



Purpose:

This policy provides:

1. a framework of some of the issues for consideration when a proposed Squamish-Lillooet Regional District (SLRD) service is brought forward, either by one or more Board Directors or by community members; and
2. considerations for prioritizing waitlisted draft service establishing bylaws.

Background:

The SLRD Board may consider establishing services in direct response to:

- the expressed needs and desires of community members; and
- their willingness to pay for such requested services.

In some service establishing situations, it will be advisable for a loan authorization process to occur alongside the service establishing process.

Potential service establishing bylaws and loan authorization bylaws are required to comply with legislative processes in the *Local Government Act* and the *Community Charter*, including (as applicable) various participating area approval processes and the Inspector of Municipalities approval process. A summary of service establishing legislative processes are set out in Schedule A to this Policy.

Policy:

When the Board is asked to consider establishing a proposed service, the Board may pursue the following framework of inquiry and information-gathering:

1. Determine the need

- (a) Consider whether the proposal is new or has previously been put forward but not pursued.
- (b) Consider community input, need, desire and willingness to pay for the proposed service, including future asset management costs.

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2. Preliminarily assess the proposed service

- (a) For a proposed electoral area service, consider whether the support of applicable Electoral Area Director has been received, at least in principle. For a proposed service that would include a member municipality, consider whether the support of the applicable Municipal Director(s) has been received, at least in principle.
- (b) Consider whether there are any potential conflicts or overlaps with existing services.
- (c) Consider whether the proposed service has a clear and understood purpose with a defined scope.
- (d) Consider whether the proposed service may involve acquiring existing infrastructure/assets and if so, consider whether the following data has already been provided:
 - o engineering report(s) setting out the current condition of the infrastructure/assets and any recommendations regarding the current condition; and
 - o current and future operating, capital and asset management costs associated with such infrastructure/assets.
- (e) Consider whether the proposed service is being developed in a stable and sustainable organizational structure with the capacity (or ability to obtain the capacity) to deliver and manage (if applicable) the service.
- (f) Consider whether the proposed service will make a positive contribution to environmental and economical sustainability, and whether realistic projections of operating revenues and expenses are being proposed.
- (g) Consider whether the proposed service has strategic alignment with one or more of the SLRD's guiding documents, such as the Regional Growth Strategy, Strategic Plan, Official Community Plan, Solid Waste and Resource Management Plan, etc.
- (h) Consider whether other service delivery alternatives are available (i.e. to ensure the regional district would be the preferred service provider in the circumstances).
- (i) Consider a preliminary timeline for establishing the proposed service and whether this preliminary timeline may meet the needs of the community members requesting the proposed service.

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- (j) Consider whether a comprehensive feasibility study and risk assessment (with or without recommendations) should be carried out, either by staff or by an external consultant, and identify and allocate funds (including accessing grant funding if available) to carry out the feasibility study / risk assessment.

If the Board directs a feasibility study / risk assessment be undertaken, please proceed to #3 below.

3. Study the feasibility and risk of the proposed service

If the Board directs a feasibility study / risk assessment be undertaken, the following is a list of items for consideration as well as any other items deemed appropriate:

- (a) Consider the major risks, challenges and opportunities with the proposed service.
- (b) Consider who should be the participants in the proposed service area (i.e. one or more electoral areas; portion of an electoral area; one or more member municipality, etc.).
- (c) Consider the boundaries of the proposed service area and the number of parcels within such service area.
- (d) Consider the development of a detailed summary of the specific proposed service and scope of proposed service.
- (e) Consider data regarding the current condition of the infrastructure/assets (and any recommendations) and current and future operating, capital and asset management costs associated with such infrastructure/assets.
- (f) Consider service levels and service standards expected by the community now (and how these may change in the future) and how to best address service levels (i.e. planning to address service levels through long-term plans as opposed to embedding service levels in service establishing bylaws generally can provide more flexibility).
- (g) Consider how the proposed service should be governed and delivered and by whom (i.e. the regional district directly; a member municipality; an existing third-party; a new third-party created to deliver the service; a separate corporation that is wholly-owned by a local government).
- (h) Consider whether a loan may be required for the proposed service.

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- (i) Consider the development of a draft five-year budget to establish and maintain the proposed service, including asset management obligations.
- (j) Consider method of cost recovery (i.e. property value taxation based on property assessments; parcel taxes; user fees and charges, government grants).
- (k) Consider how costs should be shared as between the participants in the proposed service.
- (l) Consider a maximum annual requisition amount (if applicable).
- (m) Consider how to address and resolve any potential conflicts or overlaps with existing services.
- (n) Consider the development of a start-up plan (or transition plan in the event that the proposed service is emerging from an existing municipal, local, sub-regional or regional service).
- (o) If applicable, consider a preferred method for obtaining elector support, such as:
 - i. by referendum (assent voting)
 - ii. by alternative approval process (AAP)
 - iii. by consent on behalf of electors.

