TOOL D

Sample ICF Terms of Reference

Purpose: for two or more municipalities to prepare a terms of reference for an Intermunicipal Negotiating Committee.

Element	Questions to address
1. **Project objectives**	What outcomes do you collectively want from the ICF process?
2. **Roles and responsibilities**	Who sits on the negotiating committee, and what does each member do? List the INC membership.
3. **Frequency and location of meetings**	Where, when, and how often will you meet?
4. **Communication strategy**	How will councils stay in the loop and have their say? How will the public and the media hear how things are going? Each municipality has to work within its own public participation policy (MGA Part 7).
5. **Information sharing**	What will you share: service costs, how much a service gets used, assessment figures? In what form? How will you check it? If you are building a cost calculation model, each municipality has to show the facts, numbers, and assumptions it relies on *(s.708.29(1.5)).*
6. **Risk mitigation**	What could go wrong in the ICF process, and how will you handle it? Who keeps track, and who speaks up when a risk turns into a problem?
7. **Decision-making protocols**	How will you make decisions as you go? What power does the INC, or the IMC, hold? Do you need a facilitator or a mediator?
8. **Metrics of success**	What does success look like for each municipality?