



ROCKY MOUNTAIN HOUSE – CLEARWATER
STRONGER TOGETHER
INTERMUNICIPAL COLLABORATION
FRAMEWORK
Building Opportunities for Our Future

September 2025

Companion Documents:

Rocky-Clearwater Intermunicipal Development Plan



ACKNOWLEDGEMENTS

Intermunicipal Collaboration Framework (ICF) Committee Members:

Len Phillips, Acting Mayor, Town of Rocky Mountain House

Michelle Swanson, Reeve, Clearwater County

Marley Capraro, Councillor, Town of Rocky Mountain House

Neil Ratcliffe, Councillor, Clearwater County

Tina Hutchinson, Deputy Mayor, Town of Rocky Mountain House

Genny Mehlhaff, Councillor, Clearwater County

Administration:

Rick Emmons, Chief Administrative Officer, Clearwater County

Dean Krause, Chief Administrative Officer, Town of Rocky Mountain House



TOWN OF ROCKY MOUNTAIN HOUSE BYLAW NO. 2025/15

Being a bylaw to adopt the Rocky Mountain House - Clearwater Intermunicipal Collaboration Framework

WHEREAS Clearwater County and the Town of Rocky Mountain House are neighbours and take a broad view of community that extends beyond their respective boundaries recognizing that their common interests are greater than their differences; and

WHEREAS Clearwater County and the Town of Rocky Mountain House are committed to working cooperatively to meet future challenges and capitalize on future opportunities; and

WHEREAS Clearwater County and the Town of Rocky Mountain House acknowledge that advancement of their shared interests is best accomplished through effective and ongoing cooperation, collaboration, coordination and communication; and

WHEREAS Clearwater County and the Town of Rocky Mountain House recognize that they both have a significant role to play in the success of their shared region; and

WHEREAS Clearwater County and the Town of Rocky Mountain House want to provide a high quality of life to their ratepayers by ensuring that growth management, planning, programs and municipal services are effectively, efficiently and economically delivered and are reasonably available to residents; and

WHEREAS the Municipal Government Act, as amended from time to time, requires municipalities that have common boundaries to create an Intermunicipal Collaboration Framework; and

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

WHEREAS Clearwater County and the Town of Rocky Mountain House have negotiated and mutually prepared an Intermunicipal Collaboration Framework, in accordance with the Municipal Government Act, and intended to be a master agreement from which a number of subsequent agreements flow;

NOW THEREFORE, Council of the Town of Rocky Mountain House, duly assembled, enacts as follows:

1. That the document titled “Rocky Mountain House - Clearwater Intermunicipal Collaboration Framework” dated September 2025 as attached and forming part of this Bylaw be adopted;
2. That this Bylaw shall take effect upon the final passing thereof; and
3. That upon passing of this Bylaw, Bylaw #2021/04, to adopt the 2021 Rocky Mountain House – Clearwater Intermunicipal Collaboration Framework, and all amendments thereto are hereby repealed.

READ a first time this 2nd day of September, 2025.

READ a second time this 2nd day of September, 2025.

Unanimous consent granted for third reading on 2nd day of September , 2025.

READ a third time and finally passed this 2nd day of September, 2025.



MAYOR

CHIEF ADMINISTRATIVE OFFICER



CLEARWATER COUNTY BYLAW NO. 25/056

Being a bylaw to adopt the Rocky Mountain House - Clearwater Intermunicipal Collaboration Framework

WHEREAS Clearwater County and the Town of Rocky Mountain House are neighbours and take a broad view of community that extends beyond their respective boundaries recognizing that their common interests are greater than their differences; and

WHEREAS Clearwater County and the Town of Rocky Mountain House are committed to working cooperatively to meet future challenges and capitalize on future opportunities; and

WHEREAS Clearwater County and the Town of Rocky Mountain House acknowledge that advancement of their shared interests is best accomplished through effective and ongoing cooperation, collaboration, coordination and communication; and

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WHEREAS Clearwater County and the Town of Rocky Mountain House want to provide a high quality of life to their ratepayers by ensuring that growth management, planning, programs and municipal services are effectively, efficiently and economically delivered and are reasonably available to residents; and

WHEREAS the Municipal Government Act, as amended from time to time, requires municipalities that have common boundaries to create an Intermunicipal Collaboration Framework; and

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

WHEREAS Clearwater County and the Town of Rocky Mountain House have negotiated and mutually prepared an Intermunicipal Collaboration Framework, in accordance with the Municipal Government Act, and intended to be a master agreement from which a number of subsequent agreements flow;

NOW THEREFORE, Council of Clearwater County, duly assembled, enacts as follows:

1. That the document titled “Rocky Mountain House - Clearwater Intermunicipal Collaboration Framework” dated September 2025 as attached and forming part of this Bylaw be adopted;
2. That this Bylaw shall take effect upon the final passing thereof; and,
3. That upon passing of this Bylaw, Bylaw #1106/21, to adopt the 2021 Rocky Mountain House – Clearwater Intermunicipal Collaboration Framework, and all amendments thereto are hereby repealed.

READ a first time this 9th day of September, 2025.

READ a second time this 9th day of September, 2025.

READ a third time and finally passed this 23rd day of September, 2025.

A handwritten signature in black ink, appearing to read "M. Swanson", is written over a horizontal line.

REEVE

A handwritten signature in black ink is written over a horizontal line. The signature is stylized and appears to be a first name followed by a last name.

CHIEF ADMINISTRATIVE OFFICER



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PART A: INTRODUCTION

1.0 Background

1.1 Clearwater County and the Town of Rocky Mountain House have a long-standing track record of working together on common issues and interests. While there are many positive examples of shared service arrangements in place between the two municipalities, additional opportunities for cooperation and collaboration remain.

1.2 The philosophy and principles to which the Town and County have committed as part of this endeavor, entails an ongoing relationship and interactions that:

- ❖ *Recognizes and shares the vision and priorities of the municipalities toward community enhancement:* A joint effort will be needed that supports and encourages each municipality.
- ❖ *Strengthens the region while maintaining local autonomy:* Each Council maintains the right to make individual decisions for their citizens while balancing their perspective toward building a strong region.
- ❖ *Promotes networks and linkages:* Developing positive joint approaches will create efficiencies by sharing opportunities and connections and a heightened regional profile.
- ❖ *Embraces differences in respective municipalities:* The distinct characteristics of the individual municipalities are advantageous in providing choice, diversity and support for each other while making a more robust area.
- ❖ *Rises above boundaries and politics:* Although each municipality is responsible to its citizens there is recognition that the citizens and businesses of the region share similar needs and interests and therefore should stress cooperative verses competitive action.
- ❖ *Fosters an environment of openness and trust:* Cooperation and collaboration requires communication that in turn encourages understanding and results in recognition of common goals.



PART B: ADMINISTRATIVE PROVISIONS

2.0 Purpose of Framework

2.1 The purpose of this Intermunicipal Collaboration Framework, or Framework, is to set out the broad parameters of how the Town of Rocky Mountain House 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 Town and County contribute funding to services that benefit their residents.

2.2 This Framework builds on the long-standing tradition of the Town and County working together to serve the needs and interests of the broader regional community. This Framework is the foundational agreement from which several agreements for specific topics and services flow.

2.3 The purpose of this Framework, and the agreements that flow from it, is to better serve ratepayers and provide a high quality of life to the residents of the Town of Rocky Mountain House and Clearwater County by ensuring that growth management, land use planning, programs and services are effectively, efficiently and economically delivered and are reasonably available to them.

3.0 Definitions

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.

“Act in good faith” means:

- (a) act honestly, respectfully and reasonably,
- (b) communicate appropriately,
- (c) share necessary information,
- (d) meet through authorized representatives, and
- (e) be willing and prepared to discuss all issues and explain all rationale.

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

“Capital” means those non-financial tangible assets having significant value and physical substance that are used in the supply of goods and services related to that asset; and have a useful economic life greater than one year, are to be used on a continuing basis and are not for sale in the ordinary course of operations.



“Chief Administrative Officer” or “CAO” means the Chief Administrative Officer of either the Town of Rocky Mountain House or Clearwater County as the case or context may require.

“Chief Elected Official” or “CEO” means the Mayor of the Town of Rocky Mountain House 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."

“Costs for intermunicipal services” means operating, capital, and other non-operating costs required to deliver the services.

“County” means Clearwater County.

“Initiating Municipality” means a Municipality 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 Framework” or “Framework” means a document describing the sharing of services between one or more municipalities and prepared in accordance with the Act.

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

“Mediator” means the person or persons appointed to facilitate by Mediation the resolution of a dispute between the municipalities.

