

**SUMMER VILLAGE OF BIRCH COVE  
AGENDA**

Thursday, June 15<sup>th</sup>, 2023 – 3:00 p.m.  
Wildwillow Administration Office  
2317 Township Road 545 Lac Ste. Anne County

1.	<b><u>Call to Order</u></b>		
2.	<b><u>Agenda</u></b>	a)	Thursday, June 15 <sup>th</sup> , 2023 Regular Council Meeting <i>(that Council approve as is or as amended)</i>
3.	<b><u>Minutes:</u></b> <i>Pages 1-4</i>	a)	Thursday, April 27 <sup>th</sup> , 2023 Regular Council Meeting <i>(approve as presented or with amendments)</i>
4.	<b><u>Public Hearings:</u></b>	a)	N/A
5.	<b><u>Delegations/ Appointments:</u></b>	a)	3:05 p.m. – Carlos Yoneliunas – Short Term Rentals and Lack of Newcomer Assistance  <i>(that the discussion with Carlow Yoneliunas on Short Term Rentals and Lack of Newcomer Assistance be accepted for information)</i>  OR  <i>(some other direction as given by Council at meeting time)</i>
		b)	3:20 p.m. – Christopher Gawryletz – via zoom – reason behind recent purchase in the Summer Village and the vision they have as developers.  <i>(that the discussion with Christopher Gawryletz with regard to recent property purchase in the Summer Village and the vision as developers be accepted for information)</i>  OR  <i>(some other direction as given by Council at meeting time)</i>
	<b><u>Business Arising:</u></b>	a)	Air BnB's – this topic has been an ongoing discussion for sometime; Administration has not put together anything specific at this time other than what has been presented previously. Most municipalities regulate short term rentals through the Land Use Bylaw. We have also contacted the County regarding their direction moving forward however have not received any further information at this time. Development Officer Tony Sonneleitner will be attending via zoom for this discussion.

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		b)	<p><i>(direction as given by Council at meeting time)</i></p> <p>Administration is requesting Council direction on the next scheduled Council meeting date in July as we will be having the organizational meeting at that time as well. We will discuss regular meeting dates moving forward at that time.</p> <p><i>(that the regular Council meeting and Organizational Meeting for the Summer Village of Birch Cove be scheduled for the _____ day of July, 2023 at the Wildwillow Administration office located at 2317 Twp Rd 545, Onoway, Alberta.</i></p>
7.	<b><u>Bylaws &amp; Policies</u></b>		N/A
8.	<b><u>New Business:</u></b>	a)	<p>Bylaw Review – Deputy Mayor Sample has requested a discussion regarding a Bylaw review for the Summer Village. Some of the bylaws could certainly be updated and/or consolidated. Administration is requesting direction on how to move this forward including the administrative participation and input.</p> <p><i>(direction as given by Council at meeting time)</i></p>
		b)	<p>Strategic and sustainable planning for ongoing maintenance/repair of existing and new Summer Village assets. This item was forwarded by Deputy Mayor Sample for discussion and direction. Regular maintenance of repair i.e. culvert cleaning etc. are built into the budget annually. However, the capital assets such as the playground, shelter etc. will at some point require maintenance and any new assets such as the retaining wall, multi-use court will require maintenance in future as well as an increase in our insurance costs. These are costs that the Summer Village must consider for future budgeting and a plan for some reserve funding is advisable.</p> <p><i>(direction as given by Council at meeting time)</i></p>
	Pages 5-11	c)	<p>2023 Alberta Summer Village Association (ASVA) Annual Conference and AGM – October 19<sup>th</sup> and 20<sup>th</sup>, 2023 at the Royal Hotel West in Edmonton – please refer to the May 29<sup>th</sup>, 2023 email from Executive Director Kathy Krawchuk. Deadline for registration is September 15<sup>th</sup>, 2023 and the fee is \$299.00. The morning of October 20<sup>th</sup>, 2023 is dedicated to Emergency Management, it is recommended to have the municipalities Director of Emergency Management (DEM) in attendance.</p>

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			<p><i>(that the Summer Village of Birch Cove authorize attendance of Council, Administration and the Director of Emergency Management to attend the Annual ASVA Conference October 19<sup>th</sup>, - 20<sup>th</sup>, 2023 in Edmonton)</i></p> <p>Or</p> <p><i>(some other direction as given by Council at meeting time)</i></p>
		d)	<p>Addition of Signing Authority with Royal Bank of Canada – Administration is requesting an additional administrative signing authority for the Summer Village of Birch Cove for the bank. In addition to Wendy Wildman, administration’s recommendation is to have Diane Wannamaker added.</p> <p><i>(that the Summer Village of Birch Cove authorize the addition of Diane Wannamaker as authorized signer at the Royal Bank of Canada)</i></p>
	Page 12-17	e)	<p>2023 ASVA McIntosh Bulrush Award Nominations - please refer to the June 6<sup>th</sup>, 2023 email from our Summer Village Provincial Association regarding said award nomination. Nomination deadline is August 31<sup>st</sup>, 2023.</p> <p><i>(accept for information)</i></p> <p>Or</p> <p><i>(nominate a worthy recipient)</i></p>
	Pages 18-32	f)	<p>Alberta Municipalities – Future of Intermunicipal Collaboration – please refer to the attached June 6<sup>th</sup>, 2023 email from your AM President, Cathy Heron. There will be more discussion on this topic at the upcoming Municipal Leaders Caucus scheduled for various time/locations within Alberta (closest being June 22 in Spruce Grove).</p> <p><i>(authorize participation in upcoming Municipal Leaders Caucus)</i></p> <p>Or</p> <p><i>(accept for information)</i></p>

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9.	<b><u>Financial</u></b> <i>Forwarded under separate cover</i>	a)	Income and Expense Statement – as of May 31 <sup>st</sup> , 2023  <i>(that the Income and Expense Statement as of May 31<sup>st</sup>, 2023 be accepted for information)</i>
10.	<b><u>Correspondence</u></b> <i>Page 33-34</i>	a)	Alberta Beach Snowmobile Club – May 12 <sup>th</sup> , 2023 letter of support for their application for funding under the Community Facility Enhancement Program.
		b)	
		c)	<i>(accept correspondence &amp; information items as presented)</i>
11.	<b><u>Council Reports</u></b> <i>Forwarded under separate cover</i>	a)	Mayor Tymafickuk
		b)	Deputy Mayor Sample
		c)	Councillor Sample
			<i>(that the Council Reports be accepted for information)</i>
12.	<b><u>Chief Administrative Officer Report</u></b>	a) b) c) d)	To Do List – forwarded under separate cover  <i>(accept Chief Administrative Officer Reports as information)</i>
13.	<b><u>Confidential Matters</u></b>		Closed Meeting Session – “Intergovernmental Relations – Municipal Services Package – FOIPP Act, Sections 21,22, 23 & 24”  <i>(information to be provided at meeting time)</i>



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14.	<u>Adjournment</u>		
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Next Meetings:        June 20<sup>th</sup>, 2023, Regional Municipalities Mtg. Alberta Beach (LSAC host)

SUMMER VILLAGE OF BIRCH COVE  
REGULAR COUNCIL MEETING MINUTES  
THURSDAY, APRIL 27<sup>TH</sup>, 2023

HELD IN PERSON AT 2317 TWP RD 545. LAC STE. ANNE COUNTY, ALBERTA

	<b>PRESENT:</b>	Deputy Mayor: Dory Sample Councillor: Eugene Dugan
		Administration: Wendy Wildman, Chief Administrative Officer (CAO) Diane Wannamaker, Administrative Assistant
		Public Works: N/A
		Attendees: 0
		Delegation(s): N/A
		Public at Large: 2
	<b>ABSENT:</b>	Mayor: Steven Tymafichuk
1.	<b>CALL TO ORDER</b>	Deputy Mayor Sample called the meeting to order at 3:01 p.m.
2.	<b>AGENDA</b> 37-23	<b>MOVED</b> by Deputy Mayor Sample that the April 27 <sup>th</sup> , 2023 Regular Council Meeting agenda be approved as presented.  <b>CARRIED</b>
3.	<b>MINUTES</b> 38-23	<b>MOVED</b> by Councillor Dugan that the minutes of the March 16 <sup>th</sup> , 2023 Regular Council Meeting be approved the following amendment:  Motion 30-23 to be amended from: Moved by Deputy Mayor Temple to: Moved by Deputy Mayor Sample  <b>CARRIED</b>
4.	<b>PUBLIC HEARING(S)</b>	N/A
5.	<b>DELEGATIONS(S)</b>  39-23	Zahid Maqsood, Seniuk and Company – presenting the 2022 Draft Audited Financial Statements arrived for the meeting at 3:07 p.m.  <b>MOVED</b> by Councillor Dugan that the 2022 Draft Audited Financial Statements be approved as presented and reviewed by Zahid Maqsood of Seniuk and Company, Chartered Professional Accountants.  <b>CARRIED</b>  Mr. Maqsood left the meeting at 3:33 p.m.

