

BYLAW 46-2015

A BYLAW OF STRATHCONA COUNTY IN THE PROVINCE OF ALBERTA TO ESTABLISH THE COMMITTEES OF COUNCIL

WHEREAS the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, provides that a Council may by bylaw establish standing or special committees of Council and delegate to such committees certain duties and powers imposed and conferred upon a Council by the said *Municipal Government Act*;

AND WHEREAS the Council of Strathcona County considers it expedient to establish Council committees to support and facilitate the achievement of Strathcona's Strategic Plan, vision and goals, and to advise Council on matters relevant to the committee mandates.

NOW THEREFORE the Council of Strathcona County, in the Province of Alberta, duly assembled, and pursuant to the authority conferred upon it by the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, enacts as follows:

1. **NAME OF BYLAW**

This Bylaw may be cited as the "Strathcona County Boards and Committees Bylaw".

2. **PURPOSE OF BYLAW**

This Bylaw shall govern the establishment and regulation of Council Committees unless a variance is specifically provided for in this Bylaw. Any such variance must be set out in the Committee Terms of Reference. This Bylaw does not apply to the Priorities Committee.

3. **DEFINITIONS**

3.1 In this Bylaw:

- 3.1.1 "Administrative Representative" refers to the administration resource person appointed to a Committee by the Chief Commissioner or his delegate;
- 3.1.2 "Chief Commissioner" means the Chief Commissioner for Strathcona County and whatever subsequent title may be conferred on that officer by Council or Statute;
- 3.1.3 "Committee" means a Committee established by Council pursuant to this bylaw, which Committee may consist entirely of Councillors, a combination of Councillors and Members at Large or, subject to Section 8.5 of this Bylaw, entirely of Members at Large;
- 3.1.4 "Council" means the Council of Strathcona County;
- 3.1.5 "Councillor" means a Councillor of Strathcona County;

- 3.1.6 "County" means Strathcona County;
- 3.1.7 "Executive" means a committee whose members are appointed by virtue of their office, and includes, Mayor's Executive Committee, Strathcona/Intermunicipal Relations Committee, and Governance Advisory Committee.
- 3.1.8 "Ex-officio" means membership by virtue of one's office. Ex-officio members do not form part of the quorum when present at Committee meetings and, when present, they shall not vote.
- 3.1.9 "Member at Large" means a member of the public appointed by Council to a Committee pursuant to this Bylaw;
- 3.1.10 "Mayor" means the Chief Elected Official of the County;
- 3.1.11 "Priorities Committee" means the Priorities Committee established by Council;
- 3.1.12 "Terms of Reference" means those terms pertinent to the establishment and mandate of an individual Committee and which are in addition to or beyond the parameters of this Bylaw.
- 3.1.13 "Voting Member" means those members identified as voting members in a Terms of Reference.

4. ESTABLISHMENT

- 4.1 Council does hereby establish those Committees as set out in Terms of Reference attached to and forming part of this Bylaw.
- 4.2 Each Committee shall be deemed to be a Committee of Council and shall be responsible and accountable only to Council.
- 4.3 Committee Terms of Reference shall be reviewed on an annual basis by the Governance Advisory Committee. The Governance Advisory Committee shall advise the Priorities Committee as to the continued need for the Committee and, if required, whether:
 - 4.3.1 the Terms of Reference are appropriate and meet the objectives of Council; and
 - 4.3.2 the Committee is fulfilling its Terms of Reference.

5. POWERS OF COMMITTEES

- 5.1 A Committee shall have the authority to form ad hoc committees and task forces from among its members, to assist it in carrying out its objectives and responsibilities under this Bylaw.
- 5.2 Ad hoc committees and task forces established by a Committee shall report to the Committee in a manner determined by the Committee.

- 5.3 A Committee shall not have the power to pledge the credit of the County, to pass bylaws or to enter into any contractual agreements.
- 5.4 A Committee shall be consulted on the business transactions relating to the ongoing administration of the Committee.
- 5.5 The Committee shall provide a forum for examining timely issues relevant to its mandate by considering topics from the following sources:
 - 5.5.1 receipt of requests or suggestions from Council,
 - 5.5.2 requests or enquiries from the public, and
 - 5.5.3 initiated by the Committee.
- 5.6 The Committee shall prepare letters, recommendations, resolutions, discussion papers and other documents as appropriate to Council or Priorities Committee.
- 5.7 The Committee shall prepare and, on approval by Council, present briefs to hearings and commissions.