Municipality means either Clearwater County municipality or Town of Rocky Mountain House municipality as the case or context may require.

“Renewal” means the restoration of an agreement either with or without amendments.

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

“Rocky-Clearwater Intermunicipal Collaboration Committee” or “Rocky-Clearwater ICC” means the committee made up of Representatives of the Town of Rocky Mountain House and Clearwater County established under this Framework.

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



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

“Third Party Services: means a service provided by:

- a) a corporation independent from the municipalities to whom the services are provided, and
- b) the only service provider authorized under an enactment to provide the services it provides in or to the municipalities that are parties to the Framework.

“Town” means the Town of Rocky Mountain House.

4.0 Term and Review of Framework

- 4.1 This Framework will have force and effect as of the date of third reading of the bylaws by the Town of Rocky Mountain House and Clearwater County adopting the Framework document.
- 4.2 This Framework is a permanent agreement in accordance with the Act and has no expiration date.
- 4.3 The Town and County will review this Framework annually 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 Town and County.
- 4.4 If either the Town or County determines 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 will 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.

5.0 Process to Amend the Framework

- 5.1 If either the Town or the County wishes to amend this Framework, the Municipality seeking the amendment must give written notice to the other Municipality. Upon receiving written notice both Municipalities must, within 30 Calendar days, meet to discuss:
 - (a) The proposed amendments; and
 - (b) A process to follow to consider the amendments.
- 5.2 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;
 - (b) The nature and reasoning behind the specific amendment(s) being proposed; and
 - (c) The proposed wording of the amendment.



6.0 Relation of Framework to Other Agreements and Bylaws

- 6.1 Where there is a conflict or inconsistency between a bylaw and this Framework or an agreement between the Town of Rocky Mountain House and Clearwater County and this Framework, this Framework prevails to the extent of the conflict or inconsistency.
- 6.2 If there is a conflict or inconsistency between this Framework and any existing agreement between the Town of Rocky Mountain House and Clearwater County, the Framework must either address the conflict or inconsistency or the Town and County must alter or rescind the agreement.
- 6.3 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 will be consulted and involved in the process to amend the agreement.
- 6.4 The Town 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.
- 6.5 The Town 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.

7.0 Relation of Framework to Intermunicipal Development Plan

- 7.1 The Town of Rocky Mountain House and Clearwater County adopted an Intermunicipal Development Plan in accordance with the Act. The Rocky Mountain House - Clearwater Intermunicipal Development Plan is a stand-alone document available under separate cover.

8.0 Indemnification

- 8.1 The Town of Rocky Mountain House will 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, except for claims arising out of the sole negligence of Clearwater County, its employees or agents.
- 8.2 Clearwater County will indemnify and hold harmless the Town of Rocky Mountain House, 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 Town of Rocky Mountain House, its employees, or agents in the performance and implementation of this

Framework except for claims arising out of the sole negligence of the Town of Rocky Mountain House, its employees or agents.

9.0 Written Notices

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

Town of Rocky Mountain House
Box 1509
Rocky Mountain House, AB
T4T 1B2
Email: legislative@trmh.ca

Clearwater County
Box 550
Rocky Mountain House, AB
T4T 1A4
Email: admin@clearwatercounty.ca

Email notification to the CAO of each municipality may also be used to provide written notices required or described in this Framework.



PART C: GOVERNANCE AND PROCESS PROVISIONS

10.0 Governance and Roles

- 10.1 Successful collaboration and management of this Framework requires ongoing dialogue, consultation and communication. Efforts at all levels of the Town and County organizations are needed to ensure opportunities are recognized, information is passed through the organizations and decision makers are informed not just about their own municipality but about potential impacts on the other.
- 10.2 *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 considered 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.
- 10.3 *Role of the Rocky-Clearwater Intermunicipal Collaboration Committee (ICC)* - The Rocky-Clearwater ICC will become the focus for matters of intermunicipal consideration involving the Town and County in a bilateral arrangement. Although this committee is non-decision making, they will be the primary body for discussing and exploring intermunicipal opportunities and challenges and making recommendations to both Councils on priorities and approaches.
- 10.4 *Role of CAOs* – The CAOs of the Town 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 can initiate communication on an as needed basis. They are responsible for ensuring Town and County staff 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.
- 10.5 *Role of Staff* - Staff at all levels in the Town 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.

11.0 Rocky-Clearwater Intermunicipal Collaboration Committee (ICC)

11.1 The Rocky-Clearwater Intermunicipal Collaboration Committee (ICC) is hereby established to give expanded focus to intermunicipal opportunities and considerations between the Town and the County. Although individual Councils maintain the authority for decisions in the respective municipalities, the Rocky-Clearwater ICC is the main working group for intermunicipal matters of a bilateral nature between the Town and the County.

12.0 Functions of the Rocky-Clearwater ICC

12.1 Without interfering with or replacing the good work being accomplished in existing intermunicipal committees, the Rocky-Clearwater ICC has the following primary functions:

- (a) Proactively identify new service areas or opportunities involving the Town and County;
- (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;
- (g) Serve as the principal negotiating committee for new or updated agreements under this Framework; and
- (h) Review and recommend public engagement opportunities.

13.0 Composition of the Rocky-Clearwater ICC

13.1 The Rocky-Clearwater ICC will be composed of three (3) appointed elected officials or their designates and the CAOs from each municipality or their designates. 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.

13.2 Quorum for a meeting of the Rocky-Clearwater ICC will consist of:

- (a) Two elected officials or their designates, from each municipality; and
- (b) The two CAOs or their designates, from each municipality.

13.3 Other elected officials who are not appointed to the Rocky-Clearwater ICC may attend meetings as observers as determined by their Councils. Observers will not participate in meeting discussions or decisions.

13.4 Other administration or staff not assigned to the Rocky-Clearwater ICC may attend as observers or resource personnel as determined by the CAOs. Observers will not participate in meeting discussions or decisions. Resource personnel may participate in discussions to convey information.



14.0 Rocky-Clearwater ICC Decision Making Authority and Process

14.1 The Rocky-Clearwater ICC is a recommendation making committee that interacts with and advises individual councils on decisions. Recommendations to individual councils will occur when the Rocky-Clearwater 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.

14.2 These recommendations or advisements may be delivered to councils by:

- (a) A joint council meeting;
- (b) A joint written submission agreed to by the Rocky-Clearwater ICC for delivery to individual councils; or
- (c) A combination of the above.

15.0 Rocky-Clearwater ICC Meetings

15.1 Meetings of the Rocky-Clearwater ICC, specific to this Framework, will be held at least once per calendar year with recognition that more frequent meetings will need to be added as opportunities arise and issues are developed.

15.2 The annual meeting will be scheduled to enable the following core agenda items to be addressed:

- (a) Receive and review a summary of each municipality's Ten-Year Capital Plan;
- (b) Summaries and updates on progress on issues to date;
- (c) Inventorying and priority setting for matters to be addressed; and
- (d) Discussions of any outstanding matters.

15.3 Any additional meetings that may be required to address specific matters will be scheduled at times that are mutually agreed upon.

16.0 Processes for Intermunicipal Cooperation (Setting the Agenda)

16.1 Several means exist by which opportunities or considerations under this Framework may be brought to the attention of the Rocky-Clearwater ICC. Once Rocky-Clearwater ICC has become aware of the situation they will together choose how they hope to address the matter.

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- 16.2 Matters may be developed within the Rocky-Clearwater ICC or more frequently will be brought to the Rocky-Clearwater ICC. Issues for discussion may come to the Rocky-Clearwater ICC from:
- (a) One or more Council's direction;
 - (b) CAOs or Administrations addressing matters through staff discussions or experiences;
 - (c) Other intermunicipal or regional committees' suggestions and requests; or
 - (d) The schedule for new services to be explored that forms part of this Framework.
- 16.3 Once a matter has been identified through the means above, it will be brought to the attention of one or more of the CAOs. If required, the CAO will determine if the matter is intermunicipal in nature and if so contact the other CAO. The CAOs may decide to:
- (a) Send the matter to the Rocky-Clearwater ICC (the default option is to send the matter to ICC should any indecision or uncertainties exist among the CAOs);
 - (b) Address the matter at an administrative or operational level if appropriate;
 - (c) Gather more information;
 - (d) Purposefully put the matter aside for a defined period; or
 - (e) Develop a problem resolution strategy as per the protocol.
- 16.4 Regardless of what action is decided upon by the CAOs to address an emerging issue, if the matter is intermunicipal in nature it will be described along with the resulting action taken and reported on at the next Rocky-Clearwater ICC meeting.
- 16.5 If a matter is sent to the Rocky-Clearwater ICC, the CAOs are jointly responsible for structuring the necessary information, arranging the agenda and facilitating the proceedings for the ICC to consider the matter.
- 16.6 The ICC has several options for addressing the matter(s) including but not limited to:
- (a) Use the ICC as the standing committee;
 - (b) Create a sub-committee or working group to report back to the ICC with options and recommendations;
 - (c) Send the matter(s) to an existing committee; or
 - (d) Monitor the work under an existing committee.
- 16.7 Upon setting the ICC meeting agenda, copies will be sent to each Council. After the completion of the meeting, draft minutes will be sent to each Council.
- 17.0 Dispute Resolution
- 17.1 The Town and the County recognize the need for common understanding about how to address conflicts or disputes when either Municipality 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.