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6.	<b>BUSINESS ARISING</b> 40-23	<p><b>MOVED</b> by Councillor Dugan that the next Council meeting be scheduled for Thursday, June 15<sup>th</sup>, 2023 at the Wildwillow Administration office located at 2317 Twp Rd 545, Onoway, Alberta at 3:00 p.m.</p> <p style="text-align: right;"><b>CARRIED</b></p>
7.	<b>BYLAWS/POLICIES</b>	N/A
8.	<b>NEW BUSINESS</b>	
	41-23	<p><b>MOVED</b> by Deputy Mayor Sample that Council and Administration be authorized to attend the Regional Municipalities Meeting scheduled for Tuesday, June 20<sup>th</sup>, 2023 at the Alberta Beach Seniors, hosted by Lac Ste. Anne County.</p> <p style="text-align: right;"><b>CARRIED</b></p>
	42-23	<p><b>MOVED</b> by Deputy Mayor Sample that Council accept the notification forwarded by Barrhead County on the proposed subdivision located on Ptn. NE-13-58-3-W5 for information.</p> <p style="text-align: right;"><b>CARRIED</b></p>
	43-23	<p><b>MOVED</b> by Deputy Mayor Sample that the 2022 Annual Internal Review of the Summer Village of Birch Cove's accreditation status as completed by the Safety Codes Council be accepted for information.</p> <p style="text-align: right;"><b>CARRIED</b></p>
	44-23	<p><b>MOVED</b> by Councillor Dugan that the 2023 Draft Operating and Capital Budget be approved, to include a minimum municipal tax amount payable of \$1,025.00.</p> <p style="text-align: right;"><b>CARRIED</b></p>
	45-23	<p><b>MOVED</b> by Councillor Dugan that Bylaw 153-23, being a Bylaw to set the various rates of taxation for the 2023 taxation year, be given 1<sup>st</sup> reading.</p> <p style="text-align: right;"><b>CARRIED</b></p>
	46-23	<p><b>MOVED</b> by Councillor Dugan Bylaw 153-23 be given second reading.</p> <p style="text-align: right;"><b>CARRIED</b></p>
	47-23	<p><b>MOVED</b> by Councillor Dugan that Council give unanimous consent to consider 3<sup>rd</sup> reading of Bylaw 153-23.</p> <p style="text-align: right;"><b>CARRIED UNANIMOUSLY</b></p>

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	48-23	<p><b>MOVED</b> by Councillor Dugan that Bylaw 153-23 be given third and final reading.</p> <p style="text-align: right;"><b>CARRIED</b></p>
9.	<b>FINANCIALS</b> 49-23           50-23	<p><b>MOVED</b> by Councillor Dugan that Council accept the proposal from Border Paving Ltd. of \$50,641.25 plus GST for the tennis court paving project and \$3,560 for mobilization excluding GST, funding to be covered from the Municipal Sustainability Initiative, Capital grant funding, project to also include the purchase of four court pillars from a vendor yet to be determined.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p><b>MOVED</b> by Councillor Dugan that Council accept the proposal from Preuss Construction Inc. of \$7,390.00 <i>including</i> GST for the flower box at the pump house sign, the new parking lot bulletin board with roof and flower box and two 42" doors for each of the 2 sheds including GST, funding to be covered from the Municipal Sustainability Initiative, Capital grant funding.</p> <p style="text-align: right;"><b>CARRIED</b></p>
10.	<b>CORRESPONDENCE</b> 51-23	<p><b>MOVED</b> by Deputy Mayor Sample that the following correspondence be accepted for information:</p> <ul style="list-style-type: none"> <li>➤ Invasive Species Newsletter</li> <li>➤ Letter from the Town of Barrhead regarding the impact changes to the EPR Program would have on local newspapers</li> <li>➤ Birch Cove Community League – upcoming events and request for volunteers</li> </ul> <p style="text-align: right;"><b>CARRIED</b></p>
11.	<b>COUNCILLOR REPORTS</b> 52-23	<p><b>MOVED</b> by Councillor Dugan that the Councillor reports be accepted for information as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>
12.	<b>ADMINISTRATION REPORTS</b> 53-23	<p><b>MOVED</b> by Councillor Dugan that the Administration report be accepted for information as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>

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13.	<b>CONFIDENTIAL MATTERS</b>	N/A
15.	<b>ADJOURNMENT</b>	The meeting adjourned at 4:38 p.m.

\_\_\_\_\_  
Deputy Mayor, Dory Sample

\_\_\_\_\_  
Chief Administrative Officer, Wendy Wildman

UNAPPROVED

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**From:** ASVA Exec Director

**Sent:** May 29, 2023 11:39 AM

**To:** Kathy Krawchuk (execdirector@asva.ca)

**Subject:** ASVA's Save the Date Reminder - 65th Annual Conference October 19 & 20th, 2023

Good morning,

A friendly reminder to **SAVE THE DATE** for **ASVA's 65th ANNIVERSARY CONFERENCE** being held at Royal Hotel West, Edmonton AB, October 19 & 20th, 2023, further details attached.

October 20th, 2023, is a morning dedicated to Emergency Management. Please share this with your DEMS/DDEMS, hoping that they will be able to partake in these informative sessions that morning, further details attached.

More information regarding Registration to follow in the next month.

Attached for further consideration, is details on becoming a sponsor and or donating a silent auction item(s) for our event. Please feel free to share this with any business in your community you may think would be interested in helping support ASVA's 65th Anniversary Conference. Thank you so much.

Should you have any questions, please do not hesitate to contact me.

Warm regards,

**Kathy Krawchuk**

Executive Director

Association of Summer Villages of Alberta

780-236-5456

[execdirector@asva.ca](mailto:execdirector@asva.ca)

[www.asva.ca](http://www.asva.ca)

5



Help ASVA celebrate its 65th Anniversary by being a sponsor for this great celebration!

The ASVA CONFERENCE  
**“65 YEARS OF SUCCESS TOGETHER”**

is October 19 & 20, 2023 at the Royal Hotel West, Edmonton, AB. The focus for this educational event is on....

**REGIONAL COLLABORATION**



We are seeking your valued support, and are kindly asking for your consideration to provide:

- a cash sponsorship and/or,
- a silent auction item for donation

The publicity you will receive from your contribution is substantial and consists of the following:

**Exposure of your company to:**

- the Mayors, Deputy Mayors and Councilors from 51 Municipalities (Summer Villages) of Alberta
- Reeves/Mayors AND County Managers from adjacent Municipalities
- DEMS and Deputy DEMS
- MLA's and Ministers from various areas/departments of Alberta

There is great value in being a sponsor at the Conference.