6. REPORTING TO COUNCIL

- 6.1 Councillors appointed to a Committee by Council shall be responsible to keep Council informed as to Committee activities.
- 6.2 All Committee Chairmen shall provide the Priorities Committee with a report on the activities of the Committee at least once annually or as requested by the Priorities Committee.
- 6.3 In the absence of the Chairman, the Vice-Chairman shall provide the report to the Priorities Committee and, in the absence of both the Chairman and Vice-Chairman, a Councillor appointed to the Committee shall provide the report.
- 6.4 Committee reports shall comply with Policy GOV-002-012: Council Reports and the administrative procedures in place from time to time.

7. PUBLIC PARTICIPATION

Community organizations and individuals that wish to appear before, or communicate directly with, Council on any matter referred to within the Terms of Reference of a Committee shall be encouraged to make representations to that Committee.

8. MEMBERSHIP

- 8.1 A Committee shall be composed of the number of members, both Councillors and Members at Large, as indicated in the Committee Terms of Reference. If one or more Councillors are appointed as members of a committee, an Alternate Councillor shall also be appointed.
- 8.2 All members of a Committee shall be resident in Strathcona County, unless otherwise provided in the Terms of Reference for that Committee.
- 8.3 Councillors shall be appointed by Council at the organizational meeting or at a meeting following the organizational meeting.
- 8.4 Members at Large shall be appointed by Council to a Committee effective as of January 1 in each year or as otherwise designated by Council.
- 8.5 The Mayor is an Ex-officio member of those Committees that do not name the position of Mayor in their Terms of Reference.
- 8.6 Council may, for any reason it considers sufficient, remove a Member at Large of a Committee by resolution.
- 8.7 All Members at Large shall remain in office until their respective successors are appointed.
- 8.8 Any Member of a Committee who is absent from three (3) consecutive meetings of the Committee shall forfeit his or her office, unless there is a resolution of the committee accepting a valid reason for his or her absence.
- 8.9 Committee Members shall only speak on behalf of the Committee when formally given such authority by Council or the Committee for a specific defined purpose.
- 8.10 A Councillor appointed to a Committee that is comprised of both Councillor and Members at Large, is appointed solely as Council's representative to the Committee and shall not vote.

9. TERM

- 9.1 Members at Large shall be appointed for a two (2) year term, unless otherwise provided in the Committee Terms of Reference.
 - 9.1.1 In order to ensure continuity of membership in newly established Committees, Council shall, at the date of appointment, determine which of the Members at Large will hold office for one (1) year from the date of appointment and which of the Members at Large will hold office for two (2) years from the date of appointment.

- 9.1.2 In each succeeding year, Council shall appoint for a two (2) year term enough members to fill the vacancies created by the expiration of the terms of the Members at Large in that year.
- 9.2 Members at Large whose terms are expiring may be re-appointed provided that no Member at Large may serve more than two (2) consecutive terms on a particular Committee.
- 9.3 Notwithstanding section 9.2, Council may allow a Member at Large to be re-appointed for a third consecutive term if Council determines that extraordinary conditions warrant such an appointment.
- 9.4 In the event of a vacancy occurring prior to the expiration of a term, the person appointed to fill such vacancy shall hold office for the remainder of that term.
- 9.5 Councillors appointed to a Committee shall be appointed for a two (2) year term; however, Council may, in its discretion, appoint a Councillor for an additional consecutive one (1) year term.

10. CHAIRMAN AND VICE-CHAIRMAN

- 10.1 At its first meeting each year, a Committee other than an Executive Committee, shall elect a Chairman and Vice-Chairman from among its Voting Members.
- 10.2 The Chairman shall hold office for a term of one (1) year from the date of appointment.
- 10.3 The Chairman shall preside over all meetings for the Committee and decide all points of order that may arise.
- 10.4 In the absence of the Chairman, the Vice-Chairman shall preside over meetings and shall exercise all the same powers, duties and responsibilities that the Chairman would be entitled to exercise if present.

11. ADMINISTRATIVE REPRESENTATIVE

- 11.1 The Chief Commissioner shall appoint an Administrative Representative to each Committee.
- 11.2 The Administrative Representative shall ensure that accurate minutes are kept of all regular and special meetings of the Committee, copies of which shall be made and filed with the Chief Commissioner or his designate and made available to the Priorities Committee on a timely basis.

11.3 The Administrative Representative shall provide expert advice, research, information and additional support staff as required by the Committee.

