



**TOWARDS TOMORROW:
TOGETHER**

The Municipal District of Taber and the Town of Taber
Intermunicipal Collaboration Framework Agreement

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FOREWORD

The Municipal District of Taber and the Town of Taber share more than a name and a border; we share a history, we share common goals, and we share our futures. From the turn of the twentieth century to now, our local governments have worked hand-in-hand with our citizens to make our region one of the greatest areas to thrive in Alberta.

With homesteaders pioneering the area in the late 1890's, the region saw its economic beginnings in farming and coal mining. From our vast agricultural base to our energy sector and every industry in between, there is no shortage of that pioneering determination to be found in residents and businesses alike. Although our two municipalities have seen our fair share of feast and famine, the resilience of our residents demonstrates the indomitable spirit that continues to make Taber and area such a great place to grow.

With this Intermunicipal Collaboration Framework Agreement, both the Municipal District of Taber and the Town of Taber can collaborate toward creating a better future for our residents every day. Where we can maximize our potential together to offer services of enhanced public value for our residents, we will aim to make that a priority. Some services are better delivered jointly while others make more sense to keep separated, but the Town of Taber and the Municipal District of Taber will always consider what is best for our citizens when those decisions are made.

This Framework is our collaboration commitment to our residents. We are working towards tomorrow: together.

WHEREAS the Municipal District of Taber and the Town of Taber share a common border; and

WHEREAS both municipalities share common services and interests and have a desire to work together to provide services to their residents; and

WHEREAS the *Municipal Government Act* requires that municipalities sharing a common border develop matching Intermunicipal Collaboration Frameworks with each other that describe the services that benefit residents in more than one of the municipalities, and which of these services are best administered with a shared intermunicipal approach and further, how those same services are to be delivered and funded.

NOW THEREFORE, by mutual covenant of the Municipal District of Taber and the Town of Taber, it is agreed as follows:

1. APPROVAL RESOLUTION

This “Intermunicipal Collaboration Framework” was approved by the Municipal District of Taber and Town of Taber through resolution as follows:

Municipal District of Taber: Resolution C-2020-6356 (April 28, 2020)

Town of Taber: Resolution 179/2020 (April 27, 2020)

2. DEFINITIONS

In this Framework:

Act	means any Act of the Legislature of Alberta, as amended from time to time;
Administration	shall refer to the Administrative Staff of the respective municipality, and is inclusive of the Chief Administrative Officer;

Bylaw	shall mean a bylaw of either the Town of Taber or the Municipal District of Taber;
Chief Administrative Officer	refers to the member of Administration appointed by resolution of Council to carry out executive and administrative duties as prescribed by the <i>Municipal Government Act</i> . This term is synonymous with "CAO" for the purposes of this Framework;
Council	means the duly-elected Council for either the Town of Taber or Municipal District of Taber and is inclusive of the Chief Elected Official unless otherwise noted;
Councillor	refers to a Councillor of either the Municipal District of Taber or the Town of Taber, and in this instance includes the Chief Elected Official unless otherwise noted;
Municipal District	means the Municipal District of Taber, in the Province of Alberta. This term is synonymous with "the MD" for the purposes of this framework;
Municipality	refers to the municipal corporations of the Municipal District of Taber and the Town of Taber, respectively;
Town	means the Town of Taber, in the Province of Alberta;

3. TERM AND REVIEW

- 3.1. This intermunicipal collaboration framework (ICF) shall come into force on final passing, through resolution, of this framework by both municipalities.
- 3.2. This framework may be amended from time to time by mutual consent of both municipalities unless specified otherwise in this framework.
- 3.3. In accordance with the Municipal Government Act, this ICF must be reviewed once every five years, or sooner if requested by either municipality.

4. INTERMUNICIPAL COOPERATION

- 4.1. This ICF identifies the existing shared services, potential service opportunities which may prove to be best provided on an intermunicipal basis, and how provisions of such intermunicipal services can be delivered and funded.
- 4.2. The municipalities agree to equitable service delivery. Where shared services are provided, ratepayers and residents of both municipalities will be afforded (as far as practical), the same services at the same costs, including user fees for the services provided by either municipality. Both municipalities acknowledge that identifying what is equitable in the context of level of service has the potential to be complex, and it shall be up to the Committee to come to consensus on what will be considered equitable for each municipality.