**Platinum Sponsors will have 2 minutes to introduce their company and will be asked to introduce the next speaker on the agenda, if your company so to desires, please let me know!**

As a sponsor, your organization will be recognized as follows **if we receive payment prior to September 1<sup>st</sup>:**

Sponsorship Level	Amount	Provided with a Display Space	Number of Breakfast, snacks, lunch & banquet tickets provided with Sponsorship	Number of Breakfast, snacks, lunch provided with Sponsorship Level	Recognized as a Sponsor in the Agenda Pkg	Recognized on Power point	Self-Introduction of your Company to the delegates & intro of guest speaker (as part of	Sponsor Sign at Coffee Station	Logo in ASVA Annual Report	Company Logo placed on ASVA Website as a Sponsor
PLATINUM	\$2,000+	YES	4	0	YES	YES	YES	NO	YES	YES
GOLD	\$1,000+	YES	2	0	YES	YES	NO	NO	YES	YES
SILVER	\$500+	YES	0	2	YES	YES	NO	NO	YES	NO
BRONZE	\$300+	NO	0	0	YES	YES	NO	NO	YES	NO
COFFEE/HEALTH BREAK	\$250+	NO	0	0	YES	YES	NO	YES	NO	NO

6



Association of  
**SUMMER VILLAGES**  
OF ALBERTA

If you are interested or have any questions, please contact me at your convenience.

ASVA would like to thank you in advance for your consideration and we appreciate your continued generous support!

Warm Regards,

Kathy Krawchuk  
Executive Director  
Association of Summer Villages of Alberta  
[execdirector@asva.ca](mailto:execdirector@asva.ca)  
780.236.5456

\* The ASVA is nonprofit organization but is not registered as a charitable organization, so taxable receipts are not available.





**65 YEARS of SUCCESS TOGETHER**

**SAVE-THE-DATE  
FRIDAY OCTOBER 20TH  
ATTENTION: DEMS & DEPUTY DEMS**

**2023 ASVA ANNUAL  
CONFERENCE & AGM**



**PLEASE JOIN US FOR A MORNING OF UPDATES BY  
ALBERTA EMERGENCY MANAGEMENT  
AGENCY AND PEERS  
HEAR STORIES ABOUT COMMUNITIES THAT  
HAVE EXPERIENCED DISASTERS AND MORE...**

**Network with Peers from all over Alberta.**

**An evening banquet will be held for those wishing to attend  
on Thursday October 19th at 6PM.**

- ❖ Hot Buffet Dinner
- ❖ Awards
- ❖ Entertainment
- ❖ Silent Auction
- ❖ Cash Bar

**TICKETS: \$50 per person and can be purchased online mid-July  
with your Registration. Watch for details.**

**Please note that TOPICS may change due to unforeseen circumstances**

## Venue

**CONFERENCE REGISTRATION  
BEGINS MID-JULY ONLINE  
WATCH FOR UPDATES...  
CONFERENCE RATE FOR  
DEMS & DEPUTY DEMS  
\$75  
(Includes a Hot Breakfast)  
MORNING SESSION  
FRIDAY OCTOBER 20<sup>TH</sup>  
ONLY**

**Cancellations must be in writing via email to  
execdirector@asva.ca before September 15,  
2023 for a full refund, less \$20  
Administration Fee**

**Conference Registration  
Deadline September 15<sup>th</sup>**

**Royal Hotel West  
10010-178 St  
Edmonton, AB T5S 1T3  
780-484-6000  
to book your  
accommodations  
Ask for the ASVA Group  
Booking Rate  
Room Rates: Queen: \$119 +  
Taxes  
Double Queen or King \$129 +  
Taxes**

**IT'S ALL ABOUT  
REGIONAL  
COLLABORATION**

**ASSOCIATION OF  
SUMMER VILLAGES OF  
ALBERTA**

[www.asva.ca](http://www.asva.ca)





# 65 YEARS of SUCCESS TOGETHER

## 2023 ASVA ANNUAL CONFERENCE & AGM



### SAVE-THE-DATE OCTOBER 19-20, 2023 THURSDAY & FRIDAY

- Meet the Ministers Municipal Affairs and Environment (TBC)
- MLA's (TBC)
- Alberta Emergency Management Updates – Friday October 20<sup>th</sup> -morning session
- Municipal Planning Services – Land Use Issues Summer Villages Face
- ALMS
- Updates from the Nurse Practitioners Association
- Broadband In Communities
- Firesmart
- Alberta Invasive Species
- Aquatic Invasive Species Specialist
- Municipal Affairs -MAP review (Municipal Accountability Program)
- And more ....

(Please note that Speakers may change due to unforeseen circumstances)

#### OCTOBER 19<sup>TH</sup> BANQUET VENUE

- Hot Buffet Dinner
- Awards
- Entertainment
- Silent Auction
- Cash Bar



## Venue

CONFERENCE REGISTRATION  
BEGINS MID JULY ONLINE.  
WATCH FOR UPDATES...

CONFERENCE RATE:  
**\$299**

Cancellations must be in writing via email  
to [execdirector@asva.ca](mailto:execdirector@asva.ca) before September  
15, 2023 for a full refund, less \$50  
administration fee

Conference  
Registration  
Deadline September  
15<sup>th</sup>

Royal Hotel West  
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Edmonton, AB T5S 1T3  
780-484-6000  
to book your  
accommodations  
Ask for the ASVA Group  
Booking Rate  
Room Rates: Queen: \$119  
+ Taxes  
Double Queen or King  
\$129 + Taxes

Please join us in listening to  
the exciting speakers with  
updates and information that  
can impact your Summer  
Villages. Network with Peers  
from all over Alberta.

IT'S ALL ABOUT  
REGIONAL  
COLLABORATION

### ASSOCIATION OF SUMMER VILLAGES OF ALBERTA

[www.asva.ca](http://www.asva.ca)







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PLATINUM	\$2,000+	YES	4	0	YES	YES	YES	NO	YES	YES
GOLD	\$1,000+	YES	2	0	YES	YES	NO	NO	YES	YES
SILVER	\$500+	YES	0	2	YES	YES	NO	NO	YES	NO
BRONZE	\$300+	NO	0	0	YES	YES	NO	NO	YES	NO
COFFEE/HEALTH BREAK	\$250+	NO	0	0	YES	YES	NO	YES	NO	NO

10



If you are interested or have any questions, please contact any of the ASVA Executive, Board of Directors or the Executive Director at your convenience.

**EXECUTIVE**

President Mike Pashak	<a href="mailto:mike.pashak@shaw.ca">mike.pashak@shaw.ca</a>	403-620-1543
Vice President Brian Waterhouse	<a href="mailto:bwaterhouse@sundancebeach.ca">bwaterhouse@sundancebeach.ca</a>	780-918-0651
Treasurer Rob Dickie	<a href="mailto:rwdveg58@gmail.com">rwdveg58@gmail.com</a>	780-699-3963
Executive Director Kathy Krawchuk	<a href="mailto:execdirector@asva.ca">execdirector@asva.ca</a>	780.236.5456

**DIRECTORS**

Curtis Schoepp	<a href="mailto:curtisschoepp@gmail.com">curtisschoepp@gmail.com</a>	780-220-4897
Kim Bancroft	<a href="mailto:bancroftkim@hotmail.com">bancroftkim@hotmail.com</a>	780-239-7323
Gary Burns	<a href="mailto:gmburns45@gmail.com">gmburns45@gmail.com</a>	780-718-6927
Ian Rawlinson	<a href="mailto:ian.rawlinson@wolfcreek.ab.ca">ian.rawlinson@wolfcreek.ab.ca</a>	403-896-7897
Kathy Dion	<a href="mailto:k.dion@valquentin.ca">k.dion@valquentin.ca</a>	403-923-8694
Ren Giesbrecht	<a href="mailto:rengiesbrecht@gmail.com">rengiesbrecht@gmail.com</a>	780-910-3157
Marlene Walsh	<a href="mailto:marlenehwalsh@gmail.com">marlenehwalsh@gmail.com</a>	780-668-3182
Julie Maplethorpe	<a href="mailto:jamnrg@telus.net">jamnrg@telus.net</a>	403-304-0446

ASVA would like to thank you in advance for your consideration and we appreciate your continued generous support!

Warm Regards,

Association of Summer Villages of Alberta

[www.asva.ca](http://www.asva.ca)

780.236.5456

Kathy Krawchuk

Executive Director

ASVA

\* The ASVA is nonprofit organization but is not registered as a charitable organization, so taxable receipts are not available.