11.3.1 The Administrative Representative shall assist the Chairman in ensuring that Committee activities are consistent with, and that agenda items fall within, the Committee's Terms of Reference.

11.4 The Administrative Representative shall not be a member of a Committee and may not vote on any matter.

11.5 The Chief Commissioner, through his designate, shall ensure that all Committee members receive an appropriate orientation on the Terms of Reference of the Committee and its role as a Committee established by Council.

12. MEETINGS

12.1 A Committee shall give at least 24 hours' notice of a Committee meeting or a change in the location or time of a Committee meeting

12.1.1 to the members of the Committee, and

12.1.2 to the public.

12.2 Notice to the public shall be deemed to have been properly given if posted for public viewing on the Strathcona County website.

12.3 A majority of the Voting Members shall constitute a quorum at a Committee meeting.

12.4 Notwithstanding s. 12.3, a Committee other than an Executive Committee may act in the absence of a quorum so long as all members have received notice as provided in subsections 12.1 and 12.2.

12.5 All Voting Members of a Committee, including the Chairman, shall be required to vote on any motion before the Committee and, in the event of a tie, the motion shall be lost.

13. GENERAL

13.1 The Meeting Procedures Bylaw shall govern Committees and shall be binding upon all Committee members whether Councillors or Members at Large, except where otherwise provided by this Bylaw.

14. REPEAL OF BYLAWS

Bylaws 51-2012, 11-2013, 60-2013, 26-2015, are repealed effective the date of final passing hereof.

15. EFFECTIVE DATE

This Bylaw shall come into effect after third reading and upon being signed.

Read a first time this 15th day of September, 2015.

Read a second time this 15th day of September, 2015.

Read a third time and finally passed this 15th day of September, 2015.

Roxanne Carr_____

MAYOR

Glenna Kemp_____

DIRECTOR,
LEGISLATIVE & LEGAL SERVICES

Date Signed: September 21, 2015_____

AGRICULTURAL SERVICE BOARD

I. STATEMENT OF PURPOSE

An Agricultural Service Board has and shall exercise on behalf of the County all the duties and powers that are conferred on or exercised by a council, under the Agricultural Service Board Act, RSA 2000, c. A-10, as amended, or any other Act, with respect to agricultural matters, except the powers to borrow money, to pass a bylaw, to do any other things that by bylaw are reserved to the Council, and to do any other things specified by the Lieutenant Governor in Council.

II. COMPOSITION OF COMMITTEE

- A. Councillors: Three (3) – *non voting members*
- B. Members at Large: Five (5) – *voting members*

III. DUTIES AND POWERS

- A. Pursuant to the Agricultural Service Board Act, RSA 2000, c. A-10, as amended, the matters which the Board may address are:
 - 1. to act as an advisory body and to assist the Council and the Minister of Agriculture, in matters of mutual concern;
 - 2. to advise on the organizing and directing of weed control and soil and water conservation programs;
 - 3. to assist in the control of livestock disease under the *Livestock Diseases Act*;
 - 4. to promote, enhance and protect viable and sustainable agriculture with a view to improving the economic viability of the agricultural producer; and
 - 5. to promote and develop agricultural policies to meet the needs of the municipality.
- B. Pursuant to the Agricultural Pest Act, RSA 2000, c. A-8, and the Weed Control Act, RSA 2000, c. W-5, the Board is appointed as the Appeal Committee.

IV. MEETINGS

Frequency of meetings shall be as determined by the Board.

V. LIAISON

Provincial Department of Agriculture and Food and other Agricultural Service Boards in the Province of Alberta.

VI. FUNDING

As authorized by Council during the annual budget cycle.

BYLAW ENFORCEMENT ORDER REVIEW COMMITTEE**I. STATEMENT OF PURPOSE**

The Bylaw Enforcement Order Review Committee shall review Orders issued under County Bylaws; and any Orders issued pursuant to the Municipal Government Act, R.S.A. 2000, c.M-26, ("the Act") as amended, but not Orders issued pursuant to Part 17 of the Act or the Strathcona County Land Use Bylaw.

II. COMPOSITION OF COMMITTEE

A. Members appointed to the Subdivision and Development Appeal Board

III. DUTIES AND POWERS

The Committee has the authority to review Orders under the Act, and to confirm, vary, substitute or cancel the Orders.