5. INTERMUNICIPAL COMMITTEE

- 5.1. The municipalities agree to use the Intermunicipal Development Committee, established under the MD of Taber and Town of Taber Intermunicipal Development Plan, as the same committee for the purposes of intermunicipal collaboration. For the purposes of this Framework, the committee will be referred to as the "Intermunicipal Committee" or "Committee."
- 5.2. The Committee will meet on an "as required" basis and will develop recommendations to both Councils on matters of intermunicipal strategic direction and cooperation affecting Municipal District and Town residents and ratepayers.
- 5.3. The CAO and/or designate (with support from their respective subject matter experts) from each municipality will serve as advisory staff to the Committee, and shall be responsible for providing background information and recommendations on all matters before the Committee, prepare agendas, records the recommendations of the Committee, and for forwarding all recommendations from the Committee to their respective Councils.

6. INTERMUNICIPAL DEVELOPMENT PLAN

- 6.1. The municipalities have adopted, or are working towards the adoption of an Intermunicipal Development Plan, by bylaw, in accordance with the Municipal Government Act.
- 6.2. The Intermunicipal Development Plan will be reviewed a minimum of every five years, at the request of one or both of the municipalities, or in conjunction with the review of the Intermunicipal Collaboration Framework.

7. FRAMEWORK FOR MUNICIPAL SERVICES AND APPENDICES

- 7.1. Both municipalities have reviewed the services offered to their respective ratepayers and residents and have identified the services currently being provided on an intermunicipal basis through existing shared service agreements/arrangements, which are listed in the attached Appendix A – Inventory of Existing Shared Services.
- 7.2. Both municipalities have agreed to discuss potential opportunities for shared services that may be of mutual benefit warranting future intermunicipal collaboration, as listed in Appendix B – Opportunities (which also includes priorities and timeframes for discussion by the Intermunicipal Committee), through the provisions of this ICF.

SHARED SERVICES

- 7.3. Both municipalities recognize through their assessment of provided services that there are a number of services in the region which may be enhanced through collaboration. These shared services may be provided by either municipality and funded by both, or provided by external third-party organizations that receives funding from both municipalities. These types of services are referenced as part of the appendices that form part of this framework, and as amended from time to time.

7.4. Both municipalities acknowledge that in addition to the shared agreements in place between the municipalities, they each have independent agreements with other regional partners that may also affect the list of shared services as mentioned in the appendices.

7.5. Both municipalities agree that should any of the shared services identified within the appendices be disagreed upon for any reason by either municipality, they can agree to further study and discussion. This means that the Intermunicipal Collaboration Framework may still be passed and accepted by both parties, but that particular service will continue to be studied and discussed by the municipalities after the ICF adoption and shall be noted as such within this document. The item in question must be addressed by the next mandatory ICF review period.

8. FLEXIBILITY AND AMENDMENTS

8.1. The municipalities retain flexibility in amending this Framework and appendices at any time they see fit, regardless of the passing of this Framework by resolution.

8.2. Both municipalities agree that the appendices referenced as part of this framework may be amended at any time, and do not negate the passing of this Framework in its entirety.

8.3. Should either municipality disagree with any portions herein, they may still pass the Framework while requesting Administration or the Committee to discuss potential changes to the portion(s) they are concerned with.

8.4. Both municipalities may also decide to append to this framework any plans, agreements, or documents they feel contributes to intermunicipal collaboration.

9. FUTURE PROJECTS, SHARED SERVICES, AND AGREEMENTS

9.1. In the event that either municipality initiates the development of a new project or service which may require a new cost-sharing agreement or other collaboration-based

approach, the initiating municipality's CAO will provide notice to the other municipality's CAO in writing.