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- 17.2 If an elected official, administrator or any staff person from the Town 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 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 informal discussions at a meeting of the Rocky-Clearwater ICC.
- 17.3 Similarly, differences of opinion may occur outside a “breach” of this Framework. 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 dispute resolution process outlined in *Appendix A*.
- 17.4 Notwithstanding Section 17.3, if a breach occurs within an agreement listed in *Appendix E*, that agreement’s dispute resolution process will be used. If a dispute resolution process is not identified in an agreement listed in *Appendix E*, the dispute resolution process in *Appendix A* will be used.



PART D: INVENTORY OF CURRENT SERVICES AND AGREEMENTS

18.0 Introduction and Scope

- 18.1 The Rocky-Clearwater ICF is to provide an inventory of current services provided by each municipality. This is based on the conditions at the time that the Framework was originally prepared. It provides a snapshot of current service provision to help identify potential areas of future collaboration.
- 18.2 The categories of services that are used in the Framework are based on the greatest opportunities for collaboration. This means services are grouped as “municipally provided” or “Intermunicipal” or “provided by a Third Party.”
- 18.3 The inventory also addresses the mandatory types of services that the Municipal Government Act (MGA) requires to be discussed in the Framework. ICF discussions are to look at services provided in these five (5) categories and determine if any services within these service areas could be more efficiently provided intermunicipally. These service areas include: transportation, water/wastewater, solid waste, emergency services, and recreation.
- 18.4 The inventory focuses mainly 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. Some indirect services, meaning those that have a more “corporate” nature and are needed to support the direct delivery of services, have been included. An example is the finance department’s role in supporting front line departments through the proper collection of municipal taxes. While the focus of the Framework is on direct services, nothing in this Framework is meant to limit the ability of the Town and County to investigate and, where deemed beneficial, establish means of sharing services that are of a corporate or organizational support nature.

19.0 Services Provided on a Municipal Basis – Town of Rocky Mountain House

- 19.1 The Town of Rocky Mountain House currently delivers (as of the date of creating this Framework) several services independent of any participation by Clearwater County. These are referred to as “services delivered on a municipal basis” in the MGA. At present, this has been selected as the best means of delivering these services.
- 19.2 The services that the Town of Rocky Mountain House presently deliver on a municipal basis are listed below. A more detailed description of these Services is available in *Appendix B*.

Transportation	Highway Right of Way Maintenance
	Common Services
	Road Maintenance
	Sidewalk Maintenance
	Snow and Ice Control

Water	Water Treatment and Distribution
Wastewater	Wastewater Collection and Treatment
Solid Waste	Recycling and Organics
Emergency Services	Emergency Management within Town
Recreation	Campground Community Hall Recreation Programs Playgrounds and Trails
Other	Cemeteries Affordable Housing Land Use Planning Community Peace Officer Program Storm Drainage and Storm Water Management Facilities Health and Safety Program Legislative Services Communications Non-Profit and Other Support

20.0 Services Provided on a Municipal Basis – Clearwater County

20.1 Clearwater County currently delivers (as of the date of creating this Framework) several services independent of any participation by the Town of Rocky Mountain House. These are referred to as “services delivered on a municipal basis” in the MGA. At present, this has been selected as the best means of delivering these services.

20.2 The services that Clearwater County presently deliver on a municipal basis are listed below. A more detailed description of these services is available in *Appendix B*.

Transportation	Road Maintenance Bridge and Large Culvert (>1500mm) Maintenance
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Water	Water Treatment and Distribution
Wastewater	Wastewater Collection and Treatment
Solid Waste	Transfer Stations, Recycling and Landfill
Emergency Services	Emergency Management within County
Recreation	Community Halls Museums County Recreation Facilities & Trails Rural Recreation Support

Other Services	Hamlet Operations Broadband Telecommunications Weed Control Programs Agriculture Support Programs Pest Control Program Vegetation Management Environmental and Land Stewardship Programs Cemeteries Heritage and Community Community Peace Officer Program Storm Drainage and Storm Water Management Facilities Land Use Planning Assessment Services Health and Safety Program Communications Legislative Services Non-Profit and Other Support
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21.0 Services Provided by a Third Party – Town of Rocky Mountain House

21.1 The following list describes the services in the Town of Rocky Mountain House that are provided by a Third Party through an agreement with the municipality as the best means of delivering these services now. This includes any service where most 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. A more detailed description of these services is available in *Appendix C*.

Transportation	Streetlights
Recreation	Museum
Solid Waste	Collection
Other Services	Weed Control Seniors Drop In Centre Community Policing RCMP Police & School Resource Officer Assessment Services Collection Health Professional Recruitment Economic Development Natural Gas, Utilities & Electricity

22.0 Services Provided by a Third Party – Clearwater County

22.1 The following list describes the services in Clearwater County that are provided by a Third Party through an agreement with the municipality as the best means of delivering these services now. This includes any service where most 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. A more detailed description of these services is available in *Appendix C*.

Transportation	Streetlights
Recreation	Municipal Library (Caroline & Nordegg) Campgrounds Museums Multi-User Trails
Other Services	Animal Control Seniors Drop In Centre Community Policing RCMP Police & School Resource Officer Health Professional Recruitment Economic Development Non-Profit Support

23.0 Services Provided on an Intermunicipal Basis

23.1 The following list describes the services that the County and Town deliver on an intermunicipal basis as the best means of delivering these services at this point in time. A more detailed description of these services is available in *Appendix D*.

Legislate Services to be discussed as per MGA:

Transportation	Airport Operations
Emergency Services	Fire Rescue Services and Fire Stations
Recreation	Rocky Mountain House Library and Library Programs Rocky Mountain House Recreation Facilities (sports & wellness centre, aquatic centre, arena, and outdoor facilities)
Other Services	Family and Community Support Services Seniors Lodge

24.0 Inventory of Existing Agreements

24.1 The following agreements are in place between the Town of Rocky Mountain House and Clearwater County with respect to services that are currently shared and delivered on an intermunicipal basis. A more detailed description of each agreement is available in *Appendix E*.

Transportation	Airport Operating and Managing Agreement - May 1, 2023
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Wastewater	Wastewater Treatment Capital Funding Agreement – October 15, 2023
Solid Waste	Regional Solid Waste Services Agreement – January 1, 2021 Closed Municipal Landfill Agreement – January 1, 2021 Clearwater Regional Landfill Closed Industrial Agreement – January 1, 2021
Emergency Services	Intermunicipal Regional Fire Rescue Services Agreement - April 1, 2020 Mutual Aid Agreement – April 11, 2023
Recreation	Recreation Facilities and Services Funding Agreement - January 1, 2024 Rocky Mountain House Library Agreement - January 1, 2024 Museum Operations Board - January 1, 2024
Other Services	Family and Community Support Services Agreement – August 26, 2025 School Resource Officer Agreement - September 1, 2008 Community Support Services Agreement – January 1, 2021



PART E: FUTURE INTERMUNICIPAL SERVICES

25.0 Introduction

25.1 The Town and County recognize that their relationship is an ongoing one and there will be adjustments and changes over time. This includes the possibility of expanding the number and types of services that are delivered on an intermunicipal or shared basis where mutually beneficial or reducing shared services when it is not deemed to be mutually beneficial by either municipality. As the Framework is a living document, this section provides additional guidance and parameters to assist future decision makers manage ongoing discussions and interactions between Town and County.

26.0 Vision, Future Challenges, and Future Opportunities

26.1 The Rocky-Clearwater Intermunicipal Development Plan contains a vision of the type of community that the Town and County wish to build and leave for future generations. It means becoming a larger community with more diverse activity on the landscape. One result of this will likely be an expansion of municipal services in the future to serve more residents and ratepayers.