IV. REVIEW HEARINGS

- A. A person (hereinafter referred to as "the Applicant") who receives a written Order under a Strathcona County Bylaw or Section 545 or 546 of the Act may, by written application within fourteen (14) days of the day on which the Order is received, request the Committee to review the Order.
- B. The Committee shall hold a review hearing that is open to the public within thirty (30) days of receiving a written request for review accompanied by the appropriate fee. The Applicant shall be provided at least seven (7) days' notice of the date of the review hearing.
- C. At the review hearing, the Committee shall hear:
- i) the Applicant or where the Applicant is not the Owner or Occupant, the Owner and/or Occupant shall also be entitled to be heard. A person entitled to be heard at a review hearing may choose to make their representations through legal counsel; and
 - ii) the Designated Officer who issued the Order.
- D. The Committee may review any information it deems necessary to make a decision.
- E. All information submitted for review by the Committee, either before or during the review hearing, shall be made available for public inspection.
- F. The Committee's decision in respect of a review hearing shall be in writing and mailed within seven (7) days of the date of the review hearing to the applicant and any other person present at the hearing who was entitled to make submissions pursuant to Section IV.C.
- G. The Committee shall keep a record of its proceedings.
- H. The Committee may make rules as are necessary for the conduct of its business and its meetings that are consistent with this Bylaw, as amended, and the Act.

COMMUNITY LIVING ADVISORY COMMITTEE
Effective January 1, 2016

I. STATEMENT OF PURPOSE

The primary purpose of the Community Living Advisory Committee is to consider and recommend actions and propose policies that enhance community life and are in alignment with the:

- A. Social and Cultural pillars of sustainability as set out in Council's Strategic Plan;
- B. Social and Cultural Priority Areas and Strategic Goals as identified by Council from time to time; and
- C. within the parameters set out by Council in these Terms of Reference.

Established under the Social and Culture Pillars of Council's Strategic Plan, the Community Living Advisory Committee is established to provide a mechanism for direct input and interaction between Council and the citizens of Strathcona County for the purpose of creating synergies and facilitating discussion regarding diverse community needs and issues, accessibility to County facilities and activities, and creating and sustaining a positive lifestyle for all residents.

II. COMPOSITION OF COMMITTEE

- A. Councillors: Two (2) – *non voting members*
Comprised of urban and rural representation
- B. Members at Large: Nine (9) – *voting members*
Comprised of a broad diversity in area of residence, age, gender, socio-economic status and abilities.

III. DUTIES AND POWERS

- A. To provide strategic policy advice to Council relative to the municipal functions which are considered core to the livability of the community. These components include access to facilities, social and community programs and services; special events or celebrations; community beautification and revitalization; and community agency relations.
- B. To advise, recommend and assist Strathcona County in promoting and facilitating community health, well-being and enhanced quality of life for all of our residents including, but not limited to, families, older age adults, youth, and persons with disabilities.
- C. To provide feedback about policies and plans that may influence the services that are directly impacting residents and to act as a resource to Council in identifying barriers to accessibility, whether those barriers are economic, social or physical.
- D. To review and make recommendations regarding fundamental community needs across all sectors of the community and to make recommendations in anticipation of future needs and vision for a vibrant, healthy, creative and active community.

- E. The CLAC is expected to ensure that the foregoing components of Strathcona County contribute to the viability and sustainability of the community through their linkage to and support of the Council's Strategic Plan, goals and priorities.

IV. MEETINGS

The committee shall hold meetings four (4) times per year or as determined by the Committee up to a maximum of eight (8) times a year.

V. ADMINISTRATIVE REPRESENTATIVE

An administrative representative from Family and Community Services and Recreation, Parks and Culture shall be appointed to attend meetings and act as a resource. Technical advisors from other County departments will attend to provide information and advice whenever necessary.

VI. COMMUNICATION

All communications shall be directed through the administrative representatives to ensure compliance with County protocols.

ECONOMIC DEVELOPMENT AND TOURISM ADVISORY COMMITTEE

I. STATEMENT OF PURPOSE

The purpose of the Economic Development & Tourism Advisory Committee is to consider and recommend actions and propose policies that are in alignment with the:

- A. Economy pillar of sustainability as set out in Council's Strategic Plan;
- B. Economic Priority Areas and Strategic Goals as identified by Council from time to time; and
- C. within the parameters set out by Council in these Terms of Reference.

In keeping with the above, the Economic Development & Tourism Advisory Committee shall assist Administration and Council with the implementation of the strategic objectives related to Economic Development and Tourism.