- 9.2. The first notification shall include a general description of the project/proposal, estimated costs, and best estimate of timing of both the project and expenditures.
- 9.3. Upon receipt of the initial notification, the receiving municipality will advise the initiating municipality if they support or object in principle to provide funding for the project and provide reasons for their response. Wherever possible, this reply shall be provided to the initiating municipality within 30 days' time.
- 9.4. If requested by either municipality, the Intermunicipal Development Committee will meet to discuss the proposed project within 30 days of the initial notification. Subsequent meetings may be scheduled as deemed necessary.
- 9.5. The following criteria shall be used to assess the desirability of the funding of proposed shared projects or initiatives:
 - a) The direct correlation and/or relationship of the proposed project or service to the Intermunicipal Development Plan and to any other municipal planning document prepared and adopted by either municipality;
 - b) If joint funding or financial contributions are being considered what is the proposed and/or expected governance and ownership model;
 - c) The level of community support (in both municipalities);
 - d) The nature of the project or service;
 - e) The projected ongoing operating costs related to the project or service;
 - f) Projected operating costs for new capital projects;
 - g) The municipal debt limit of either municipality; and
 - h) The estimated benefit or use of the project or service to the residents and ratepayers of both municipalities.
 - i) The discernable effort of support, fundraising, and grant funding from volunteers for the project or service
- 9.6. Where the initiating municipality is considering the development of a new capital project which will require a capital contribution and an ongoing operational cost

contribution from the other municipality, the capital contribution to the project will be negotiated independently of the negotiation for any new or updated cost sharing agreement between the municipalities for the ongoing operational costs related to the project.

- 9.7. A proposal for a governance and/or ownership model representing both municipalities shall also be provided for consideration by the initiating municipality for the proposed project/service.
- 9.8. Both municipalities shall agree to make timely and open disclosures of all relevant facts, information, and documents to facilitate negotiations for the Committee.
- 9.9. At no time shall any member of the Committee or any Councillor or Administrator of either municipality undertake any actions that serve to mislead, withhold from, or misinform the Committee. This includes, but is not limited to, fabricating information, willfully distorting facts, creating misrepresentations, bad faith negotiation tactics, or any other actions that could be seen to abuse the Committee's or municipalities' decision making processes.
- 9.10. Anyone that is found to be in contravention of Section 9.8 or Section 9.9 shall be immediately removed from any dealings that come before the Intermunicipal Committee and the Committee shall recommend an appropriate penalty to the Council and Chief Administrative Officer of the municipality to which the offending party belongs. However, as each municipality has different Codes of Conducts and bylaws that deal with Council and Employee conduct, the recommendation shall not be binding upon the municipality.
- 9.11. The Intermunicipal Committee will review and jointly develop the terms related to the proposed project or new shared service, including the cost sharing arrangement of the project or service. The Committee will then provide a recommendation for approval to the Councils of their respective municipalities.
 - a) The Intermunicipal Committee will be the committee responsible for discussing and reviewing future shared services agreements and/or cost sharing agreements (which includes consideration of background reports/information provided by the

respective CAO's or CAO designates) between the two municipalities. Should this Committee be unable to reach consensus on a decision to recommend to the municipal Councils, the dispute shall be dealt with through the dispute resolution processes outlined further in this framework.

- b) Should the Intermunicipal Committee or municipal Councils be unable to reach an agreement within 90 days of the project being proposed and do not agree to extending the time period for consultation and/or debate on the matter, then that unresolved issue shall be dealt with through the dispute resolution process as outlined further within this framework. Should urgency be a concern in the matter before the Committee, the initiating municipality should make this clear within its initial notice and the receiving municipality shall make its best effort to accommodate a compressed timeframe.
- c) The Committee may also recommend that a proposal may be better served by having the municipalities provide the service and funding separately. Should this be the recommendation of the Committee, each municipality shall then be free to pursue or decline the project as they deem acceptable.