11

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**From:** ASVA Exec Director  
**Sent:** June 5, 2023 3:42 PM  
**To:** Kathy Krawchuk (execdirector@asva.ca)  
**Subject:** 2023 ASVA McIntosh Bulrush Award Nominations

Good afternoon,

ASVA knows that you have some amazing people in your community that exemplifies what it means to be lake stewards. Make sure to nominate them for this year's McIntosh Bulrush Award.

Please click on this link <http://www.asva.ca/> and on the homepage click on **Lake StewardShip**, scroll down to **McIntosh Bulrush Award**. There you will find the McIntosh Bulrush Award Policy 302 to review, as well as Schedule A - Nomination Notice and Schedule B - fillable Nomination Form. I have also attached the forms for your convenience.

Please submit your nomination forms to me no later than **August 31, 2023** to [execdirector@asva.ca](mailto:execdirector@asva.ca)

or by mail to:  
ASVA  
C/O Kathy Krawchuk  
2- 51109 RR 271  
Spruce Grove, AB  
T7Y 1G7

Any questions, please let me know, thank you.

Warm regards,

**Kathy Krawchuk**  
Executive Director  
Association of Summer Villages of Alberta  
780-236-5456  
[execdirector@asva.ca](mailto:execdirector@asva.ca)  
[www.asva.ca](http://www.asva.ca)

# ASSOCIATION OF SUMMER VILLAGES OF ALBERTA POLICY MANUAL

## Schedule "A"

### Request for Nominations

#### McIntosh Bulrush Award Guidelines/ Criteria

Every year the Association of Summer Villages of Alberta, at our annual Fall Conference, presents the McIntosh Bulrush Award to an Individual or Organization that exemplifies lake stewardship activities.

- Use of personal time to improve:
  - The environment of any Alberta Lake
  - Any lakeshore
  - Increase awareness of the lake wellness issues to Summer Village residents
- Use of professional knowledge/skills to improve:
  - The environment of any Alberta Lake
  - Any lakeshore
  - Increase awareness of the lake wellness issues to Summer Village residents

#### Nomination Form

As many of you will know the McIntosh Bulrush Award is presented at the annual ASVA Conference.

There is a formal process regarding nominations. Attached you will find a nomination sheet as well as the policy which outlines the guidelines to be used for the submission and the judging criteria.

If your Council knows of anyone or any organization that meets these criteria, please fill in the Nomination Form and return it to [execdirector@asva.ca](mailto:execdirector@asva.ca) or by mail to ASVA, 2 – 51109 RR 271, Spruce Grove, AB, T7Y 1G7 **on or before August 31st annually.**

We look forward to receiving your nominations!

Past Award Recipients:

2004 – Summer Village of Ross Haven	2015 – Kate Wilson – AIS AB Environment & Parks
2005 – Bruce McIntosh	2016 – Bob Lehman & Roger Montpellier, SV of Val Quentin
2006 – Lori Jeffery - Heaney	2017 - Thom Jewell, SV of Birchcliff
2007 – Peter Wright	2018 - Pat & Wayne Deschamps, SV of Parkland Beach
2008 – County of Lac La Biche	2019 – BAILS: Baptiste & Island Lakes Stewardship
2009 – Not Awarded	2020 – Lake Isle & Lac Ste Anne, Water Quality Mgmt. Society
2010 – Don Davidson, SV of Grandview	2021 – Living in Harmony, SV of Crystal Springs
2011 – Kelly Aldridge, SV of Seba Beach	2022 – Pigeon Lake Watershed Association
2012 – Sylvan Lake Management Committee	2023-
2013 – Glen Usselman, SV of Sunrise Beach	2024-
2014 – Pigeon Lake Watershed Association	2025-

13



# ASSOCIATION OF SUMMER VILLAGES OF ALBERTA POLICY MANUAL

## Schedule "B"

### McIntosh Bulrush Award – Nomination Form

Nominee Name: Click or tap here to enter text.

Nominee is a:

- Summer Village
- Organization
- Individual

Name of Working Titles of Project (if applicable)

Click or tap here to enter text.

Address of Nominee:

Street No. Click or tap here to enter text.

Municipality: Click or tap here to enter text.

(summer village, village, town, city, county)

Province: Alberta

Postal Code: Click or tap here to enter text.

Telephone No. Click or tap here to enter text.

Email: Click or tap here to enter text.

Nominated by: Click or tap here to enter text.

Telephone No. Click or tap here to enter text.

Email: Click or tap here to enter text.

---

Signature of Nominee

---

Date of Nomination

## ASSOCIATION OF SUMMER VILLAGES OF ALBERTA POLICY MANUAL

Complete your nomination using the following headings:

*Project Description – What was/were the objectives of the initiative?*

Click or tap here to enter text.

*Summary of Activity – Describe the results/successes of the initiative or, in the case of an individual award, the accomplishments of the individual.*

Click or tap here to enter text.

*When did the achievement or activity begin and if complete, end?*

Click or tap here to enter text.

*Where was the project conducted?*

Click or tap here to enter text.

If required, attached additional information.



# ASSOCIATION OF SUMMER VILLAGES OF ALBERTA POLICY MANUAL

<b>Policy Title:</b> McIntosh Bulrush Award	<b>Policy Type:</b> Operational Program Governance 300
	<b>Policy No.</b> 302
<b>Approved</b>  <b>Res. No.</b> 2021-18 <b>Date:</b> Mar 15, 2021	<b>Revised</b>  <b>Res. No.</b> <b>Date:</b>

## Preamble

ASVA is committed to recognizing lake stewardship which includes commitment to preservation, protection, enhancement or sustainability of an Alberta lake, lakeshore or its watershed. As such, each year the ASVA, at the annual fall conference, will present the McIntosh Bulrush Award to an individual or organization that exemplifies lake stewardship activities.

## Policy

Recipients are those who have used their personal time and/or professional knowledge or skills, to improve the environment of any Alberta lake, any lake shore or its watershed and to increase awareness of the lake wellness issues to Summer Village residents.

Nominations will be judged based on:

1. Commitment to preservation, protection, enhancement or sustainability of an Alberta lake, lakeshore or its watershed
2. The positive, tangible and long-term impact on the quality of a body of water or its watershed
3. The positive, tangible and long-term impact on the public attitudes towards the health of a body of water or its watershed
4. Demonstration of leadership and/or cooperation between groups to achieve any of the above.

## Nomination Process:

1. The request for nominations shall be distributed to the membership starting in June of each year. The request shall be in the format outlined in Schedule "A"
2. The nomination should include the following:
  - a. Project Description: What was/were the objectives of the initiative.
  - b. Summary of Activities: Describe the results of the initiative or, in the case of an individual award, the accomplishments of the individual.
  - c. When did the achievement or activity begin and, if complete, when did it end.
  - d. Where was the project conducted.

## ASSOCIATION OF SUMMER VILLAGES OF ALBERTA POLICY MANUAL

3. The nomination sheet must be signed by the nominee or the designated officer representing a group of nominees or a council. See Schedule "B" of this policy: McIntosh Bulrush Award – Nomination Sheet.
4. Nomination deadline shall be August 31<sup>st</sup> of any year for presentation at the annual fall convention. An electronic submission is acceptable.
5. Nominations will be reviewed by the Board of the ASVA who will render a decision on or before the September board meeting in that year. If the nomination is not supported, the nominator/s will be notified. If the nomination is supported, the recipient and the nominators will be notified.
6. The recipient will be invited to the year's annual convention free of charge where an official presentation will be held. If the recipient is a group or organization, two representatives of the group or organization, will be invited free of charge.

The award will be a trophy, similar to that identified in Schedule "C" of this policy.

Subject **Join MLC to discuss recommendations on intermunicipal collaboration**  
From Cathy Heron <president@abmunis.ca>  
To Dory Sample <cao@birchcove.ca>  
Date 2023-06-06 16:59



- Draft Recommendation on the Future of Intermunicipal Collaboration.pdf (~953 KB)

Dear Mayors, Councillors and CAOs,

Join us at Summer [Municipal Leaders Caucus](#) (MLC) to provide feedback on the attached draft Recommendations for the Future of Intermunicipal Collaboration. [Register](#) today for a MLC which runs from 10:00am to about 3:00pm June 13 in Diamond Valley, June 14 in Delburne, June 20 in Wembley, June 21 in St. Paul and June 22 Spruce Grove (with a virtual option).

