



Intermunicipal Collaboration Framework Terms of References – City of Calgary, City of Chestermere, and Town of Cochrane

Electoral Division: All

File: N/A

Date:	April 28, 2026
Presenter:	Keagan Andrew, Intergovernmental Advisor
Department:	Intergovernmental and Regional Services

REPORT SUMMARY

This report seeks Council approval of the Intermunicipal Collaboration Framework (ICF) Terms of References for the City of Calgary, City of Chestermere, and Town of Cochrane projects. ICFs are mandatory agreements between neighbouring municipalities that provide a framework for the establishment of intermunicipal servicing. The ICFs outline intermunicipal service delivery, methods of service delivery, cost-sharing mechanisms, dispute resolution, and processes for the development of new servicing agreements. The three Terms of Reference documents provide an overview of governance, milestones, Council touchpoints, and budgets for each project and ensure that each project is completed prior to the November 30, 2027, deadline.

ADMINISTRATION’S RECOMMENDATION

THAT Council approve the City of Calgary – Rocky View County Intermunicipal Collaboration Framework Terms of Reference as presented in Attachment A.

THAT Council approve the City of Chestermere – Rocky View County Intermunicipal Collaboration Framework Terms of Reference as presented in Attachment B.

THAT Council approve the Town of Cochrane – Rocky View County Intermunicipal Collaboration Framework Terms of Reference as presented in Attachment C.

BACKGROUND

Intermunicipal Collaboration Frameworks (ICF) are statutory agreements created between two or more municipalities that share a common boundary. These documents aim to promote cooperation and coordination between neighboring municipalities regarding equitable shared service delivery.

Section 708.28 of the *Municipal Government Act* states that these documents outline intermunicipal services, the method of service delivery, cost-sharing mechanisms, dispute resolution, and an approach to the development of new servicing agreements between municipalities. They may consist of any shared service agreed upon by both municipalities, but must consider the following mandatory services:

- Solid waste;
- Recreation;
- Water and wastewater;
- Emergency services; and
- Transportation.

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Following the dissolution of the Calgary Metropolitan Region Board, Rocky View County is now required to negotiate ICFs with the City of Calgary, the City of Chestermere, and the Town of Cochrane by November 30, 2027.

ANALYSIS

Administration has coordinated with each of Rocky View County's (the County) partners on the Intermunicipal Collaboration Framework (ICF) project to ensure a consistent approach. Terms of Reference (TOR) have been drafted for each of these projects, with each TOR sharing an overall approach with individual considerations for the specific needs of each project. This will allow a consistent approach to each ICF and ensure that these projects are completed by the November 30, 2027, deadline.

Each project is planned in phases to prioritize completion by this date. The project team plans to have the first draft of each ICF agreement complete by Q4 2026, with the goal of completing further negotiation and refinement through 2027 and the final draft ICF agreements completed by August 2027.

The TOR outlines the roles and responsibilities of Administration, the Intermunicipal Committees, and Council in the ICF project process. Administration is responsible for completing the project work, including identifying service areas and developing the draft ICF. The Intermunicipal Committee is responsible for providing recommendations to the administrative working groups, identifying issues and opportunities and recommending approval of the ICF. Council is responsible for the approval of the TOR and the final ICF.

Each ICF TOR was reviewed and endorsed by each of the respective Intermunicipal Committees with no amendments. To ensure alignment, the County has coordinated with each ICF partner to approve the ICF TOR on the following dates:

- City of Calgary – June 19, 2026;
- City of Chestermere – April 28, 2026;
- Town of Cochrane – May 4, 2026.

COMMUNICATIONS / ENGAGEMENT

Rocky View County (the County) will conduct high-level communication activities on the Intermunicipal Collaboration Framework (ICF) projects, as appropriate, in collaboration with the Intermunicipal Development Plan project team. The Town of Cochrane has indicated that it intends to conduct high-level engagement on the ICF project in a targeted and proportionate manner, recognizing that the ICF primarily addresses service delivery and cost-sharing mechanisms. The County will conduct equivalent engagement with its residents to ensure equitable resident participation in all engagement activities. This process will be aligned with the engagement process for the development of a new Intermunicipal Development Plan with the Town of Cochrane.

IMPLICATIONS

Rocky View County (the County) and its partners have received grant funding through the Alberta Community Partnership Intermunicipal Collaboration program valued at \$200,000 per project. This funding will be split between the Intermunicipal Collaboration Framework project and the Intermunicipal Development Plan and is anticipated to meet all project needs. No additional budget is required for this project.

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Intermunicipal

Approving these ICF TORs will align the County with its legislative requirements and demonstrate a commitment to collaboration with its regional partners.

STRATEGIC ALIGNMENT

Completing ICF with the City of Calgary, City of Chestermere, and Town of Cochrane is a legislative requirement under Section 708.28 of the *Municipal Government Act*.

Key Performance Indicators		Strategic Alignment
Effective Service Delivery	SD2: Services are resourced and delivered to specific groups as intended, and citizens are satisfied with the outcomes	SD2.1: Citizens satisfied with the range of County services available/delivered
Financial Prosperity	FP2: Ensuring the County remains financially sustainable for future generations	Choose an item.
		Completing ICFs with these partners will allow the County to work with its partners to ensure that residents have continued access to high-quality services in neighbouring municipalities.
		Completing ICFs will allow the County to develop a process and criteria to ensure that new servicing agreements provide value to County residents and improve access to services.

ALTERNATE DIRECTION

Alternate Direction

THAT Council directs Administration to work with the Intermunicipal Collaboration Framework partners to amend the Terms of Reference.

Amending the Intermunicipal Collaboration Framework Terms of Reference documents will allow further specification for each project. Further amendments to this document will delay completion of this project and may prevent the completion of the Intermunicipal Collaboration Framework projects by the November 30, 2027, completion date.

ATTACHMENTS

Attachment A: City of Calgary – Rocky View County Intermunicipal Collaboration Framework Terms of Reference

Attachment B: City of Chestermere – Rocky View County Intermunicipal Collaboration Framework Terms of Reference

Attachment C: Town of Cochrane – Rocky View County Intermunicipal Collaboration Framework Terms of Reference

APPROVALS

Manager:	Devin LaFleche, Manager, Regional Planning
Executive Director/Director:	Amy Zaluski, Director, Intergovernmental and Regional Services
Chief Administrative Officer:	Reegan McCullough, Chief Administrative Officer