26.2 Municipal service delivery to the future Rocky-Clearwater community will need to support the community vision and be responsive to changing needs, expectations, and circumstances. It is expected that future efforts will be needed to address the following challenges and opportunities:

1. Increased transparency and community involvement in the way service delivery is structured and how the service level choices reflect community needs and wants;
2. Increased community involvement in the delivery of service through participation in projects, volunteering, mentoring others, partnerships, etc.;
3. Up to date, modern and leading-edge delivery with the ability to be innovative, creative and adapt to changing dynamics (e.g. changing transportation needs and options);
4. Positive contributions to the desirability of the greater community enhance the appeal for those choosing to locate a business or reside in the area;
5. Increased use of artificial intelligence, automation of routine functions, internet presence and tools, and digital and online interactions between customers and service providers to allow simple, easy access for customers and shorter times for responding to service requests;
6. Use of best practices and emerging technologies (e.g. wastewater treatment, separation and re-use of grey water) to provide services in an effective, safe, and environmentally responsible manner;
7. Thorough and regular review to ensure service needs are addressed in the best possible manner;



8. Cost effective delivery that always seeks to deliver the best service through communal delivery of service where prudent and options for user pay on a service-by-service basis where possible;
9. More collaboration between municipalities and service providers and centralization of service delivery through use of larger, single service public and private sector organizations (e.g. regional government, single contract with provider);
10. Less environmental impact through household reuse of materials, reduction in waste, waste diversion (e.g. produce to livestock, eco-industrial), waste to energy options, and similar initiatives and changing technologies;
11. Infrastructure that is underground or wireless and less visible/intrusive in daily lives and more compact built areas to reduce the amount of infrastructure needed;
12. Responsiveness to growth and development opportunities through initiatives such as having available “shovel ready” lands for industrial development.

27.0 Principles for determining when a Municipal Service should be shared

- 27.1 The list of principles provided below is a guide for future decisions around when a municipal service should be provided on a shared basis between the Town and County, and potentially other partners, to the benefit of the greater Rocky-Clearwater community. These principles speak to broad intent and offer a means of assessing proposals and directing efforts and resources to areas of mutual interest and likely consensus.
- 27.2 The list of principles may also be applied to proposals brought forward by other potential partners or community groups who have a role or interest in providing services to the Rocky-Clearwater community. In this regard, the principles are not restricted in their use or exclusive to the decision-making process of this Framework.
- 27.3 Each of the principles is of equal significance and their order or appearance is not intended to be used to rank the merit of servicing sharing proposals. In general, proposals that touch on or address more than one of the principles should be given a higher order of priority for review and consideration than those that only address one of the principles.
- 27.4 The Town and the County agree that a municipal service should be considered for a shared service delivery arrangement where:
- Principle 1:* It fits the vision, strategic directions or identified needs and priorities of the partnering municipalities and the service can be equitably accessed, managed, and funded.
- Principle 2:* The goals and objectives of the service can be clearly defined and set out for all partners and there is a consensus on the way the service will be operated.



- Principle 3:* It offers mutual benefit through cost savings, the ability to provide efficiencies, or a higher level of service using the same amount of resources.
- Principle 4:* It enhances the quality of life of County and Town residents by providing an acceptable level of service reflecting current industry standards and trends that are needed or desired by the community over the long term.
- Principle 5:* The need or desire of Town and County residents for the service is similar in terms of the type of service residents wish to see established, and their willingness to make use of the service.
- Principle 6:* It helps attract and retain residents who wish to take advantage of the service or to attract and retain skilled staff needed to deliver the service to the Rocky-Clearwater community.
- Principle 7:* External influences, such as provincial legislation or funding opportunities, favour or require a shared approach.

28.0 Parameters for the Content of Agreements

28.1 Once a decision has been made to share a service, the Town and County have agreed that a formal agreement will be created.

28.2 The Town and County have agreed to the set of parameters listed below for the items and matters that should be addressed in all future agreements involving the sharing of services. These parameters will be applied as new agreements are created and as existing agreements are updated.

28.3 A service that is shared between the Town and County should be governed by an agreement that:

- Parameter 1:* Sets out a clear vision of what the service is intended to achieve, identifies a clear mission and, mandates how the vision will be realized and how the service will be operated.
- Parameter 2:* Is flexible enough to account for aspects that are unique to the nature of the service or specific situation and to learn from best practices and the success of others in delivering the same or similar service.
- Parameter 3:* Considers differing needs, pressures and service level expectations based on the location of the service facility, ease of access by potential users, and the critical mass of population needed to provide the service in an economical manner.
- Parameter 4:* Can adapt over time to changing needs of residents, broad societal, environmental, and economic influences, and evolving examples of best practices.

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- Parameter 5:* Clearly communicates actual and projected financial details and has a clear funding formula that provides an equitable means of establishing financial contributions of each partner.
- Parameter 6:* Emphasizes ongoing sharing of information around priorities and expectations and provides opportunities for early input and participation by all partners in key decisions.
- Parameter 7:* Sets out a governance structure that suits the nature of the service, with well-defined roles and responsibilities, to enable decisions to be made in the interest of the broad community and achieve the most effective means of delivering the service.
- Parameter 8:* Builds in requirements for transparency and public accountability through regularly scheduled reviews of operations and deliverables.
- Parameter 9:* Provides a dispute resolution process and a mechanism for amicably parting ways and distributing liabilities and assets should a decision be made to stop sharing a service.

29.0 Future Funding Arrangements

- 29.1 The Town and County agree that there is no one funding model that meets the needs of every service that may be shared between them. Further, it is agreed that the identification of a funding model is an explicit part of the future, more detailed exploration of any shared service arrangement. In some cases, there may be grant resources available and in other cases the funding mechanism may be laid out in applicable legislation.

30.0 Proposals for New Shared Services

- 30.1 Either the Town or the County may put forward a proposal for a new shared service at any point in time. The proposal must be in writing and will be submitted to the other municipality's CAO. The proposal will then be placed on the next available Rocky-Clearwater ICC meeting agenda if the regular meeting is scheduled to occur within 30 Calendar Days. If a Rocky-Clearwater ICC meeting is not scheduled to occur within 30 Calendar Days of the proposal being submitted, a meeting of the Rocky-Clearwater ICC will be arranged for the earliest possible date
- 30.2 A proposal for a new shared service will include:
- (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 27 of this Framework; and

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- (d) The proposed timing and priority for reviewing the proposal in relation to the implementation schedule forming part of this Framework.

30.3 A proposal for a new shared service should be shared with the other municipality as early as possible and prior to detailed work by the municipality making the proposal on the design and costing of the proposed service. This is to enable early input by both potential partners in the details of the proposed service.

31.0 Proposals for New Capital Projects

31.1 The Town and County agree to share a summary of their Capital plans with one another on an annual basis within 14 Calendar Days of the Capital plan or update to the Capital plan being adopted by their respective Council.

31.2 Either municipality may invite the other to participate in a Capital project. Either municipality may choose to participate or choose not to participate in a proposed Capital project

31.3 Either municipality may put forward a proposal for a new shared Capital project or canvas the other municipality for their interest in participating in a shared Capital project at any point in time. While a verbal discussion may be used as a starting point, the proposal must be in writing and must occur as early as possible in the initial development of the idea for the project.

31.4 If the Town and County agree to participate in a joint Capital project, the following items should be addressed in a written memorandum of understanding/agreement:

- (a) Roles, responsibilities, and nature of participation that each municipality undertakes in relation to the design and construction of a facility capital project;
- (b) The mechanisms and processes that will be used to share decision making and information on the project from the initial concept and design stage through to management of construction contract;
- (c) The way decision making authority will be shared in relation to the contribution being made by each municipality;
- (d) The terms and conditions for sharing costs for design work, project management, construction costs and future operating costs.

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31.5 Section 31.0 does not apply to any agreement listed in *Appendix E*, or a future agreement that may be added to *Appendix E*, that has Capital project provisions within the agreement.

32.0 Future New or Amended Shared Services

32.1 The Town and County have agreed, in principle, to explore further sharing of municipal services and to updating some of their existing arrangements. These are listed below.

Additional ideas for future services that were identified but were given a lower priority for follow-up are found in *Appendix F*.

- 32.2 The decision on which services to be shared, how the servicing arrangement will be structured and funded, and what updates to existing sharing arrangements are needed will be made following further discussion and review by the Municipalities.

Regional Attainable Housing Development

Focus on addressing housing challenges within the region by developing policies and programs that increase the supply of housing options, ensuring diverse and accessible housing choices for all residents. The primary reason is to assist in the development of housing solutions, while incorporating funding responsibilities and considerations for the planning and/or development of housing. The intent is to work together to engage in partnerships with private and non-profit sector housing providers, community groups, and other levels of government to advance options for the ownership, operation, and development of attainable housing.