10. NEGOTIATION

10.1. While both municipalities or the Intermunicipal Committee navigate through potential collaboration opportunities, they shall consider the following principles used in negotiations and discussions:

- a) **Affordability:** Is this project the most cost efficient method of service delivery for both municipalities? Are other options available that may be more cost efficient? As municipalities are accountable to their taxpayers, they should not be forced into collaboration for the sake of collaboration. Affordability and cost-effectiveness for taxpayers should be considered in every project proposal.
- b) **Governance & Ownership:** If both municipalities were to fund a service delivery, how will the governance be determined? Will both municipalities require

representation, and what will reporting methods look like? Governance strategies can assist in effectively depoliticizing intermunicipal partnerships and provide effective service delivery outcomes.

- c) **Potential of Success:** Is the project “low hanging fruit” where trust can be quickly built and a short-term success easily found?
- d) **Ability to Contribute:** Do both municipalities have the ability to contribute to the proposed project or shared service in a desirable time period and with a sufficient amount of effort?
- e) **Safety:** Will this proposal provide some form of safety or security for the residents of either or both municipalities?
- f) **Mutual Benefit:** Do both municipalities receive some form of benefit from the proposal, whether monetary, ease of service, improved efficiency, training etc.? Do the benefits outweigh the potential cost that may arise from the proposal?
- g) **Future Growth:** Will this proposal provide an avenue of growth for both municipalities without negatively impacting one another? Can both municipalities continue to grow economically, population-wise, or strategically through the implementation of this project?
- h) **Service in Austerity or Emergency:** Will the proposal assist either or both municipalities should an emergency occur? In times of austerity, will collaboration assist in providing stability and support to either or both municipalities? Can one municipality effectively assist the other during austerity without placing their own interests, citizens, staff, and financial stability at risk?
- i) **Strategic Direction:** Does this project or proposal assist in both municipalities’ strategic direction as outlined by their respective Councils?
- j) **Mandate by Government:** Is this proposal being mandated by Provincial or Federal Governments? Is there legislation that requires a service that may be better served collaboratively?
- k) **Communications:** The sharing of ideas, concepts, and proposals between municipalities should be communicated within the committee setting openly and

safely without the fear of having short or long term negative political repercussions. Any particular idea/proposal may be viable or non-viable from a collaboration perspective and should be looked at from a perspective of its own merit.

- 10.2. The above principles of negotiation will also be used as a “litmus test” to determine if a project or service merits collaboration from the outset of discussions with Administration.
- 10.3. All discussions regarding potential collaboration are to be confidential until such time that either Councils decide to begin a public consultation process, they are debated in public meetings, or once the agreements have themselves been signed.

11. PLAN OF IMPLEMENTATION

11.1. Should a service or project be deemed acceptable for collaboration between both municipalities, as part of the Committee’s discussion on changes, additions, or deletions to shared services, a plan of implementing the same will be discussed and further developed. The plan shall include any combination of the following as dictated by the nature of the project:

- a) The starting date the change/addition/deletion is to take effect;
- b) A plan to phase out an existing service delivery and a plan of initiation for a new service delivery method;
- c) A plan for phasing in or out of cost sharing or any other arrangements the Committee (and subsequently the Councils) have deemed appropriate;
- d) A review date for evaluating the efficiency of the shared service and funding model;
- e) Methods for public feedback through any municipal Public Participation Policies; and
- f) Considerations for any potential bylaw, policy, or agreement changes that may be required from either municipality

11.2. Once both Councils (as recommended by the Intermunicipal Committee), agree to move forward with a new shared project or service, the municipalities will do so with a plan of implementation in place.

12. DISPUTE RESOLUTION

12.1. Should a dispute arise between the parties regarding any interpretation, implementation, application, or costing of any agreement identified in this Framework or any alleged contravention of this Framework, the following steps shall apply:

12.2. The dispute resolution process shall include Administrative proposals, negotiation, mediation, and arbitration as progressive steps available to the municipalities.

12.3. If the Committee cannot immediately or within three (3) meetings come to a mutually-agreed conclusion to a proposed project, the Committee shall ask the CAO of each respective municipality to engage in discussions to formulate resolution proposals internally.

12.4. The Chief Administrative Officer of each municipality shall be authorized to engage any Administrative staff and/or consultants they feel necessary to create one or more proposals for the Committee's review.

