



Intermunicipal Collaboration Frameworks: Do's and Don'ts

Do's

- Keep a record of attempting to engage in discussion.
 - Emails from administration to administration
 - Correspondence from council to council
 - Resolutions of council striking negotiating committees
- This record will be valuable in the event that arbitration is required. It will show what efforts have been made by each party in the ICF negotiation process.
- Get an independent party to act as facilitator of any negotiations.
 - Itemize all the existing agreements you may be a party to that include other municipalities.
 - Think carefully about all the services your municipality offers and consider exactly who benefits from each service you offer.
 - Remember that you have services (and expenses) outside of recreation facilities.
 - Providing municipal services to facilities like hospitals, schools and seniors residences that don't pay property tax.
 - Upgrading & maintaining infrastructure as a result of "fringe" developments outside your municipality.
 - Demonstrate a willingness to see the greater good.
 - Base your new cost sharing proposals on other good examples from across the province, or; base your new cost sharing proposals on agreements you and you ICF partner have on other services.
 - Be consistent in your position.
 - Narrow your scope to focus on your top priority items if resources and time are scarce.

Don'ts

- Accept an offer that that you feel is unfair.
- Be scared of arbitration; it offers an opportunity to have an independent third-party judge what is really fair.
- See your ICF partner as just a source of new revenue
- Accept an offer or approve a new agreement in isolation, without seeing how the discussion goes on all the other items.
- Forget about debt servicing when calculating the costs related to a facility.