Intermunicipal Library Board

Focus on the establishment of an Intermunicipal Library Board for the Rocky Mountain House and Clearwater County libraries. The primary reason is to reflect the current approach to sharing the library service and take advantage of Provincial funding opportunities available to formally established library boards involving participation by two or more municipalities.

Community Peace Officer Program

Focus on sharing service costs and benefits of employing peace officers. The primary reason is to improve overall public safety and community well-being by increasing efficiencies through shared resources and expertise for various enforcement needs, including traffic safety, bylaw enforcement, and public safety initiatives.

Community Policing – Future Services

Focus on future opportunities for community policing arrangements that respond to changes made in the review of the Police Act. The primary reason is to consider changes in the legislation (review currently underway with timing set by the Province) and review issues of service levels, equipment and capital requirements, organizational arrangements, and funding contributions to ensure the broader community needs for a safe and secure environment are met.



Regional Economic Development Initiative

Focus on developing “shovel ready” parcels for new or expanded commercial and industrial businesses to develop and set up shop. The primary reason is to encourage new commercial and industrial development and retain existing businesses that need space to expand so they do not have to relocate out of the community. Plans like the Intermunicipal Development Plan can be used to achieve these aims.

Regional Emergency Management Agency

Focus on enhancing emergency preparedness and response efforts within the region. The primary reason is to ensure a unified approach for greater efficiency and effectiveness in emergency management. The intent is to build regional resilience from events that can impact multiple municipalities.

Regional Tourism Promotion

Focus on attracting tourists year-round and building up all-season tourism related activities and Services in the area. The primary reason is to increase the amount of tourist spending and dollars coming to the area through increased marketing efforts (more than what is done today) and foster communication/support between tourist operators to make the area more attractive to a greater number of potential visitors (e.g. can combine visits to several tourist venues or events). Tourism needs a separate focus from the other economic development efforts of the municipalities as it is a different market, involves different partners, and administrative/organizational support (e.g. shared promotions, consistent hours of operation) for small, single operator businesses may be needed.

Regional Connector Trails

Focus on expanding the network of trails connecting the town to tourism facilities and destinations in the County and look at ways of sharing maintenance between the Town and County. The primary reason is to build a larger, multi-use trail network for use by Town and County residents and visitors/tourists to the point where the trail system becomes an attraction (e.g. people come to the area to use the trails and see the sites, choose to live in the area for healthy living amenities). While progress has been made on trails, there is more that could be done including coordinating maintenance activities between the Town and County based on the abilities and equipment of each municipality (e.g. County brushing of trail boulevards and Town clearing of snow).



PART F: IMPLEMENTATION

- 33.1 The accompanying schedule describes follow-up work that is required to implement this Framework over the next coming years. It includes the expected review and update of existing agreements, the priority for review of new shared service arrangements based on those listed in Part E, and the mandatory review and update of bylaws and agreements to be consistent with this Framework.
- 33.2 The target years provided in the accompanying schedule are meant as a guide for the general order of working through the shared priorities of the Town and County. The length of time needed to address individual items will vary from one to another. Items that take more than a year to discuss may require adjustment of the target dates.
- 33.3 The new service arrangements contained in the accompanying schedule are based on the Town and County priorities as of the date that this Framework was adopted. The order may be adjusted where mutually agreed by the Town and County with formally amending this Framework. Further, other Municipalities/partners' priorities and other emerging opportunities may require adjustments to the target dates and order in which items are addressed.
- 33.4 The CAOs will be responsible for coordinating the activities required for the implementation of this Framework. This may include:
- (a) Creating an annual work plan with the Rocky-Clearwater ICC and Town and County Councils;
 - (b) Undertaking preliminary work or research needed to assist the discussion of the scheduled activities/items;
 - (c) Arranging the availability of resources to undertake discussion of each item;
 - (d) Suggesting adjustments to the order and priorities; or
 - (e) A combination of the above.

Target Year	IMPLEMENTATION SCHEDULE
	Activities to Occur
2025	❖ Review and update of agreements that have come due for review/renewal: · Regional Solid Waste Services Agreement expires December 31, 2025 · Community Support Service Agreement expires December 31, 2025
2026	❖ Explore opportunities for advancing Regional Attainable Housing Development options ❖ Review establishment of an Intermunicipal Library Board ❖ Review and update of School Resource Officer Agreement ❖ Complete work on Regional Economic Development Initiative for industrial and commercial growth ❖ Explore opportunities relating to expanded Regional Connector Trails ❖ Explore opportunities for Regional Tourism Promotion
2027	❖ Explore opportunities relating to Community Policing – Future Services following update of the Police Act ❖ Explore opportunities for shared Community Peace Officer service costs and benefits ❖ Review and update of agreements that have come due for review/renewal: · Airport Operating & Managing Agreement expires April 31 2028
2028	❖ Explore opportunities for a Regional Emergency Management Agency ❖ Complete work on Regional Economic Development Initiative for industrial and commercial growth ❖ Review and update of agreements that have come due for review/renewal: · RMH Library expires December 31, 2028 (renewal subject to establishment of Intermunicipal Library Board) · RMH Museum Operations Board expires December 31, 2028 · Family & Community Support Services expires August 2029
2029	❖ Explore opportunities relating to expanded Regional Connector Trails ❖ Explore opportunities for Regional Tourism Promotion ❖ Review and update of the Intermunicipal Collaboration Framework ❖ Review and update of agreements that have come due for review/renewal: · Regional Fire Rescue Services expires April 1, 2030
2030	❖ Explore opportunities relating to Growing Local Food Sector ❖ Review and update of agreements that have come due for review/renewal
2031	❖ Explore opportunities relating to Energy Infrastructure ❖ Review and update of agreements that have come due for review/renewal

APPENDIX A: Dispute Resolution Process

The Town and the County have agreed to a graduated dispute resolution process using the steps and parameters described below.

Step 1: Notice of Dispute

1. When either Town Council or County Council believes there is a dispute under this Framework and wishes to engage in dispute resolution, the Municipality alleging the dispute must give written notice of the matter(s) under dispute to the other Municipality's CAO.
2. During a dispute with respect to any aspect of this Framework, the Municipalities must continue to perform their obligations under this Framework.

Step 2: Negotiation

3. Within 14 Calendar Days after the notice of dispute is given, each Municipality 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.
4. Each Municipality 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 Municipalities 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.
5. 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 Municipalities 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.
6. Representatives will seek to:
 - (a) Clearly articulate their interests and the interests of their Municipality;
 - (b) Understand the interests of other negotiators whether they are in agreement with them; and,
 - (c) Identify solutions that meet the interests of the other Municipality as well as those of their own

Step 3: "Cooling Off" or "Reflection" Period

7. If negotiation does not successfully resolve the dispute, there will be a "cooling off/reflection" period of 14 Calendar Days before moving to the Mediation step of the dispute resolution process. This 14 Calendar Day period will start on the day that the Municipalities determine that the dispute cannot be resolved through negotiations. During this 14 Calendar Day period the Municipalities 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.

Step 4: Mediation

8. If the dispute cannot be resolved through negotiations, the Representatives must appoint a mutually acceptable Mediator to attempt to resolve the dispute by Mediation.
9. The Initiating Municipality must provide the Mediator with an outline of the dispute and any agreed statement of facts. In preparing the agreed statement of facts the Initiating Municipality must give the other Municipality the opportunity to review and confirm their agreement on each point contained in the document. The Municipalities must give the Mediator access to all records, documents and information that the Mediator may reasonably request.
10. The Mediator will be responsible for the governance of the Mediation process. The Municipalities 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.
11. All proceedings involving a Mediator are without prejudice, and, unless the Municipalities agree otherwise, the cost of the Mediator must be shared equally between the Municipalities.
12. 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's report will be provided to each council.

Step 5: "Cooling Off" or "Reflection" Period

13. If Mediation does not successfully resolve the dispute, there will be a "cooling off/reflection" period of 14 Calendar Days before moving to the arbitration step of the dispute resolution process. This 14 Calendar Day period will start on the day that the Municipalities determine that the dispute cannot be resolved through Mediation. During this 14 Calendar Day period the Municipalities 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.

Step 6: Appointment of Arbitrator

14. Within 14 Calendar Days of the end of the "cooling off/reflection period", the Representatives must appoint an arbitrator. 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 Municipality will produce a list of three candidate arbitrators. In the event there is an agreement on an arbitrator evident from the candidate lists, arbitration will proceed using that arbitrator.
15. If the Representatives cannot agree on an arbitrator, the Initiating Municipality must forward a request to the Minister to appoint an arbitrator.
16. In appointing an arbitrator, the Minister may place any conditions on the arbitration process as the Minister deems necessary.