12.5. The Administrative proposals resolution process shall take no more than sixty (60) days. Administration from both municipalities shall be required to bring forth their mutually-agreed proposal(s) to the Committee within this timeframe.

12.6. In the event that Administration cannot find proposals which they can mutually agree upon, then both Chief Administrative Officers are required to notify the Committee informing them of the same, and within the sixty (60) day timeline aforementioned.

12.7. Either municipality may then provide written notification of a dispute ("Dispute Notice") to the other municipality and request a resolution process outlined within this framework. This Dispute Notice shall outline all reasonable reasoning for the dispute. A written notice of dispute shall not be submitted prior to attempting Administrative proposals for resolution.

- 12.8. The Chief Administrative Officer of the municipality providing the Dispute Notice shall be required to notify the Intermunicipal Committee of the same.
- 12.9. Within thirty (30) days of receiving the Dispute Notice, the Intermunicipal Committee shall meet to attempt to overcome the dispute through negotiation. The negotiations shall use the principles outlined in the “Negotiation” section of this document to try and come to a consensus. If consensus cannot be reached within sixty (60) days (unless the CAOs mutually agree upon a time extension), the Committee shall be required to undertake mediation as the next step in the dispute resolution process.
- 12.10. Following unsuccessful negotiations, either municipality shall be entitled to provide the other with a written notice (“Mediation Notice”) outlining:
- a) What elements of the proposal remain in dispute, and the details that are to be mediated; and
 - b) The nomination of an individual to act as mediator.
- 12.11. The municipalities shall have thirty (30) days upon receipt of the Mediation Notice to jointly name a mediator who shall act on the matter.
- 12.12. Once a mediator has been appointed, each municipality shall be responsible with providing the mediator access to all documents, records, information, and other relevant information in regards to the matter in dispute. Each municipality shall be responsible for providing the mediator with written documentation of the municipality’s stance on the dispute.
- 12.13. The municipalities shall agree to meet with the mediator at such reasonable times as may be required and requested and shall negotiate in good faith in order to solve the dispute. All proceedings involving the mediator shall be done without prejudice and all fees and costs associated with contracting the mediator shall be equally shared amongst the municipalities.
- 12.14. In the event that:
- a) The municipalities do not agree on the appointment of a mediator within the thirty (30) days of notice;

- b) The mediation is not completed within sixty (60) days after the appointment of the mediator;
 - c) The dispute has not been resolved within ninety (90) days from the date of receipt of the initial Motion of Dispute; either party may by notice to the other municipality withdraw from the mediation process and the dispute shall at that point have failed to be addressed by mediation. At this point, the dispute resolution shall move to arbitration, and either municipality may supply the other with written notice (“Arbitration Notice”) detailing the subject matter remaining in dispute and the nomination of an individual to act as the arbitrator.
- 12.15. Within thirty (30) days of receipt of the Arbitration Notice, the receiving municipality shall reply in written notice as to the details within the Notice that it accepts and disagrees with, and whether the municipality agrees with the resolution of the dispute by arbitration. The written reply must also include either agreement or disagreement with the arbitrator nominated by the other municipality, and in the case of the latter nominate an alternative for consideration.
- 12.16. The Municipalities shall have thirty (30) days from the date of the Arbitration Notice to jointly nominate or agree upon an arbitrator.
- 12.17. In the event that a mutually agreed upon arbitrator cannot be named within the appointed time frame, either municipality has the ability to apply to the Justice of the Court of Queen’s Bench of Alberta for the appointment of an arbitrator. The arbitrator selected by the Court of Queen’s Bench shall be the mediator forthwith for the dispute at hand.
- 12.18. The *Arbitrator Act* in Alberta, and as amended from time to time, shall apply to the dispute arbitration process, and the terms of reference for arbitration shall be those matters of the dispute at issue as brought forth in the Arbitration Notice and the receiving municipality’s response.
- 12.19. Should the dispute reach the level of arbitration, the arbitrator’s order(s) shall be considered final and binding upon the decision being rendered.