Findings of ABmunis [Future of Municipal Government](#) (FOMG) project so far point to the importance of collaboration to building thriving communities. At the end of March almost 300 representatives from municipalities large and small of all types from across Alberta discussed collaboration at our President's Summit on FOMG. The draft recommendations are informed by these discussions.

The recommendations focus on opportunities for:

- The province to enhance legislation, policy and funding supports for collaboration
- Municipal associations to model collaboration and provide guidance and capacity building support
- Municipalities to learn from successes and challenges to enhance their collaborations.

I hope you will join us for this important conversation along with interactive sessions on water, follow-up on the provincial election, locally selected topics and updates on priority work ABmunis is undertaking for you.

Thank you!

Cathy Heron | President

E: [president@abmunis.ca](mailto:president@abmunis.ca)  
300-8616 51 Ave Edmonton, AB T6E 6E6  
Toll Free: 310-MUNI | 877-421-6644 | [www.abmunis.ca](http://www.abmunis.ca)



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*We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.*

18

# Recommendations on the Future of Intermunicipal Collaboration



 **Alberta  
Municipalities**  
Strength  
In Members

DRAFT FOR FEEDBACK



# Table of Contents

- Executive Summary.....4
- Purpose.....5
- Future of Municipal Government Project .....5
- Background .....6
- Recommendations.....7
  - Changes to Policy and Legislation .....7
    - 1. Definition Clarity .....7
    - 2. Accountability to the MGA .....7
    - 3. Non-Contiguous Neighbour Collaborations and Amalgamations .....8
    - 4. Tools to Support Cost-Sharing .....8
  - Changes to Funding Programs and Capacity-Building Supports.....9
    - 1. Funding Programs .....9
    - 2. Capacity-Building Supports .....10
  - Best Practices to Support Effective Collaboration .....11
    - 1. Create a Culture of Collaboration .....11
    - 2. Get to Know Each Other .....11
    - 3. Be Strategic About Your Collaborations .....12
  - Topics Requiring Further Consideration .....12
    - 1. Associations to Model Collaboration .....12
    - 2. Broader Collaborations .....13
    - 3. Amalgamation .....13
    - 4. Mediation and Arbitration Bias .....13
    - 5. Viability .....13
- Summary ..... Error! Bookmark not defined.

# Executive Summary

Alberta Municipalities (ABmunis) has undertaken the [Future of Municipal Government](#) (FOMG) project to explore options for addressing critical municipal issues, such as municipal structure, climate adaptation, and leadership. One early outcome from the FOMG project is the reaffirmation that collaboration is an essential element of municipal governance. This report makes collaboration recommendations based on the common themes we heard from municipalities (ABmunis members and other municipalities) about their experience with Intermunicipal Collaboration Frameworks (ICFs).

The report outlines recommendations for improving intermunicipal collaboration in Alberta through:

- Changes to policy and legislation.
- Updates to funding programs and capacity-building tools.
- Best practices for collaboration.
- Topics requiring further consideration.

The report highlights the need for the provincial government to:

- Provide greater clarity and specific definitions in legislation.
- Improve the dispute resolution framework in legislation.
- Require accountability to ICFs.
- Support non-contiguous ICFs and exploring the possibility for non-contiguous amalgamations.
- Provide best-practice tools to support appropriate cost-sharing and joint economic development.

Many municipalities have a limited capacity for collaboration, meaning that the province needs to invest in:

- Funding collaborative initiatives, amalgamation exploration and implementation, and Growth Management Boards (GMBs).
- Supporting ABmunis and Rural Municipalities of Alberta (RMA) to update the ICF Workbook based on best practices.
- Collaborating with ABmunis and RMA to provide additional support for intermunicipal training, conflict resolution and facilitation, and shared resources.

Municipalities themselves can foster good intermunicipal collaborations by:

- Creating a culture of collaboration.
- Getting to know neighbouring municipalities and partners.
- Being strategic about collaborations.

During engagement, municipalities also identified topics for further consideration, including collaboration potential between ABmunis and RMA, broader collaboration with non-municipal partners, and perceived mediator and arbitrator bias.

The recommendations in this report will inform ABmunis' submission for the upcoming provincial review of ICFs in fall 2023. They will also guide our ongoing work with Municipal Affairs, RMA, and other municipal partners to support collaboration.

## Purpose

Collaboration is essential for Alberta municipalities looking to tackle the challenges of municipal governance, including increasing service expectations from community members, downloading of responsibilities from the province, financial pressures, climate change and complex societal challenges. ABmunis has undertaken the FOMG project to explore options for addressing critical municipal issues.

Municipalities have shared their perspectives on how to improve current collaboration efforts, particularly ICFs. This report summarizes recommendations on how to optimize municipal collaboration and identifies actions for both the provincial and municipal levels of government, as well as the municipal associations.

*The report is broken into four main recommendation sections:*

1. Changes to policy and legislation.
2. Updates for funding programs and capacity building tools.
3. Best practices for intermunicipal collaboration.
4. Topics that require further consideration.

*One early outcome from the FOMG project is the reaffirmation that collaboration is an essential element of municipal governance.*

## Future of Municipal Government Project

ABmunis launched the FOMG project in 2022 in response to the wide array of pressures that municipalities face. We partnered with the School of Public Policy at the University of Calgary to develop research papers that would serve as the foundation for dialogue on how to mitigate these pressures. The FOMG project is intended to explore and assess the options for municipal government structures that enable municipalities to build thriving communities into the future. One of the main project findings is the reaffirmation that intermunicipal collaboration is key to success. More information about the project is available on the [ABmunis FOMG webpage](#).

This report supports the FOMG project by making key recommendations to strengthen intermunicipal collaboration. These recommendations were developed using engagement feedback from the 2023 President's Summit on the Future of Municipal Government that included municipalities of all types and sizes from throughout Alberta, the 2023 Summer Municipal Leaders Caucus, and ongoing dialogue with municipal officials and administrators. The recommendations will inform ABmunis' submission for the upcoming provincial review of ICFs in fall 2023. They will also guide our ongoing work with Municipal Affairs, RMA, and other municipal partners to support collaboration.



## Background

Municipalities currently face a variety of challenges:

- Community members within a municipality are constantly changing and often have increasing expectations for service provision, resulting in significant budget pressures.
- Municipalities are subject to the downloading of responsibilities from the provincial government without any accompanying increase in funding sources and revenue.
- Municipalities are at the epicentre of many complex societal challenges like homelessness, extreme weather (fires and floods), and economic recession.

Municipalities' collective experience confirms that collaboration is essential to overcome these challenges. The *Municipal Government Act* (MGA) was amended in 2017 to require collaboration between neighbouring municipalities, leading to the completion of 440 ICFs.

## While collaboration is a long-standing tradition in Alberta, ICFs are relatively new, and the municipal experience has been widely varied.

Including collaboration as a municipal purpose in the MGA meant that collaboration became mandated rather than voluntary, with specific requirements outlined in the legislation. Broadly, ICFs require municipalities to:

- Assess whether collaboration would bring better effectiveness and efficiency to service provision at a regional scale.
- Determine how service delivery will be provided when collaborating.
- Negotiate various other ICF agreement details, including a dispute resolution framework.

When intermunicipal collaboration was mandated through ICFs, each municipality had three years to complete both their ICF and, where applicable, an Intermunicipal Development Plan. Some municipalities had only one ICF to complete. Others had many – some rural municipalities had to complete upwards of 15 to 20 ICFs. Also, the timelines and details of what was required in ICFs changed over time and was impacted by the COVID pandemic. In the end, this change to the MGA triggered a significant amount of work across the province in a short period of time, with mixed outcomes – some enthusiastically successful, some not at all successful, and everything in between. Some of the earliest ICFs led the charge and set the expectations for what an ICF should include. Other ICFs were completed at a very high level, with limited details, to comply with the legislated timeline. Municipalities are also required to review their ICFs within seven years from initial signing, or sooner if the parties agreed to a specific review timeline in their ICF. ABmunis anticipates municipalities benefiting from lessons learned and best practices identified through these reviews.