Step 7: Arbitration Process

17. Where arbitration is used to resolve a dispute, the arbitration and arbitrator's powers, duties, functions, practices and procedures will be the same as those in Division 2 of Part 17.2 of the Act.
18. The arbitrator must resolve the dispute within 365 Calendar Days from the date that the arbitrator was chosen.
19. In addition to the information that the arbitrator may request from the Municipalities, the arbitrator will be given all the information used and created during the Mediation process.
20. If an order of the arbitrator is silent as to costs, a Municipality may apply to the arbitrator within 30 Calendar Days of receiving the order for a separate order respecting costs.
21. Subject to an order of the arbitrator or an agreement by the Municipalities, the costs of the arbitrator and arbitration process must be shared equally.

APPENDIX B: Services Provided on a Municipal Basis

This Appendix provides a more detailed listing of the services provided by the Town of Rocky Mountain House and Clearwater County on a municipal basis as of 2025.

Town of Rocky Mountain House

Transportation - Highway Right of Way Maintenance

Description: Maintain the Highway right of way grass, ditches, culverts and trees along Highways 11 and 11A within Town limits

Transportation - Common Services

Description: Administration, engineering, public works shop and fleet maintenance to support all Engineering and Operations Services

Transportation - Road Maintenance

Description: Delivery and maintenance of gravel and surfaced roads, roadside ditches and culverts, traffic control devices, roadside signage, dust control, street sweeping, asphalt repair and crack sealing, emergency water and sewer break services, repair program and regular blading

Transportation - Sidewalk Maintenance

Description: Maintain, clean and repair sidewalks and undertake sidewalk replacement program

Transportation - Snow and Ice Control

Description: Delivery of services related to the removal of snow and ice from roadways to ensure safe passage in accordance with Town policy

Water - Water Treatment and Distribution

Description: Delivery of municipal water treatment and distribution services and hydrant maintenance in Town (includes potable bulk water station for rural and industry use)

Wastewater - Wastewater Collection and Treatment

Description: Delivery of municipal wastewater treatment services for Town and rural areas (20% of total volume) and operation and maintenance of wastewater collection mains and lift stations

Solid Waste – Recycling and Organics

Description: Delivery of recycling services, management of 1 recycling/drop of depot

Emergency Services - Emergency Management within Town

Description: Delivery of plans and programs to enable community response to wide scale emergency events and disasters affecting the Town.

Recreation - Campground

Description: Operation of seasonal campground

Recreation - Community Hall

Description: Operation of the Lou Soppit Community Hall

Recreation - Recreation Programs

Description: Delivery of swimming and summer day camps at various indoor and outdoor recreation facilities

Recreation - Playgrounds and Trails

Description: Routine maintenance of playgrounds and trails in Town and the Petro Canada Bi-Centennial Trail to the National Historic Site

Other Services - Cemeteries

Description: Mowing and grounds maintenance of Pine Grove municipal cemetery and O'Chiese cemetery, inventorying and land survey services, control of layout of plots and record keeping

Other Services - Affordable Housing

Description: Provide, maintain and manage affordable housing (3 houses and seven suites in the Post House)

Other Services - Land Use Planning

Description: Land use planning for the community, working with public and developers on development requirements, assisting public with safety code permits and performing building inspections, resolving public disputes on land use matters

Other Services - Community Peace Officer Program

Description: Delivery of enforcement services related to Federal and Provincial legislation and Town bylaws including animal control using three Community Peace Officers

Other Services - Storm Drainage and Storm Water Management Facilities

Description: Maintenance of storm water management ponds, water control features, fences and signage around ponds, erosion of liners, clearing or inlet and outlet and pumps

Other Services - Health and Safety Program

Description: Provide a health and safety program to ensure employee and public safety through safe work practices and safe public buildings

Other Services - Legislative Services

Description: Drafts bylaws and policies, responds to Access to Information (ATI) requests, record management and appeal board coordination

Other Services - Communications

Description: Provides timely communication to Town residents on Council decisions and Town public works and community events
Provides public education on municipal matters and programs such as water reduction

Other Services – Non-Profit Support

Description: Provide tax exemption required by legislation or through local exemption for other governments, schools, churches, hospital, senior lodges, Royal Canadian Legion and other non-profit groups while providing services to properties
Provides grants, including annual grants, to support various non-profit groups i.e. Victim Services, Compassionate Care Hospice Society, Emergency Warming Shelter STARS, and others

Clearwater County

Transportation - Road Maintenance

Description: Delivery and maintenance of gravel and surfaced roads (365 km paved and 1,883 km gravel), including: culverts, signs, approaches, ditching, fencing, dust control, chip seal, crackfill, line painting, paving and patching, plowing and sanding (snow and ice control), spray patching, graders, gravelling and overlay programs.

Transportation - Bridge and Large Culvert (>1500mm) Maintenance

Description: Erosion and flood control, beaver control, maintenance of abutments, surface sealing and deck repair, and guardrails for 169 structures.

Water - Water Treatment and Distribution

Description: Delivery of municipal water treatment and distribution services and hydrant maintenance in two hamlets (includes potable water station) and communal services in serviced subdivisions

Wastewater - Wastewater Collection and Treatment

Description: Delivery of municipal wastewater treatment and collection services in select hamlets including flushing of collection mains, maintaining 4 sewage lagoons and 4 lift stations and communal wastewater collection in Serviced subdivisions

Solid Waste – Transfer Stations, Recycling and Landfill

Description: Operations and maintenance of transfer stations, recycling, landfill, and waste administration.

Emergency Services –Emergency Management within County

Description: Delivery of plans and programs to enable community response to wide scale emergency events and disasters affecting two or more municipalities (County and Summer Village)

Recreation – County Recreation Facilities and Trails

Description: Delivery of maintenance and rental program for Leslieville Recreation Area and maintenance of Caroline facilities (Caroline HUB). Includes routine maintenance and grooming of gravel trails in Nordegg, Rig Street, Rail Trail, and staging areas

Recreation – Rural Recreation Support

Description: Provision of funding support to five rural recreational areas (David Thompson, North Saskatchewan River, Raven River, Caroline, and Nordegg) for rural recreation programs and projects

Recreation - Community Halls

Description: Provision of insurance coverage for 21 community halls throughout the County. Provision of funding support to 18 community halls including Emergent Facility Infrastructure funding, as well as assistance with society status, ground maintenance, governance, and compliance with legislation, including Emergent Facility Infrastructure funding

Recreation - Museums

Description: Provision of funding support and delivery of programs for operation of Brazeau Collieries Museum and Nordegg Discovery Centre

Other Services – Hamlet Operations

Description: Nordegg Operations encompasses day-to-day maintenance of the hamlet including, but not limited to: maintain County roads (i.e.: clearing of snow, potholes, laying down gravel/winter salt & sand, general upkeep), maintenance and repair of Nordegg Trail System, playground, cemetery maintenance, fencing, streetlights, burn pit.

Other Services – Broadband Telecommunications

Description: Multi-year initiative to deliver high-speed internet connectivity to most residents and businesses through a municipally-owned open market fibreoptic network

Other Services - Weed Control Programs

Description: 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

Other Services - Agriculture Support Programs

Description: 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 Commodity Sales, Livestock Traceability, On Farm Demonstration and Research, Educational Agriculture Tour, Feed Testing, Equipment Rental, and Ration Balancing programs

Other Services - Pest Control Program

Description: 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

Description: Management of vegetation in County road rights of way through roadside brushing, spraying, seeding and mowing covering approximately 320 km of paved roads and 2,300 km of gravel roads
Includes reclamation of County gravel pits and management of park spaces and environmental reserve lands

Other Services - Environmental and Land Stewardship Programs

Description: 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

Description: Mowing and grounds maintenance for thirteen private and municipal cemeteries (Caroline Cemetery, Gaetz Cemetery, Dovercourt Cemetery, Prairie Creek Cemetery, Evergreen Cemetery, Hespero Cemetery, Little Horseguard Cemetery, Leslieville Cemetery, Garth Cemetery, Nordegg Cemetery, Ricinus Cemetery, Green Valley Cemetery, Saunders Cemetery, and Alexo Cemetery), inventorying and land survey services, control of layout of plots and record keeping

Other Services - Heritage and Community

Description: Programs for the preservation of heritage sites and features including Nordegg Artifact Collection, and to support Leslieville Antique Days and Confluence Heritage Society
Programs for community roadside cleanup and recognition awards for Family Farm, Century Farm and Rural Beautification

Other Services - Community Peace Officer Program

Description: 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

Description: Maintenance of storm water management ponds, water control features (e.g. check dams in ditches), fences and signage around ponds, erosion of liners, clearing of inlets and outlets, and maintaining dry hydrants

Other Services - Land Use Planning

Description: Land use planning for the community, working with public and developers on development requirements, assisting public with safety code permits, resolving public disputes on land use matters

Other Services - Assessment Services

Description: Providing assessment on properties for the purpose of taxation and working with public to ensure assessment is accurate and fair

Other Services - Health and Safety Program

Description: Provide a health and safety program to ensure employee and public safety through safe work practices and safe public buildings

Other Services - Communications

Description: Provides timely communication to County residents on Council decisions, community events and news,
Provides public education on municipal matters and programs such as agriculture, broadband, assessment and property tax, public works, etc.