- a) The only exception to the above shall be a judicial review on a question of jurisdiction only.
- 12.20. Both municipalities shall agree to adhere to the process the arbitrator sets out, including (but not limited to) hearings, meetings, reviews, and other methods of investigation and discovery that the arbitrator finds to be necessary for the resolution process.
- 12.21. The arbitrator shall have sole discretion if hearings held for the presentation of evidence and for arguments may be made public. To this end, should the arbitrator decide hearings may be open to the public, they may also solicit written submissions. All written submissions must be considered in the decision of the arbitrator.
- 12.22. Any fees and associated costs for the arbitrator shall be shared equally between the two municipalities.
- 12.23. Following the rendering of the arbitrator's decision, the arbitrator shall be responsible for compiling and providing a record of the arbitration and providing a copy to each municipality.
- 12.24. Both the Intermunicipal Committee and two municipalities shall be committed to the resolution of any disputes in a timely, non-adversarial and cost-effective manner.
- a) Non-adversarial communications shall encompass any discussions that are held in the public realm, including (but not limited to) discussions during Open Sessions of Council, Intermunicipal Committee, or other public meetings, interviews or discussions with media, discussions with members of the public, and correspondence between the municipalities.
- 12.25. At no time shall either Council or the Intermunicipal Committee allow a current dispute or dispute resolution process get in the way of conducting business on other projects or services that may also be before the Committee for consideration.
- a) The only exception to the above shall be if the dispute resolution process will take such a significant amount of time and effort on the part of the Committee

members and/or municipality that the Committee would not have adequate time to dedicate to the consideration of and preparations of plans for a proposed service or project.

- b) What is considered to be a significant amount of time and effort shall be determined by the scope of the resolution process and agreed to by the Committee at the time of the selection of the type of resolution process.
- c) Should the Committee deem they do not have adequate time and/or resources to commit to the consideration of any other projects/services at the time of a dispute resolution process, they shall notify the initiating municipality of the same, and shall indicate a time frame in which the Committee will consider the proposal.
- d) The proposed timeframe for considering a project or service during a period as indicated in 8.20 (c) shall be no more than six (6) months away from the date of first notification by the initiating municipality.

12.26. Neither Councils nor the Intermunicipal Committee shall allow a dispute current or past to affect their opinions and/or decisions of future proposed services and projects.

12.27. Barring any exception noted in Section 12.25, if the municipalities become involved in the dispute resolution process, they each shall continue to perform their obligations as prescribed in this Framework until the dispute resolution process has been completed.

12.28. The above prescribed timelines in the dispute resolution process may be extended upon mutual agreement by both municipalities.

12.29. Both municipalities shall be required to update their respective Intermunicipal Collaboration Frameworks and/or Intermunicipal Development Plans to reflect any changes and implementation plans as required by arbitration.

13. CORRESPONDENCE

13.1. Notice related to this Framework or any related agreement shall be sent in written or electronic form and shall be addressed to the following:

a) Notice to the Municipal District of Taber:

Municipal District of Taber
c/o Chief Administrative Officer
4900 B 50th Street
Taber, AB
T1G 1T2
feedback@taber.ca

b) Notice to the Town of Taber:

Town of Taber
c/o Chief Administrative Officer
4900 A 50th Street
Taber, AB
T1G 1T1
town@taber.ca

c) Should the contact information for either municipality change, the notice shall be provided to the current address or primary contact email for the proper municipality.

14. SEVERABILITY

14.1. If any clause in this framework is found to be invalid, it shall be severed from the remainder of the framework and shall not invalidate the whole.

14.2. Words in the singular include words in the plural and words in the plural include the singular.


IN WITNESS WHEREOF the parties have hereunto set their hands and affixed their corporate seals as witnessed by the hands of its proper signing officers duly authorized in that behalf as of the 11 day of June, 2020.