II. COMPOSITION OF COMMITTEE

- A. Councillors: One (1) – *non voting member*
- B. Members at Large: Nine (9) voting members
Eight (8) members comprised of a broad diversity of representatives from various areas that may include:
 - Heavy Industry/Energy sector;
 - Professional, Scientific or Technical Services sector;
 - Small Business sector;
 - Agricultural or Food processing sector;
 - Retail sector;
 - Tourism sector;
 - Urban and Rural Residents;One (1) Member (Executive Director) from the Sherwood Park and District Chamber of Commerce

III. DUTIES

- A. Provide strategic advice and information to Council and Administration on business and collaboration; product development; marketing and promotion; and investment attraction and development opportunities in advancing the strategic objectives of Economic Development and Tourism.
- B. Review and provide advice on Administration's implementation of strategies related to Economic Development and Tourism.

IV. MEETINGS

The Committee shall hold meetings four (4) times per year or as determined by the Economic Development and Tourism Advisory Committee.

V. LIAISON

A Representative of the Economic Development and Tourism Department will attend meetings with other department representation as deemed necessary.

VI. COMMUNICATION

All communications shall be directed through the administrative representatives to ensure compliance with County protocols.

Energy Exploration Advisory Committee - deleted by Bylaw 33-2019

Environmental Advisory Committee - deleted by Bylaw 33-2019

Finance Advisory Committee - deleted by Bylaw 33-2019

GOVERNANCE ADVISORY COMMITTEE

I. STATEMENT OF PURPOSE

The primary purpose of the Governance Advisory Committee is to consider and recommend actions and propose policies that are in alignment with the:

- A. Governance pillar of sustainability as set out in Council's Strategic Plan;
- B. Governance Priority Areas and Strategic Goals as identified by Council from time to time; and
- C. within the parameters set out by Council in these Terms of Reference.

In keeping with the above, the Governance Advisory Committee shall be responsible to make recommendations to Council on issues related to the Governance Sustainability Pillar; particularly in the areas of intergovernmental relations and issues and public participation on boards and committees. The Governance Advisory Committee is also responsible for the review and/or development of Council governance policies.

II. COMPOSITION OF COMMITTEE

- A. Members of Council: Three (3)

III. DUTIES AND POWERS

- A. The Governance Advisory Committee is responsible for ensuring that the mandates and terms of reference for Council-established boards and committees are reviewed to ensure alignment with Council's Strategic Plan and priorities as established by Council from time to time and for making recommendations to Council where adjustments may be required.
- B. Recognize that, through their participation on boards and committees, the public plays an integral role in the decision making process. The Governance Advisory Committee is responsible to review applications and conduct interviews for members at large wishing to participate on boards and committees where required and for making timely recommendations to Council regarding the appointment of members at large.
- C. As requested by Council, the Governance Advisory Committee is responsible for the on-going review and development of Council Policies (GOV-001 series in the Municipal Policy Handbook) and/or bylaws relevant to Council's roles and responsibilities as elected officials for Strathcona County.
- D. As requested by Council, responsible to advise Council on proposed federal or provincial government legislation, programs or initiatives and on proposed amendments to legislation, electoral boundaries and regionalization and to review submissions or discussion papers for Council approval.

- E. Responsible to review Strathcona County resolutions proposed to be forwarded to the Alberta Association of Municipal Districts & Counties ("AAMD&C"), the Alberta Urban Municipalities Association ("AUMA") and the Federation of Canadian Municipalities ("FCM") and to make recommendations to Council as to their approval and submission. Also responsible to review resolutions presented by other municipalities to the AAMD&C, AUMA and FCM and make recommendations to Council as to support of non-support.

IV. MEETINGS

The Committee shall hold the number of meetings necessary in order to fulfill their mandate and to make recommendations to Council in a timely manner.

V. ADMINISTRATIVE REPRESENTATIVE

A representative from Legislative & Legal Services or Corporate Planning & Intergovernmental Affairs shall attend as required to support the activities of the Committee.

Mayor's Executive Committee - repealed by Bylaw 8-2019

**STRATHCONA COUNTY / CITY OF FORT SASKATCHEWAN
INTERMUNICIPAL RELATIONS COMMITTEE (IRC)**

I. STATEMENT OF PURPOSE

To enhance the working relationship between the City of Fort Saskatchewan and Strathcona County with respect to issues of common concern and interest.