Other Services - Legislative Services

Description: Drafts bylaws and policies, responds to Access to Information requests, appeal board coordination, general municipal election, intermunicipal agreements, Intermunicipal Collaboration Frameworks, federal and provincial advocacy, council and board member orientation, council strategic planning and coordination, and amalgamation transition

Other Services - Non-Profit and Other Support

Description: Provide tax exemption required by legislation or through local exemption for other governments, schools, churches, airport, and other non-profit groups while providing services to properties

Provide grants to support non-profit groups. Some annually supported such as STARS and Rocky SAR through annual grant program.

APPENDIX C: Services Provided by a Third Party

This Appendix provides a more detailed listing of the Services provided by the Town of Rocky Mountain House and Clearwater County through a Third Party as of 2021.

Town of Rocky Mountain House

Transportation - Streetlights

Description: Operation and maintenance of streetlights located in Town by FortisAlberta

Solid Waste – Collection

Description: Residential and commercial solid waste collection

Recreation - Museum

Description: Operation of the local museum plus building support services such a snow clearing, waste removal etc. by the Museum Society

Other Services - Weed Control

Description: Weed control applications for urban weed control program

Other Services - Seniors

Description: Operation of Seniors Drop In Centre

Other Services - Community Policing RCMP Police & School Resource Officer

Description: Provision of a community police force (12 officers and 5 clerks) through RCMP contract

Other Services - Assessment Services

Description: Providing assessment of properties for the purpose of taxation and working with the public to ensure assessment is accurate and fair

Other Services – Health Professional Recruitment

Description: initiative to recruit health professionals to set up practice in the area including governance
committee, clinic and subsidized housing

Other Services – Economic Development

Description: Delivery of information and advice relating the establishment of businesses and investment in the area, promotions and marketing in coordination with other groups

Lead: Central Alberta Economic Partnership

Funding: Tax payer support for per capita requisition

Other Services – Natural Gas, Utilities, Electricity

Clearwater County

Transportation - Streetlights

Description: Maintenance and operation of streetlights located in hamlets by FortisAlberta

Recreation – Municipal Library

Description: Funding support to local libraries in Caroline & Nordegg as well as funding to

Parkland Regional Library System. Provides public access to materials and resources. Includes programs for preschool, older children, teens, computer and internet access, cinema program and gallery space.

Recreation - Campgrounds

Description: Operation of four season, tourism-oriented campgrounds, off-road vehicle staging areas and day use picnic areas by community groups

Recreation - Museums

Description: Operation of local museums in Rocky Mountain House and Caroline

Recreation - Multi-User Trails

Description: Routine maintenance and grooming of gravel trails in Rig Street and staging areas by user groups

Other Services - Animal Control

Description: Animal control program for animals running loose and non-compliance with animal control bylaw and kennel Service

Other Services - Seniors

Description: Operation of seniors' drop in centres, transportation Service and wellness activities

Other Services - Community Policing RCMP Police & School Resource Officer

Description: Contribution to RCMP based on the Provincial Police Funding Model.

Other Services – Health Professional Recruitment

Description: initiative to recruit health professionals to set up practice in the area including clinic and subsidized housing

Other Services – Economic Development

Description: Delivery of information and advice relating the establishment of businesses and investment in the area, promotions and marketing in coordination with other groups

Lead: Central Alberta Economic Partnership

Funding: Tax payer support for per capita requisition

APPENDIX D: Services Provided on an Intermunicipal Basis

This Appendix provides a more detailed listing of the Services provided on an intermunicipal basis between the Town of Rocky Mountain House and Clearwater County as of 2025. Some Services involve the participation of other municipalities/partners.

Transportation - Airport

Description: 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

Lead: Town

Funding: Taxpayer support offset by user fees, tenant rent and fuel sales

Solid Waste – Regional Solid Waste Services Transfer Sites and Landfills

Description: Provides Town and County residents access to Rocky Eco Centre, County transfer sites and landfill

Lead: Town and County are responsible for their own solid waste program and services

Funding: Taxpayer support offset by user fees

Emergency Services – Fire Rescue Services

Description: Delivery of fire suppression, vehicle extrication, first medical response, water/ice rescue, public education Services and operation of five fire stations (Nordegg, Rocky Mountain House, Leslieville, Condor, Caroline)

Lead: Clearwater Regional Fire Rescue Services

Funding: Taxpayer support and some cost recovery

Recreation – Library and Library Programs

Description: Rocky Mountain House Library for accessing materials and resources, and programs for preschool, older children, teens, computer and internet access, cinema program and gallery space

Lead: Parkland Regional Library System and local library board

Funding: Combination of Provincial grant, user rates in the form of library memberships, donations, funding from Parkland Regional Library, and tax payer support to the operations of the local library board and building expenses

Parkland Regional Library is funded through a requisition to each municipality which is then funded through tax payer support

Recreation – Recreation Facilities

Description: Provision of indoor recreation facilities including the sports & wellness centre, aquatic centre, ice arena

Provision of outdoor recreation facilities including tennis courts, outdoor skating rinks, skateboard parks, splash park, and ball diamonds

Lead: Town

Funding: Taxpayer support offset by user fees, grants and/or marketing initiatives

Other Services - Family and Community Support Services

Description: Provision of services that enhances the social well-being of individuals and families through the promotion of awareness, providing access to counselling and supports and undertaking programs intended to avoid social and physical harm

Partnership program with the Government of Alberta

Lead: Clearwater Regional Family and Community Support Services

Funding: Taxpayer support for 20% matching contribution and 80% provincial funding

Other Services – Seniors Lodge

Description: Provision of affordable seniors housing options and supports at Westview Lodge and independent living facilities in Rocky Mountain House, Leslieville, and Caroline

Lead: Rocky Seniors Housing Council

Funding: Taxpayer support for municipal contribution

Other Services – School Resource Officer

Description: Provision of SRO officer assigned to schools and to liaise with students through RCMP

Lead: School Resource Officer Steering Committee

Funding: Taxpayer support offset by program funding provided by the Federal and Provincial governments

APPENDIX E: Existing Agreements

This Appendix provides a summary of the various agreements in place between the Town of Rocky Mountain House and Clearwater County relating to services that are provided on an intermunicipal basis as of the date of preparing this Framework. The full, executed copy of each agreement should be consulted for the precise nature of the arrangement between the two municipalities and other applicable Parties to each agreement.

Topic/Name: *Transportation – Airport Operating and Managing Agreement*

Date: May 1, 2023

Term: 5 years – expires April 30, 2028 1 year written notice for either Municipality to terminate participation

Other Parties: None

Summary:

-
- Town provides all management and day-to-day operations
- Town is responsible for scheduling minimum two stakeholders (valid leaseholder at the airport, user group or associations affiliated with the airport and pilots that keep aircraft at the airport on a permanent basis) meetings per year (March & September) to gather input
- ICC acts in an advisory role with respect to administration of the Airport and the agreement
- Any changes to current service levels require approval from both councils
- Adoption and amendments of operational policies or bylaws require approval from both councils
- Operating and capital budget requires approval from both councils
- Any deficit in the operating budget is shared between the Town and County on a 50-50 basis
- Capital costs are shared between Town and County on a 50-50 basis
- Any operating and capital expenditure exceeding approved budget amounts require both councils approval before making a commitment to spend funds above the budgeted amount
- Each municipality is responsible for funding capital purchase as they see fit within their own restricted surplus for said expenditures
- County to be notified in writing of any Emergency capital expenditures and the request requires approval from County council, if approved costs are split 50-50
- Dispute resolution process in accordance with the ICF
- Buy out and sale to third party options available If the agreement is terminated by either party. If not sold within 1 year to third party, the terminating party acquires lands and joint owned assets as per conditions.