Just as Alberta is a widely diverse province, the municipal experience of ICFs was widely varied. Some municipalities found the experience strengthened already strong collaborative relationships. For others, the ICFs added strain to already tense relationships, or created strain where none had existed before. And in some cases, ICFs opened the door to collaboration in a way that hadn't been available previously. In listening to our municipalities, we learned that there is no single way to successfully collaborate.

Regardless of the outcome, negotiating ICFs has been a new experience for all Alberta municipalities and, like most significant undertakings, this process will benefit from continuous reflection and improvement. Based on our learning from the first round of negotiations, ABmunis is recommending changes to ICF legislation as well as enhanced support for municipalities to improve the ICF experience for the upcoming mandatory reviews.



# Recommendations

ABmunis learned through engagement that the ICF legislation needs more clarity in several areas to avoid disagreement on collaboration parameters. Municipalities also need more supports and tools to enable them to develop appropriate partnerships.

**The legislation does not need to add rigidity, but rather clarity on what needs to be addressed in ICFs and flexibility around how each municipal collaboration finds solutions.**

## Changes to Policy and Legislation

The success of ICFs depends on the legislative framework that regulates them. Based on our learnings from the first round of ICF negotiations, ABmunis recommends several key legislative changes to enhance the effectiveness of municipal collaborations into the future.

### 1. Definition Clarity

- **Basic ICF Services:** ABmunis recommends that a clear list of required ICF services be articulated in the legislation. This list should include basic municipal services such as transportation, water, wastewater, stormwater, waste management, emergency services, and recreation, while also allowing for other services to be addressed if necessary, such as libraries, cemeteries, school sites, FCSS. Like the MGA provisions for Intermunicipal Development Plans, if both municipalities agree that they do not need to address specific services in their ICF, it should not be mandatory to do so. Any municipality can revoke this agreement by giving written notice. ICFs can then be amended to include these specific services within one year.
- **GMB Municipalities:** For municipalities included in a GMB where any basic ICF service (as defined above) is not included in the GMB's agreements and plans, we recommend that the MGA require they be addressed. It is important that both the coordination and cost-sharing aspects of all basic ICF services be agreed to through either an ICF or alternate binding agreement.
- **Third-Party Services:** There is significant confusion and inconsistency as to how third-party services are addressed in ICFs. ABmunis recommends providing clear guidance on what types of third-party services should be included and in what circumstances. Our intent is to enable municipalities to explore collaboration on cost-sharing to support intermunicipal services rather than intervene in service delivery. Many services provided by third parties offer community members and businesses essential services for a complete community. Considering these services as part of the ICF process helps support a more regional approach to service delivery. The collaboration process in these cases could involve school boards, health boards, agricultural societies, major companies, and non-profit organizations. However, the nature of third-party service delivery is complex, so further review is required before a clear legislative definition is created.
- **Dispute Resolution Requirements:** ICFs must include a dispute resolution process, with sample options provided in the ICF Workbook. However, many municipalities prefer to have a clearly defined, minimum-standard approach included in the legislation so that they can focus on negotiating the content of the ICF rather than the negotiation process, especially when relationships are strained.

### 2. Accountability to the MGA

- **Order to Comply:** In instances where arbitration awards have been made, but are not being followed, ABmunis recommends that the MGA require a Ministerial order to ensure the municipalities in question comply with the arbitrator's award. Current practice shows that the Ministerial order is discretionary, so municipalities whose neighbours are non-compliant must resort to applying for an order from the Court of



King's Bench, which is time consuming. If a municipality applies for a judicial review of the arbitrator's award, we recommend that the municipality in question be required to comply with the award until the judicial review is complete.

### 3. Non-Contiguous Neighbour Collaborations and Amalgamations

ICFs are intended to support a more regional approach to service delivery. In some situations, having multiple municipalities party to an ICF, and even amalgamation, should be considered. The current legislation enables multi-party ICFs, but in practice few have been created.

- **Awareness:** Municipal Affairs, ABmunis, and RMA should continue to build awareness that ICFs can be used multi-laterally and there is no legislation limiting municipalities from collaborating with non-contiguous neighbours. Additional learnings from any existing multi-lateral ICFs should be developed and included in the ICF Workbook.
- **Non-Contiguous Amalgamation:** Based on the feedback, non-contiguous amalgamation should be explored, along with its inclusion in legislation. The application process for non-contiguous amalgamation may require different information to demonstrate benefits and mitigate risks. Ultimately, amalgamations are at the discretion of the Minister and no change to that authority is recommended. However, flexibility in the legislation would allow municipalities in unique situations to explore what could work best for their area.
- **Interim Measures:** **For municipalities interested in non-contiguous amalgamation, we would like to emphasize that non-contiguous ICFs are a good place to begin.** Amalgamations are labour-intensive, so starting to align systems (i.e., financial, IT, bylaws) and sharing resources can provide practical experience working together and be beneficial should amalgamation become possible.

### 4. Tools to Support Cost-Sharing

- **Cost-Sharing Options:** **Many municipalities would like to see a set of recommended cost-sharing methods and ABmunis members passed a [2022 resolution](#) calling for guidance on this topic. Having a set of recommended best practices supported by Municipal Affairs, RMA, and ABmunis would allow municipalities to identify the type of cost-sharing most appropriate to their situation.** We do not recommend instituting a cost-sharing formula that would apply to all municipalities because we know that one size does not fit all. Lessons from similar cost-sharing experiences, such as off-site levies, are pertinent. Municipalities must clearly define the service, its costs, and the benefitting areas (or catchment areas) for off-site levies. These cost-sharing options can also address what the benefit is – whether that is direct use, or the ability to use. For example, in some situations, benefit is defined by how much of a service each user consumes (i.e., water). In other situations, benefit is more about having the service available for use should it be needed (i.e., emergency or disaster services). An additional consideration is whether the service is considered necessary to attract economic development or essential workers (i.e., doctors) who typically expect high quality regional services and amenities. Providing a toolkit with background information on how cost-sharing techniques are used, and why and how benefit can be determined, would help municipal collaboration by providing a resource to begin conversations.
- **Joint Development Initiatives:** While ICFs and many municipal collaborations are about cost-sharing, there are also opportunities to include joint development best practices. **Many intermunicipal collaborations are about more than just sharing costs; they seek to enhance the region's economic and community development. This means that municipalities should consider how to work together to attract business to their region.** In these cases, joint development agreements may support both municipalities actively engaging in economic development because both will share in the financial benefits. RMA's October 2022 Municipal Structures Report suggests the use of Joint Development Areas in concert with Intermunicipal Development Plans to identify development areas and share in the costs and revenues the area generates. The report also suggests the use of Joint Economic Development agreements that are similar in terms of costs and revenue, but more regional in nature rather than specific to a single area. The development of best practices for such tools would be a good resource.



## Changes to Funding Programs and Capacity-Building Supports

In addition to legislative changes, municipalities need financial, knowledge, and skill supports to build capacity and enable effective collaboration efforts.

### 1. Funding Programs

Successful collaboration requires significant time and energy to build relationships and develop mutual understanding. Collaboration grants have been available for many years, but an additional focus on grants and timing is critical to support ongoing efforts.