4. Decide next steps

Following a review of the feasibility study / risk assessment, the Board may consider next steps, including:

- not proceeding any further with the proposed service;
- requesting further information;
- directing staff to commence work on developing a draft service establishing bylaw (and loan authorization bylaw if applicable) for consideration of readings at a future Board meeting;

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- other option as directed by the Board.

If the Board directs staff to commence work on developing a draft service establishing bylaw (and loan authorization bylaw if applicable), please proceed to #5.

5. Prioritization of draft service establishing bylaws

It is acknowledged that the SLRD has limited organizational capacity and, at any given time, there may be a waitlist of draft service establishing bylaws (with varying levels of complexity) waiting to be actioned as soon as organizational capacity becomes available. The Board may provide direction to staff on how to prioritize the waitlisted draft service establishing bylaws and in doing so the Board may consider the following matters as well as any other matters it deems appropriate in the circumstances:

- (a) What is the overall draw on organizational resources to progress through the service establishing process?
- (b) Is the proposed service intended to address a public safety matter?
- (c) Is the proposed service related to health and safety concerns raised by the community, such as water infrastructure or sewer infrastructure?
- (d) Is the proposed service a community-requested initiative?
- (e) What is the urgency of the request for the proposed service from the community's perspective?
- (f) What is the anticipated timeline to progress through the service establishing process?
- (g) What is the anticipated level of community engagement required for the service establishing process?
- (h) Are there any third-party dependencies involved in the service establishing process?
- (i) What is the level of complexity in the service establishing process?

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- (j) What number of property owners / residents will receive the benefit of the proposed service?
- (k) If applicable, how long has the proposed service been on the waitlist?

6. Review

This policy may be brought forward to the Board for review as follows:

- at least every 3 years; and
- at the initiative of the Corporate Officer, at any time.

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Schedule A

Legislative Authority:

As laid out in the Local Government Act and the Community Charter, a general summary of a service establishment process is below:

1. In order to start providing a service, the SLRD would have to obtain elector consent. The three methods of obtaining elector approval are:
 - a. Petition requesting that the Board provide a specific service;
 - b. the Alternate Approval Process (AAP);
 - c. elector assent / referendum.
2. For the Petition method:
 - a. Property owners initiate the proposed service by submitting a Petition to the Board. The Petition document must include the following information (as well as anything else the Board may require):
 - Description of the service;
 - Boundaries of the proposed service area;
 - Proposed method for recovering annual costs;
 - Maximum annual requisition amount
 - b. The Petition document must be signed by the owners of at least 50% of the parcels intended to be included in the potential service area that in total represent at least 50% of the net taxable value of the land and improvements intended to be included in the potential service area.
 - c. If a valid petition is received and authorized by the Board, the associated Electoral Area Director is able to provide consent on behalf of the participating area. Upon approval of the Inspector of Municipalities being obtained, the Board may proceed with consideration of adoption of the proposed service establishment bylaw.
3. For the AAP method:
 - a. The Board initiates the potential service by directing staff to prepare bylaws and then would give three readings to the proposed service establishment bylaw.
 - b. The Inspector of Municipalities reviews the bylaws and if satisfied that an AAP is appropriate in the circumstances, gives approval for the AAP to proceed. (Note: at this stage, the Inspector of Municipalities can also require that assent voting (instead of the AAP) be undertaken.)

- c. The SLRD must publish a Notice of AAP for two consecutive weeks in a local newspaper.
- d. After the second Notice of AAP is published, eligible electors would have at least 30 days in which to register their formal opposition to the proposed bylaws via submitting an Electoral Response Form to the SLRD. If 10% of eligible electors in the proposed service area oppose the Board's intention to adopt the proposed bylaws, the Board cannot proceed with adoption of the bylaw without first holding an assent vote. If less than 10% of eligible electors in the proposed service area do not oppose the Board's intention to adopt the proposed bylaw, then the SLRD Board may proceed with adopting the proposed bylaw.

4. For the elector assent / referendum method:

- a. The Board would initiate this method by giving three readings to the proposed service establishment bylaw and then assent voting by eligible electors would be held. If the electors supported the proposed bylaw, the bylaw would be submitted to the Inspector of Municipalities for approval. Upon approval of the Inspector of Municipalities being obtained, the Board would consider adoption of the proposed bylaw.