Topic/Name: *Wastewater – Treatment Capital Funding Agreement*

Date: October 15, 2023

Term: 15 years – expires October 14, 2038 - may be renewed on mutual agreement of the Parties

Other Parties: None

Summary:

- Provides access to the Town's new wastewater treatment facility for County ratepayers and sewage hauling companies based in Clearwater County

- Town (74.6%) and County (25.4%) each contribute to the new capital treatment infrastructure based on the percentage of usage and concentrate of sewage
- Each party's contribution is established by Jan 2023 MPE Septage Characterization & distribution Study
- Agreement and contribution does not extend any rights of ownership to the County
- Town remains the sole operator of the lagoon and is responsible for ensuring compliance with all applicable regulatory requirements
- Dispute resolution process in accordance with the ICF
- Maintenance and operational costs are recovered through user fees

Topic/Name: *Regional Solid Waste Services Agreement*

Date: January 1, 2021

Term: 5 years – expires December 31, 2025 - automatically renewed for a 5 year term, 1 year written notice to terminate

Other Parties: None

Summary:

- Provides terms and conditions for provision of services: County – 1. operates and maintains Clearwater Regional Landfill and all transfer stations except Rocky Eco Centre, and transports solid waste from transfer stations to Clearwater Regional Landfill 2. Closes Rocky Transfer Station; Town – construct and operate the Rocky Eco Centre
- Users are charged the same rate for use of Town and County facilities
- Reclamation costs for the removal of Rocky Transfer Station are shared by the Town (40%) and County (60%)
- After completed reclamation, costs for Phase 1 Environmental Site Assessment are shared by the Town (40%) and County (60%)
- Each party is responsible for their own solid waste program and services
- Dispute resolution in accordance with the Stronger Together agreement

Topic/Name: *Emergency Service - Inter-municipal Regional Fire Rescue Services Agreement*

Date: April 1, 2020

Term: 5 year term – expires April 1, 2025– Automatically renewed for a further five years unless two of the Municipalities provide written notice, not less than one year prior to the end of the Term

Other Parties: None

Summary:

- Establishes the terms and conditions by which the Municipalities will operate, administer and fund the Regional Fire Rescue Services for the benefit of the Municipalities and their respective residents
- Allocation proportion for operating costs 77% County, 23% Town,
- Allocation proportion for Capital costs by location of unit identified in Schedule A of the agreement.
- dispute resolution process in accordance with Stronger Together Agreement

Topic/Name: *Emergency Services – Mutual Aid Agreement*
Date: April 11, 2023
Term: Remains in effect until terminated by providing 60 days written notice
Other Parties: None

Summary:

- Purpose of agreement is to identify the nature of mutual aid resources, the manner in which a mutual aid request shall be made and the conditions under which mutual aid may be provided
- Includes cost recovery for the responding party
- Includes own dispute resolution process

Topic/Name: *Recreation - Rocky Mountain House Facilities and Services Funding Agreement*
Date: January 1, 2024
Term: 10 years – expires December 31, 2033 - automatically renewed for 5 years – 1 year written notice to terminate
Other Parties: None

Summary:

- Provides terms and conditions for cost sharing of capital and operating for recreation facilities and services provided by the Town
- County funds 25% administrative costs, 50% capital costs for facilities and 50% operating costs net deficit (lump sum rate = The 2024 budgeted Operating Costs Net Deficit and Administration Costs of \$2,205,612.00 divided by 2 for equal share between the Town and County : The Lump Sum Rate (\$ 1,102,806.00). 50% of bike park operational costs to be added to lump sum rate.
- Town owns equipment and facilities
- Outlines ICC responsibilities

Dispute resolution process in accordance with the ICF

Topic/Name: *Recreation – Rocky Mountain House Library Agreement*
Date: January 1, 2024
Term: 5 years - expires December 31, 2028 – 6 months written notice prior to September 30 to terminate
Other Parties: Town of Rocky Mountain House Library Board

Summary:

- Describes the cost sharing arrangements between the Town and County for the operation costs and the operating deficit of the Town of Rocky Mountain House Library and the maintenance of the library building
- Annual operational, operational deficit costs for the library are shared 50-50 between the Town and County
- Library Board is allowed to maintain an operating reserve up to the equivalent of 12 months operating expenses
- Annual building maintenance costs are shared 50-50 between the Town and County
- Library building is owned by the Town
- Each municipality responsible for own requisition to Parkland Regional Library

building debenture costs for the existing building are the responsibility of the Town. Agreement may be terminated with 6 months written notice and any notice to terminate must be submitted prior to September 30 of any year

Topic/Name: *Recreation – Museum Operations Board*

Date: January 1, 2024

Term: 5 years – expires December 31, 2028 – Written notice of termination, no later than Jan 30 in any year, is effective on Dec 31 of that year

Other Parties: The Rocky Mountain House Reunion Historical Society

Summary:

- Establishes the Museum Operations Board responsible for the maintenance and operation of the museum building – property management role
- Board consists of 2 members from the Museum, 2 members appointed by the County, 2 members appointed by the Town, and 1 member appointed from the community at-large
- Town contribute \$30,000 and County contributes \$40,000 in 2024 based on the approved budget – amount and budget reviewed annually
- Property is owned by the Town and building is jointly owned
- Contains a dispute resolution process based on arbitration

Topic/Name: *Other Services – Community Support Service*

Date: January 1, 2021

Term: 5 year – expires December 31 2025 no terms for termination. No extension of the agreement is valid unless expressed in writing and executed by each municipality

Other Parties: None

Summary:

- Shares property tax exempt burden among ratepayers of both municipalities
- Advances regional cooperation
- Transfers County funds to the Town once a year prior to December 1
- Transfer amount equals county percentage of the total tax amount of service property within the town after deducting the County's property tax (Town Service Property Tax – County service property Tax X County % = Payment
- Payments are used for infrastructure repair, maintenance or construction that both the Town and County residents use or benefit from
- Outlines ICC responsibilities
- Dispute resolution process according to Stronger Together Agreement

Topic/Name: *Other Services - Family and Community Support Services Agreement*

Date: August 2025

Term: 5 years from date of signing – expires 2028 – automatically renewed for a further 5 years unless 1 year written notice to terminate is provided

Other Parties: None

Summary:

- Establishes terms and conditions by which the parties will operate, administer, and funding FCC for the benefit of Town/County residents
- Establishes The Clearwater Regional Family and Community Support Services Board
- Board consists of 3 Town representatives(2 councillors), 4 County representatives (2 councillors)
- Town is managing partner and employs a Regional FCSS Manager and FCSS employees
- Cost sharing principles – 20% municipal contribution dispersed on a per capita basis
- All programs and services funded are to be available to residents of the Town and County

Topic/Name: *Other Services – School Resource Officer Agreement*

Date: Not indicated

Term: Not specified – each Municipality can withdraw with one-year advance notice in writing

Other Parties: Several schools that are part of the Wild Rose School Division

Summary:

- Allows for the designation of one or more RCMP officers as school resource officers for participating schools operated by Wild Rose School Division in the Town and County
- Town arranges for the officer(s) to be provided through the RCMP and invoices the other Parties for the costs
- Creates the School Resource Officer Steering Committee made up of 1 Town Representative, 1 County Representative, 2 Public School Principals, and 2 community members at large
- Committee responsible for annual operating budget and annual Service/program delivery plan
- Costs distributed in shares approximately in thirds between the Town, County and Wild Rose net of the program funding provided by the Federal and Provincial governments



APPENDIX F: Additional Opportunities for Future Shared Services

This Appendix documents the additional opportunities for future shared Services between the Town and County that were not selected for follow up within the first 5-6 years of the Framework. They are provided for information only.

Growing Local Food Sector

Focus on expanding the local food production sector by capturing more of the region's food spending for local producers and the local economy. The primary reason is to take advantage of household spending on food and encourage local producers to deliver products that are currently imported from distant producers from an economic and environmental standpoint. It involves better connections between consumers, local retailers and food producers in terms of information about and ability to access available options and increase the amount and type of food provided by local producers (e.g. more greenhouse production if energy costs can be reduced, more local product on retailers' shelves).

Energy Infrastructure

Focus on improving local energy infrastructure that promotes economic efficiencies and reduces environmental impacts. The primary reason is to identify and take advantage of opportunities to lower energy costs for businesses, become more self-sufficient in meeting energy needs, and reduce environmental impacts through a variety of techniques like co-generation of heat and power, use of renewable energy sources (e.g. photovoltaic, deep geo-thermal), and shared heating systems (e.g. district heating utility).