



**ROCKY VIEW  
COUNTY**



## **Project Management Plan**

**Rocky View County**

**&**

**City of Airdrie**

**Master Shared Servicing Agreement**



<b>Project Name</b>	Rocky View County & City of Airdrie – Master Shared Servicing Agreement (MSSA)
<b>Project Number</b>	XXXX-XXX
<b>Project Sponsor</b>	Amy Zaluski, Paul Schulz
<b>Project Team</b>	Ben Manshanden, Project Lead (RVC) – Leona Esau, Project Lead (Airdrie)
<b>Project Need</b>	Rocky View County and the City of Airdrie have a long history of cooperation and collaboration across a number of areas. Both municipalities are members of the Calgary Metropolitan Region Board (CMRB), and are thus exempt from the legislated requirement for municipalities with shared boundaries to complete Intermunicipal Collaboration Frameworks, which govern shared services between municipalities. However, it has become apparent that the CMRB Servicing Plan will not meet the needs of the two municipalities to collaborate on services that benefit residents and businesses in both municipalities. This Master Shared Servicing Agreement (MSSA) would reaffirm our commitment to a collaborative intermunicipal relationship, and provide a governance structure for current and future shared service agreements.
<b>Project Scope and Description</b>	<p>The Master Shared Servicing Agreement (MSSA) development includes the follow key considerations:</p> <ul style="list-style-type: none"> <li>➤ a dispute resolution clause;</li> <li>➤ provide a plan for how any existing or new services will be implemented (financing and service delivery); and</li> <li>➤ a review period of no more than five years.</li> </ul>
<b>Project Outcome</b>	<p>The MSSA will provide clarity on municipal service delivery related to: Emergency Management (including Fire), Recreation, Solid Waste, Transportation and Water and Waste Water, or other services as appropriate. It will identify whether a service is delivered through a partnership between the two municipalities, separately or through cooperation with a third-party entity. Ultimately, clarity on which services and how they are delivered will result in the equitable and effective delivery of essential services that benefit residents and businesses of the City of Airdrie and Rocky View County.</p> <p>The MSSA will serve as a guidance document for the negotiation of current and future shared services. It will be a high-level agreement that serves as a roadmap for how individual agreements on shared services will be reached. It will provide principles for future shared services agreements and an overarching framework for dispute resolution.</p>



Work Plan

<b>Master Shared Servicing Agreement Work Plan</b>		
Work Item	Work Breakdown	Responsibility
<b>Phase 1 (May 2021 – September 2021)</b>		
1.1 Work Plan	1.1.1 Work plan template	Team Lead
	1.1.2 Share and finalize work plan	Team Lead
	1.1.3 Finalize internal team members	Team Lead
1.2 Data Collection and Overview	1.2.1 Stakeholder identification	Team Lead
	1.2.2 Review existing service agreements	Team Lead
	1.2.3 Identify potential areas of collaboration on services (new & existing)	Team Lead
	1.2.4 Identify if technical studies are required for particular services	Team Lead Subject Matter Experts
1.3 Administrative Collaborations & Project Launch	1.3.1 Administration Team Leads meet	Team Lead
	1.3.2 Confirm meeting outcomes / notes	Team Lead
	1.3.3 Create Terms of Reference for MSSA	Team Lead
	1.3.4 Bring ToR to IMC for review	Team Lead
	1.3.5 Present Joint ToR to respective Councils for adoption	Team Lead [Respective Councils]
	1.3.6 Report back to respective Administrations on outcomes of Council meetings	Team Lead
<b>Phase 2 (September 2021 – December 2021)</b>		
2.1 Establish Elected Review Committee	2.1.1 Identify committee members for the MSSA Review Committee (IMC)	Team Lead
	2.1.2 Recommend appointment of identified committee members to MSSA Review Committee	Team Lead
	2.1.3 Determine initial meeting for Review Committee – agenda, location etc.	Team Lead
	2.1.4 Kick-off Review Committee meeting (outcomes and goals) – establish agreement on which areas require future agreements	Team Lead Review Committee
2.2 Facilitate Meetings between SMEs	2.2.1 Identify subject matter experts who are knowledgeable in service areas to be included in MSSA	Team Lead
	2.2.2 Facilitate meetings between SMEs from each Administration	Team Lead Subject Matter Experts
	2.2.3 Determine scope of service delivery (individual, intermunicipal or third-party)	Team Lead Subject Matter Experts
	2.2.4 Determine implementation plan for new or expanded service (infrastructure, financing, service delivery)	Team Lead Subject Matter Experts
	2.2.5 Include reference to service agreement (current or future) in MSSA	Team Lead



Phase 3 (January 2022 – March 2022)		
3.1 Rough Draft	3.1.1 Draft Table of Contents	Team Lead
	3.1.2 Finalize MSSA requirements	Team Lead
	3.1.3 Determine term of MSSA, review methods, and dispute resolution clause	Team Lead
	3.1.4 List required services and delivery methods	Team Lead
	3.1.5 Summarize implementation plans for shared services (financing, infrastructure, delivery etc.)	Team Lead Subject Matter Experts
	3.1.6 Create Draft MSSA	Team Lead
	3.1.7 Legal review of Draft MSSA	Team Lead Legislative Services External Lawyer
	3.1.8 Present Draft MSSA to Review Committee	Team Lead Review Committee
3.2 Final Draft	3.2.1 Update Draft with feedback from Review Committee	Team Lead
	3.2.2 Final Review by Review Committee	Team Lead Review Committee
	3.2.3 Edit/Review	Team Lead
	3.2.4 Legal Review (if necessary – substantive changes) of Final MSSA	Team Lead Legislative Services External Lawyer
	3.2.5 Formatting – Communications branding	Internal Support (Comms)
	3.2.6 Adopt Final Draft of MSSA, obtain sign-off and post on websites	Team Lead [Respective Councils]

**Budget**

Budget Breakdown	
Budget Item	Cost of Budget Item
Staff Overtime	\$0
Mileage	\$0
Legal Review (equally shared by parties)	\$5,000
<b>Total</b>	<b>\$5,000</b>



Risk Analysis

<b>Risk Analysis</b>		
Description of Risk	Probability of Risk	Risk Mitigation
Political: Elected officials disagree on vision or direction of MSSA	Low-Medium	<ul style="list-style-type: none"> <li>- Use mediation techniques to resolve</li> <li>- Build time into process and add facilitated discussion / mediation process into joint ToR</li> </ul>
Economic: SMEs disagree on particulars of a shared service (overall vision, cost-sharing, technical details etc.)	Low	<ul style="list-style-type: none"> <li>- Use mediation techniques to resolve</li> <li>- Build time into process and add facilitated discussion / mediation process into joint ToR</li> </ul>
Stakeholders: residents / business disagree with the process	Very Low	<ul style="list-style-type: none"> <li>- Ensure services meet needs of residents/business who will access them through careful study, and consultation (if needed)</li> </ul>

Project Approval

**Project Sponsor:** \_\_\_\_\_ **Project Sponsor (Signature) (RVC):** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Project Sponsor:** \_\_\_\_\_ **Project Sponsor (Signature) (CoA):** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Project Team Lead:** \_\_\_\_\_ **Project Team Lead (Signature) (RVC):** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Project Team Lead:** \_\_\_\_\_ **Project Team Lead (Signature) (CoA):** \_\_\_\_\_

**Date:** \_\_\_\_\_