II. COMPOSITION OF COMMITTEE

A. Members of Council: Three (3) as follows:

- Mayor
- Ward 5 Councillor
- One (1) of the remaining Councillors on a rotating basis in accordance with the Deputy/Acting Mayor schedule

B. Administration: Chief Commissioner (CAO)
Associate Commissioner, Planning and Infrastructure Services
Director, Corporate Planning and Intergovernmental Affairs

Quorum will consist of at least two elected officials, and the CAO or designate, from each municipality. The Mayor of the host community will serve as the Chair of the meeting. In the Mayor's absence, a Councillor from the host municipality (if in Strathcona County, the duties will fall to the Ward 5 Councillor) will assume the Chair.

III. DUTIES AND POWERS

The Intermunicipal Relations Committee (IRC) will:

- identify and resolve issues pertaining to inter-municipal planning and land use adjacent to the common boundaries of the two municipalities
- review policy considerations surrounding changes and updates to relevant planning documents
- discuss joint projects and shared services
- identify and discuss other issues of common interest
- raise members' awareness about the two municipalities
- keep their respective Councils advised of significant changes/discussions
- any other duties outlined in the Common Bonds Agreement – Intermunicipal Cooperation Plan and Protocols, approved on June 27, 2012

Decisions of the Intermunicipal Relations Committee will be made on a consensus basis. Decisions made by the IRC will not be binding until formally ratified by the respective municipal councils.

I. MEETINGS

- A. Meetings will be held on a quarterly basis and will be hosted by each municipality on a rotational basis. Additional meetings will be called at the request of either Mayor.
- B. Agendas will be prepared by the host municipality and distributed to the IRC members one week in advance of the meeting. The hosting municipality will be responsible for soliciting agenda items from the Mayors and Chief Administrative Officers of both municipalities.

- C. The host municipality will prepare and distribute a meeting summary and action list that will serve as informal minutes of the meetings. The summary is to be circulated within one week of the completion of the meeting.

II. LIAISON

The Champion (Strathcona County has designated the Director of Corporate Planning and Intergovernmental Affairs), of each municipality, or their designate, will serve as administrative advisors to the Intermunicipal Relations Committee. Other administrative staff will assist the committee as required, at the discretion of the Champions.

STRATHCONA COUNTY/CITY OF FORT SASKATCHEWAN
COMMUNICATION PROTOCOLS AND ISSUE RESOLUTION PROCESS

<p>Purpose:</p>	<p>The purpose for establishing Issue Resolution Protocols is to ensure that the IRC has in place a mutually acceptable strategy for addressing challenging intermunicipal issues for which consensus cannot be reached. The issue resolution process identifies a series of steps that can facilitate timely and effective problem solving.</p> <p>It is recognized that the Problem Resolution Protocols are in addition to, and do not replace, processes and remedies provided in legislation or under existing agreements between municipalities.</p>
<p>Step 1: <i>Communication and Information Sharing</i></p>	<p>The Intermunicipal Relations Committee will promote voluntary information sharing between IRC members, elected officials and the administration of both municipalities. Information sharing leads to an enhanced understanding of each municipality, increased cooperation and a reduction in the number of potential conflicts.</p>
<p>Step 2: <i>Issue Identification</i></p>	<p>Through the process of information sharing or when complying with governing legislation, elected officials and/or administration may identify issues that require resolution. These issues should be brought to the attention of the Champion, who will bring it forward at the first convenient IRC agenda to encourage early discussion of the emerging issue.</p> <p>The Champion in each municipality will maintain the records of all intermunicipal meetings and discussions. As a result, the Champion will have the broad and unique perspective to potentially anticipate upcoming challenges.</p>
<p>Step 3: <i>IRC Discussion /Negotiation</i></p>	<p>The IRC will address issues that require resolution through the process of:</p> <ul style="list-style-type: none"> • clearly articulate their interests and the interests of their municipality • understand the interests of other negotiators whether or not they are in agreement with them; and • identify solutions that meet the interests of the other municipality, as well as those of their own
<p>Step 4: <i>Mediation</i></p>	<p>If the IRC is unable to resolve an issue through negotiation, the municipalities will find a mutually acceptable mediator for assisted negotiation.</p>
<p>Step 5: <i>Final Proposal Arbitration</i></p>	<p>If after using Steps 1 to 4 of the Problem Resolution Protocols, the IRC is still unable to satisfactorily resolve an issue, both parties will support and participate in final proposal arbitration using a single arbitrator. The arbitrator must conduct the proceedings on the basis of a review of written documents and written submissions only and must determine each issue by selecting one of the final written proposals submitted by either of the municipalities respecting that issue. No written reasons are to be provided by the arbitrator.</p>