- **Additional Funding:** Municipalities need additional funds above what is currently available for the sole purpose of collaboration. It is not enough to have grants available for those times when parties are in conflict. **Municipalities require additional funds to coordinate and prepare for collaboration during their ICF negotiations, which will help prevent conflict.** While grants are available, they are not adequate nor accessible to all who need them.
- **Grant Criteria:** There are currently grants available for collaboration initiatives. However, successful collaboration should be rewarded by giving higher priority to all provincial grant applications submitted by more than one municipality. Grants should also be available for situations where one municipality's financial resources are significantly different from their neighbours. These grants can be used to support equitable participation.
- **Efficient Process:** The grant process should be streamlined and timelier. Municipalities need to know what funds are available, when applications are required, and how long it will take to access grant funds once an application has been submitted. Municipalities currently struggle with the grant process. **Collaborations are often time-sensitive processes that emerge quickly based on opportunities. Grants need to be available and accessible on an ongoing basis so they do not halt progress.**
- **Amalgamation Funds:** The costs associated with exploring amalgamation are high and municipalities need more financial support to adequately assess whether an amalgamation is feasible and appropriate.
- **GMB Funding:** Like ICFs, the costs associated with coordinating and organizing collaboration for GMBs are high. **Municipalities would like to see stable, predictable funding for GMBs.**



*Stable and predictable funding is needed to build capacity for effective collaboration efforts.*



## 2. Capacity-Building Supports

While funding supports are a primary need for municipalities, there is also a need to help municipalities expand their capacity for collaboration.

- **Updated ICF Workbook:** The ICF Workbook, prepared in partnership by Municipal Affairs, RMA, and ABmunis, was a useful tool for the first round of ICF negotiations. Now, the workbook needs to be updated to reflect the practical experiences of the last five years and focus on best practices. The workbook will also need to be promoted again to raise municipal awareness of the tool.
- **Intermunicipal Collaboration Training:** Elected officials often ask about whether training specific to collaboration can be offered. ABmunis currently partners with RMA to teach the Elected Officials Education Program's Regional Partnerships and Collaboration course, so greater awareness of this program could be fostered. Skill development is also a useful first step in intermunicipal collaborations and feedback from participants who take the course with their neighbouring municipalities has been positive. **Whichever way the training is delivered, broader intermunicipal collaboration training is frequently requested.**
- **Conflict Resolution Option Awareness:** **Destigmatizing mediation and arbitration will go a long way towards enabling municipalities to use these supports effectively.** Many municipalities suggested that having a neutral third-party facilitator lead the negotiation process is a key strategy in reaching a positive outcome. However, there seems to be a sense that municipalities have failed if they cannot collaborate without external help. We recommend Municipal Affairs continue to work with ABmunis and RMA to demonstrate the value these supports offer based on the real experiences of municipalities across Alberta.
- **Facilitation Services:** **Many municipalities have suggested collaborations would benefit greatly from a free facilitation service provided by the province, similar to community development facilitators.** Municipalities have had many positive experiences with community development facilitators, knowing that this service is readily available when needed and doesn't come with the burden of unknown costs.
- **Shared Resources:** Shared systems and data is the first step to better collaboration. There is a clear benefit to municipalities working together to determine what financial, IT, and asset management data systems are used, and then aligning these systems so that data comparisons are more useful. Having apple-to-apple comparisons of data can mean the difference between getting to an agreement or stalling out. Municipalities have suggested that ABmunis and RMA could provide joint support for identifying options for common systems.

*Training, facilitation, shared resources, and destigmatizing mediation and arbitration are needed to expand municipality's capacity for collaboration.*

## Best Practices to Support Effective Collaboration

In addition to the recommendations above, municipalities have identified best practices that can be implemented in their everyday interactions to enhance collaboration. The following are some of the most frequently endorsed tips for municipalities to use today and into the future.

### 1. Create a Culture of Collaboration

- **Proactive Collaboration:** Municipalities should focus on the cultural aspects of collaboration. This means that relationships are built and fostered before any opportunities or challenges emerge. **Also, when new projects or opportunities do arise, partners should be brought to the table early so they participate in project ideation and key decisions impacting service delivery levels and funding options.**
- **Formal and/or Regular Arrangements:** One of the ways to foster ongoing relationships is to establish a cooperation protocol or a joint friendship committee that outlines the commitment to a relationship between two or more municipalities. These types of arrangements enable conversations that are far broader than those that focus only on ICF services and/or Intermunicipal Development Plans. Regular meetings between Councils, joint friendship committees, and/or Chief Administrative Officers (CAOs) provide an opportunity to better understand each municipality's unique circumstances.
- **Collaboration at All Levels:** Collaboration cannot and should not only take place between elected officials. **We should encourage collaboration between all levels of staff in municipalities, from the CAO to the grader operators.** We recommend enabling staff to develop joint recommendations for collaboration and then the elected officials only need to work out the most politically important components.
- **The Right Attitude and the Right People:** The right structure and commitments can get people part of the way down the road to collaboration, but the right attitude is the magic ingredient. Of course, there is no single "right" attitude, but what tends to work is leaving egos at the door by being a champion for regional benefits; staying positive and believing that collaboration is possible; and being solution-oriented when inevitable challenges arise. This sometimes means that the "right" people must be involved. **The right people aren't necessarily identified by their position; rather, they are the people that bring value to an initiative because they have the right set of skills for collaboration, as well as enough authority to make decisions and build momentum.**

### 2. Get to Know Each Other

- **Connect Socially:** Getting to know a neighbouring municipality's elected officials and staff goes a long way to supporting all types of community initiatives. If opportunities to connect socially are limited, at a minimum, municipalities can build social time into meetings and plan to have meals together. Ideally, municipalities should work on a diverse range of community initiatives together, including community boards and organizations. This will help build relationships that are robust, but also interconnected. Even when relationships are good, understanding what is challenging for neighbouring municipalities goes a long way towards supporting successful collaboration.
- **Learn About Your Neighbouring Municipality:** In addition to spending time together socially, elected officials and staff should take the time to learn more about the municipalities in their region. Do field trips and tours together as part of collaboration. Meet with community groups and companies doing business in the region. Talk about what's on each Council's agenda and strategic plan. **The more you understand about the opportunities and challenges your neighbour faces, the better you will be able to come up with joint solutions to regional issues.**



### 3. Be Strategic About Your Collaborations

For the most part, collaboration doesn't just happen. It takes vision, planning, and coordination to execute successfully. There are many recommendations in the ICF Workbook that have guided the current round of collaborations and negotiations, and based on the feedback of municipalities, a few themes stand out.

- Consider an ICF or a Potential Collaboration to be a Project: Develop a strategic plan for the collaboration by working together to set goals, parameters, decision-making authority, roles and responsibilities, communication protocols, and metrics for success.
- Plan for Data-Driven Decisions: Wherever possible, prepare the appropriate information and data that will be necessary to the conversation in advance. If municipalities do not have the same types of data, or need neutral technical advice, consider hiring an external third party to prepare data to be used by both parties in the negotiations. Alternatively, work towards having similar information systems in place so data comparison and analysis are easier. Make sure decision-makers have the information and data in advance of meetings so they can prepare and even meet with their Council to get feedback.
- External Expertise: Consider engaging appropriate expertise in facilitation, conflict management, and/or legal support for your situation. We have often heard that bringing in a neutral, third-party facilitator early on enabled a much more straightforward negotiation and supported team-oriented relationships. The facilitator can help you stay focused on your strategic objectives and create space for elected officials to focus on content rather than process. Legal support has also been highly recommended to ensure that agreements made through dialogue are supported by legal backing. It is critical to assess your municipality's needs and ensure that your legal support matches your circumstances – the wrong support can make the process much more challenging.
- Normalize Disagreements: Conflict is almost always going to arise. Intermunicipal collaboration involves complex topics with large impacts to community members and ratepayers. There can be big stakes involved. **Differences of opinion and perspective are part of the experience, but ultimately, it is how you address conflict that matters.** Having a dispute resolution process in place is important so that when disputes arise, there is an already-agreed-upon process to follow that is clear and known to all parties. **Then, focus on the issue, not the people involved.** Normalizing conflict can be done in many ways, but generally, it helps to assume that conflicts will arise, talk about how you will deal with conflict, stay calm, take breaks when needed, and stay committed to working through the hard discussions so that conflict isn't avoided, but managed.

### Topics Requiring Further Consideration

During our engagement, we identified additional topics for discussion outside of the provincial and municipal roles in collaboration. We believe these topics should be further explored to determine how they can complement collaboration initiatives.

