal service should be provided on a shared basis between the Summer Village and the County to the benefit of the greater community. They speak to broad and general intent to assist the decision makers in assessing proposals and directing efforts towards areas of likely consensus.

20.2 Each of the following principles is of equal significance and is not intended to be used to rank the merit of service sharing proposals. Proposals that touch on more than one principle should generally be given a higher priority for review and consideration than those that only speak to one of the principles.

20.2 The Summer Village and the County agree that a service should be considered for sharing where:

Principle 1: The service advances the shared vision and goals of the Summer Village and the County for the long-term future of the greater community.

Principle 2: The Summer Village and the County have, or are prepared to work under, a common vision and philosophy regarding the nature of the service to be provided and the manner in which the service would operate and be delivered.

Principle 3: Effective service delivery depends on the ability to acquire specialized or hard to obtain skill sets that are more likely to be attracted to the region through a pooling of efforts to attract and retain qualified staff.

21.0 Proposals for New Shared Services

21.1 Either party may put forward a proposal for a new shared service at any point in time. The proposal must be in writing and shall be submitted to the other municipality's CAO. The proposal will then be placed on the next available ICC meeting agenda.

21.2 A proposal for a new shared service shall address:

(a) A brief description of the nature of the service and initial concepts for service delivery;

(b) A rationale for proposing that the service be shared and/or commenced;

(c) The relation of the proposal to the principles described in Section 21 of this Framework;
and

(d) The relative timing and priority for reviewing the proposal in light of the implementation schedule outlined in Part E of this Framework.

22.0 Future Services to be Explored for Intermunicipal Delivery

- 22.1 The Summer Village and County have agreed, in principle, to the exploration of further sharing of municipal services. Table F provides a listing, description and rationale for the services the parties have agreed to review and discuss. The order of appearance in Table F is not in order of priority.
- 22.2 The decision on which services are to be shared shall be made following review and discussion of each by the parties. If the decision is made to proceed, it shall take the form of a new agreement and an update to this Framework to reflect the outcome.

Table F: Future Services to be Explored for Intermunicipal Delivery (Not in Order of Priority)

TYPE OF SERVICE	DESCRIPTION
Transportation - Snow and Ice Control	<i>Future Sharing Opportunity</i> - Removal of snow and ice from roadways to ensure safe passage. Lead is Clearwater County. Service is funded through taxpayer support.
Transportation – Gravel Hauling	<i>Future Sharing Opportunity</i> - Includes loading and unloading of aggregate, along with transportation by truck to the Summer Village.
Other – Ditch Mowing	<i>Future Sharing Opportunity</i> - Includes roadside mowing of road right-of-way in the Summer Village.
Other - Weed Control	Includes weed inspections and enforcement, weed control applications and urban weed control in the Summer Village.

PART E: IMPLEMENTATION SCHEDULE

Table G describes the review and update of agreements for currently shared services, the review and possible creation of new agreements for new shared services identified in Table F, and the mandatory review and update of bylaws and agreements for consistency with this Framework.

Table G: Framework Follow Up 2020 to 2025

Target Year for Discussions to Occur	Activity/Item
2020	Review Future Shared Services Opportunities
2021	Existing Joint Emergency Management Agreement up for review
2021	Review and update of all bylaws for consistency with Framework
2022	Review and update of other existing agreements for consistency with Framework
2023	Review of Intermunicipal Collaboration Framework
2024	Review and update of all remaining existing agreements for consistency with Framework

IN WITNESS WHEREOF the Municipalities have hereunto executed this Framework under their respective corporate seals and by the hands of their proper officers duly authorized in that regard.

Signed this ____ day of _____, 2019 in _____, Alberta.

CLEARWATER COUNTY

SUMMER VILLAGE OF BURNSTICK LAKE

Per:

Per:

Jim Duncan, Reeve

Harold Esche, Mayor

Rick Emmons, CAO

Therese Kleeberger, CAO

SCHEDULE "A": Council bylaws

SCHEDULE "B": Ministerial Order IDP Exemption