MUNICIPAL DISTRICT OF TABER

PER: 
REEVE

PER: 
ADMINISTRATOR

TOWN OF TABER

PER: 
MAYOR

PER: 
ADMINISTRATOR

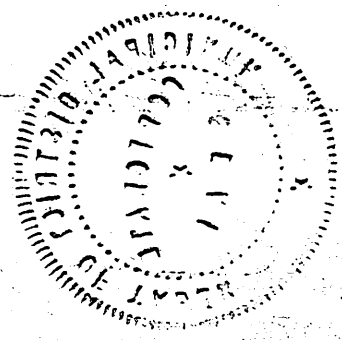
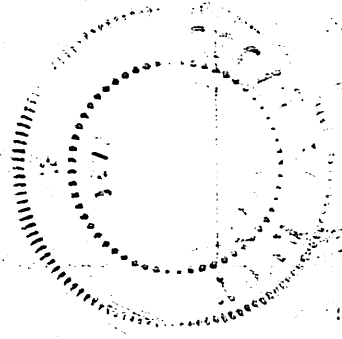
THE UNITED STATES OF AMERICA

DEPARTMENT OF JUSTICE

RECORDS SECTION

APR 19 1964

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APPENDICES FOREWORD

The following appendices outline the various services that are currently provided to the citizens of the Municipal District of Taber and the Town of Taber on an intermunicipal basis (Appendix A) and the potential service opportunities both municipalities have agreed to discuss, which may be of mutual benefit warranting future intermunicipal collaboration through the provisions of this ICF (Appendix B).

The appendices are not meant to be set in stone, and provides both municipalities a basis from which to start. In that vein, Appendix "B" outlines future opportunities for the Intermunicipal Committee to consider at the outset.

APPENDIX "A"

INVENTORY OF EXISTING SHARED SERVICES

Service	Service Provider or Source(s) of Funding
Recreation and Cultural Facilities	Intermunicipal Collaboration; Town of Taber lead provider and Municipal District of Taber provides financial and in-kind contributions.
Emergency Dispatch Services	Intermunicipal Collaboration; Town of Taber lead provider and Municipal District of Taber provides financial cost share.
Mutual Aid (Fire Supression)	Town of Taber; Municipal District of Taber
Library	Intermunicipal Collaboration; Third-party Delivery
Family and Commuunity Support Services (FCSS)	Intermunicipal Collaboration; Third-party Delivery
Handibus	Intermunicipal Collaboration; Third-party Delivery
Food Bank	Intermunicipal Collaboration; Third-party Delivery
Irrigation Impact Museum	Intermunicipal Collaboration; Third-party Delivery
Communities in Bloom	Intermunicipal Collaboration; Third-party Delivery
Chamber of Commerce	Intermunicipal Collaboration; Third-party Delivery
Eagle's Nest Society	Intermunicipal Collaboration; Third-party Delivery; Town of Taber; Municipal District of Taber
Taber and District Adult Learning	Third-party Delivery; Town of Taber; Municipal District of Taber
Taber Exhibition Association	Third-party Delivery; Town of Taber; Municipal District of Taber
Regional Social Services Building	Intermunicipal Collaboration; Third-party Delivery; Town of Taber; Municipal District of Taber
Potable Water Supply	Intermunicipal Collaboration; Town of Taber lead provider and Municipal District of Taber residents pay for service received.
Solid Waste Disposal	Intermunicipal Collaboration; Town of Taber lead provider and Municipal District of Taber and residents pays for use.

APPENDIX "B"

OPPORTUNITIES

Service	Priority	Expected Timeframe for Completion (Long, Medium, or Short)
Establish a process for updating the recreation funding formula	1	Long (0-3 years)
Reconciliation of the revenues being paid between the municipalities (recreation, annexation, etc)	3	Long (0-3 years)
Library support	1	Medium (0-2 years)
Affordable housing	3	Medium (0-2 years)
Expansion of water and wastewater utilites in the Municipal District from the Town of Taber in the short-term in the long-term	2	Long (0-3 years)
Stormwater mitigation	1	Short (0-1 year)
Weed mitigation	2	Short (0-1 year)
Protective and emergency services	3	Medium (0-2 years)
Waste and recycling management	2	Short (0-1 year)