#### 1. Associations to Model Collaboration

- Some municipal feedback highlighted a perception that the relationship between RMA and ABmunis is strained. Still, the two associations have demonstrated valuable strength when working together on common issues. Municipalities see this relationship as an opportunity for the associations to model collaboration to their members and show the benefits of collaboration at all levels. The associations can strengthen their relationship by jointly hosting events and intermunicipal conversations. We can also build on the success of the ICF Workbook by working together to update this important resource and coach municipalities on intermunicipal best practices.

## 2. Broader Collaborations

- Municipalities should consider expanding their collaboration efforts to other interested parties, such as school boards, community-based non-governmental organizations, and businesses. We acknowledge that we are missing the participation of our Indigenous neighbours in both formal and informal municipal collaboration. **We therefore recommend that municipalities implement the Truth and Reconciliation Commission's Calls To Action and start to build relationships with their Indigenous neighbours before expecting collaboration on regional issues.** ABmunis has developed a [Municipal Guide to the Truth and Reconciliation Commissions' Calls to Action](#) and regularly includes information on municipal-Indigenous relations at our events.

## 3. Amalgamation

- For many municipalities, changing the MGA to require collaboration has been viewed as a precursor to forced amalgamations. **Some municipalities fear what ICFs will ultimately lead to and agree that forced amalgamations would not be the right approach for most municipalities in Alberta.** While municipalities generally support intermunicipal collaboration, cases of more difficult and less successful ICF negotiations tend to be highlighted in the media. **Municipalities would benefit from hearing ICF success stories to bolster perceptions about how well intermunicipal collaboration can work.**
- We also recognize that for some municipalities, amalgamation has potential value. There are many expectations and assumptions about what amalgamation will offer to communities exploring this option. To help municipalities better understand the risks and benefits of amalgamation, the province could develop and share case studies specific to Alberta. For municipalities exploring amalgamation, additional support should be offered, with incentives for amalgamation should they decide to pursue this option.

## 4. Mediation and Arbitration Bias

- Municipalities generally support the use of mediation and dispute resolution options. However, some municipalities raised concerns that conflict resolution professionals may have an urban bias. Their perception is that because many conflict resolution professionals live in urban centres, they are biased in favour of urban municipalities.
- Professionally designated mediators (QMed or CMed) and arbitrators (QArb and CArb) are guided by professional ethical standards that are upheld by their regulatory board. These standards include being non-biased and having a neutral opinion of all parties involved in a dispute. Arbitrators make their awards based on the information presented to them and should not rely on their own body of knowledge, so awards should not reflect any inherent bias. Nonetheless, having a diverse range of conflict resolution professionals available to municipalities would be beneficial.

## 5. Viability

- Alberta is unique in having a viability review process that helps municipalities determine their ability to continue as a municipality or develop a plan that leads to viability. The process is intended to bring decision makers together and to enable communities to make decisions about their future based on an infrastructure study and viability review report. Municipal associations provided input on the development of the process and its evolution over the past decade. However, there is still opportunity for improvement.
- At their 2023 Convention, RMA members adopted a resolution to advocate for the Government of Alberta to enhance support for receiving municipalities in dissolutions resulting from the viability review process. Some ABmunis members have identified the need to greater support for those who decide to remain a municipality.
- The School of Public Policy is analyzing the process and outcomes of viability reviews and will release its findings in the fall, which provides the opportunity to discuss opportunities to enhance the process for all municipalities involved.



# Summary

Collaboration is the preferred approach to address the challenges that municipalities currently face with respect to both service delivery and complex social, economic, and environmental issues.

**The municipal experience with ICFs has highlighted the need for the provincial government to better support collaboration by providing clarity in legislation, adequate and streamlined funding programs, and capacity-building tools.**

Municipalities should identify best practices for collaboration and take the time to invest in intermunicipal relationships. The recommendations and tips presented in this report aim to improve the experience of upcoming ICF renegotiations and promote enhanced collaborations between Alberta municipalities.





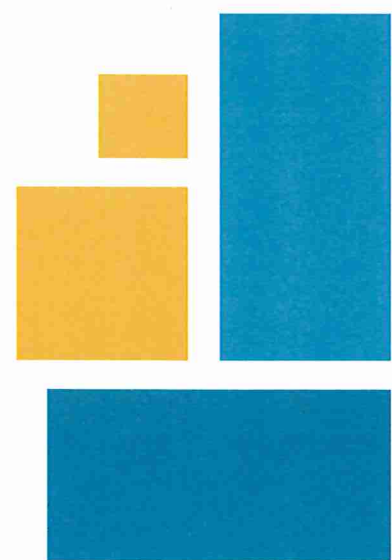


# Alberta Municipalities Strength In Members

## **Connect**

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[abmunis.ca](http://abmunis.ca)



**Fwd: TIME SENSITIVE: The Alberta Beach Snowmobile Club - Letter of Support / Submission Date Deadline: May 15, 2023**

Summer Village of West Cove <svwestcove@outlook.com>

Thu 5/11/2023 8:53 PM

To: wendy wildwillowenterprises.com <wendy@wildwillowenterprises.com>

📎 1 attachments (645 KB)

Letter of Support Alberta Beach Snowmobile Club .docx;

Get [Outlook for iOS](#)

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**From:** Marlene Walsh <marlenehwash@gmail.com>

**Sent:** Wednesday, May 10, 2023 9:24:01 PM

**To:** cao@birchcove.ca <cao@birchcove.ca>; cao@svnakamun.com <cao@svnakamun.com>; Rosshaven CAO <cao@rosshaven.ca>; Sandy Beach <svsandyb@xplornet.ca>; Yellowstone Office <office@svyellowstone.ca>; Summer Village of West Cove <svwestcove@outlook.com>; Al Christiansen <a.christiansen@valquentin.ca>

**Subject:** TIME SENSITIVE: The Alberta Beach Snowmobile Club - Letter of Support / Submission Date Deadline: May 15, 2023

Good Afternoon

The Alberta Beach Snowmobile Club is dedicated to continuous growth and safe snowmobiling.

ABSC is seeking financial support and approval for the acquisition of a new mechanical trail groomer, to replace existing equipment that has reached the end of its useful life.

On behalf of the Alberta Beach Snow Mobile Club, we are sharing the attached **template** and invite the municipalities in Lac Ste Anne County to complete and return it via email to Alan Christiansen at [a.christiansen@valquentin.ca](mailto:a.christiansen@valquentin.ca). Alternatively, you are welcome to draft your own letter of support and submit it if your wish.

The letters of support for the Alberta Beach Snowmobile Club (ABSC) application will be submitted with the Application for the Community Facility Enhancement Program (CFEP) Small Funding Stream. **The submission date deadline is Monday, 15, 2023, however, ABSC is hoping to submit the application prior to that date.**

We sincerely appreciate your support of this community initiative.

Thank you

Marlene Walsh  
for  
Deputy Mayor Alan Christiansen  
Summer Village of Val Quentin

33



# Summer Village of Birch Cove

May 12<sup>th</sup>, 2023

To Whom It May Concern

**Re: Alberta Beach Snowmobile Club (ABSC) – letter of support  
Community Facility Enhancement Program (CFEP) Small Funding Stream**

On behalf of the Summer Village of Birch Cove, please accept this letter of support for the ABSC's application to the small funding stream of the CFEP for the purchase of a new mechanical trail groomer.

Our community recognizes the importance of healthy minds and healthy souls, as well as offering safe and reliable opportunities for recreational activities while mitigating damage or stress on the environment. We believe the ABSC is a steward of this within our region, and their groomed trail system provides opportunities for all those who enjoy our winter wonderland. Obviously having a mechanical trail groomer is an important piece to providing this opportunity, and we encourage the Province to support this application and thereby give them the opportunity to continue to fulfill their mandate within our region.

We encourage the Province to support the ABSC in its ongoing efforts to provide an approved and groomed snowmobile trail within our area, and we thank-you for your consideration.

Yours truly,

Wendy Wildman  
Chief Administrative Officer  
Summer Village of Birch Cove

c.c. Council