

Pre-read materials for the Strategic Planning Session #2

Wednesday, January 25, 2023, at 1:00PM

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Appendix A

Vision updates

CRD vision

Our communities strive to achieve exemplary environmental stewardship, a dynamic vibrant economy and an inclusive, caring society.

Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.



resolving what feels missing

Our communities strive to achieve exemplary environmental stewardship, a dynamic vibrant economy and an inclusive, caring society.

Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.

Housing and transportation

✓ Specific issues are tackled at the priority level

Leveraging existing traditions and legacy systems

✓ A vision describes the ideal end state, not how we will get there

A sense of urgency

✓ A vision is long term

First Nations reconciliation

✓ CRD has a First Nations Reconciliation statement

Naming the climate emergency

✓ The Climate Emergency Declaration is still in effect

edits requested

Our communities strive to achieve exemplary environmental stewardship, a dynamic vibrant economy and an inclusive, caring society.

Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.

- Reframe it to be a fully realized end state (remove “strive to achieve”)
- Add “climate action” near reference to “exemplary environmental stewardship”
- Add the word sustainability
- Add the word resilient (or resilience)
- Change “our communities” to “our region” to reflect the collective regional ethos of the district (rather than distinct communities within it)

edits requested

Our region is sustainable and resilient. We have exemplary environmental stewardship, a dynamic, vibrant economy and an inclusive, caring society.

Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.

- ☑ Reframe it to be a fully realized end state
- ☑ Add the word sustainability
- ☑ Add the word resilient (or resilience)
- ☑ Change “our communities” to “our region” to reflect the collective regional ethos

Adding “climate action” near “exemplary environmental stewardship” is not possible without reimagining the vision’s core sentence structure, something identified as a key strength to protect in the editing process. The addition of sustainability and resilience adds additional emphasis on the environmental commitments and priorities of the CRD.

Removing “the essence of” helps keep the vision concise, given the addition of new words at the beginning.

new vision

Our region is sustainable and resilient. We have exemplary environmental stewardship, a dynamic, vibrant economy and an inclusive, caring society.

Regional cooperation, mutually beneficial decision making and advancing shared interests shape the CRD.



Informal Directors' Survey Result

response rate 15 respondents from 12 regional municipalities/electoral areas completed the survey

	Priority	Strongly oppose	Oppose	Neutral	Support	Strongly support
Advocacy, Governance & Accountability	Transparent decision-making, reporting and accountability	0	0	0	4	11
	Regionalized health and safety services	0	0	2	6	7
	Transparent communications framework with residents	0	0	2	8	5
	Equity, diversity and inclusion training	0	0	2	10	2
	Outreach about CRD role, mandate and priorities	0	0	3	10	1
Climate Action & Environmental Stewardship	Expansion of green spaces and outdoor recreation	0	1	0	5	9
	Resilience and adaptation planning	0	0	1	7	7
	Beneficial uses of regional waste	0	1	0	7	7
	Biodiversity and natural assets protection	0	1	0	7	7
	Community engagement, education and leadership	0	0	3	6	6
Community Dev.	Food security	0	1	2	7	5
	Regional affordability and a resilient economy	0	0	0	10	5
	Foster civic participation	0	0	1	10	4
	Changes to Arts & Culture services	0	0	7	5	3
First Nations Reconciliation	New services (e.g. childcare, invasive species)	0	2	5	6	2
	Hear from First Nations on how to approach reconciliation	0	0	0	8	7
	Equitable access to CRD services	0	0	1	9	5
	Integrate traditional knowledge	0	0	3	9	3
	Stronger communication and engagement framework	0	0	1	11	3
	Collaborative governance and decision-making	0	0	3	10	2
Housing	Shared economic opportunities	0	0	2	11	2
	CRD affordable housing supply program	0	0	0	5	10
	More affordable housing in the region	0	0	0	7	8
	Inclusive, equitable and family-friendly housing	0	0	0	7	8
	Climate action through housing investments	0	1	1	6	7
Transportation	Housing information improvements	0	1	2	11	1
	Regional trails/active transportation connectivity and access	0	0	0	6	9
	Regional transportation connectivity across modes	0	0	1	6	8
	Climate action through transportation investments and mode shifting	0	0	2	6	7
	Critical maintenance of roadways by Province	0	0	6	5	4
	Transportation governance	0	0	5	6	4
	Road safety improvements	0	0	5	7	3
	Transportation data improvements	0	0	4	8	3
Resources for active transportation project feasibility studies	0	1	1	12	1	

Appendix C

Evolution of priorities

example

The following pages outline how priorities have evolved since the first session. Here's how to read the pages that follow.

category

Draft outcome statement based on staff evaluation of the priorities. Updated language is presented for consideration.

Priority as it was captured at the end of the first planning session on November 30, 2022

Priority as it was captured at the end of the first planning session on November 30, 2022

Priority as it was captured at the end of the first planning session on November 30, 2022



Proposed language for priority now



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.

Coordinate and advocate in a unified way for improved connectivity across transportation modes and in alignment with supportive land uses

Coordinate and advocate in a unified way for critical maintenance of roadways by provincial partners, across the district

Coordinate and advocate in a unified way to local governments within the CRD to improve road safety



Improve regional connectivity and safety across transportation modes



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.

Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering

Increase coordination and access to trails and active transportation paths across the region to foster equitable and safe use of regional trails

Ensure investment in transportation help us mode shift, promote active transportation and achieve climate action objectives



Support investments, expansion and equitable access to active transportation



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.

Explore changes in governance for transportation in the region, including the Electoral Areas



Present options for changes in governance for transportation in the region, including the Electoral Areas



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.

Improve access to transportation information to improve coordination



Shift travel behaviour through education, encouragement, and information



Housing

Residents have access to affordable housing that enhances livability.

- Develop new affordable housing supply program
- Increase supply of affordable housing in the region
- Develop inclusive and equitable family-friendly housing
- Support energy-efficient, low-carbon CRD housing investments



Increase supply of affordable, inclusive and adequate housing in the region



Housing

Residents have access to affordable housing that enhances livability.

Better housing information to support evidence-based decision making



Better regional housing data to support evidence-based decision making



First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.



Develop mechanisms to hear from First Nations better as to how communities would like from CRD to approach reconciliation

Strengthen capacity and communication tools, embrace inclusion and know when engagement is necessary



Develop mechanisms to hear more from First Nations governments as to how they would like the CRD to approach reconciliation



First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

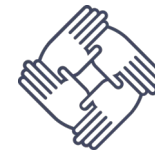
Explore innovative approaches to governance and decision-making in partnership with First Nations, as part of the District's engagement on its Reconciliation Plan and/or any engagement on treaties

Strengthen collaborative models of decision-making

Embrace new decision-making and conflict-resolution opportunities

Coordinate collegial governance - equitable and respectful opportunities for partnerships

Strengthen capacity and communication tools, embrace inclusion and know when engagement is necessary



Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making that uplift Indigenous self-determination



First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan



Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan



First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

Strengthen relationships and economic opportunities

Enhance equity and advocacy for regional needs



Support shared prosperity by enhancing economic opportunities, in partnership with First Nations



Climate action & environment

Reduced greenhouse gas emissions, triple-bottom line solutions and progress on adaptation.

Promote zero waste approaches

Maximize beneficial use of waste and manage residuals appropriately



Maximize solid waste diversion and resource recovery from waste materials



Climate action & environment

Reduced greenhouse gas emissions, triple-bottom line solutions and progress on adaptation.

Manage invasive species across the region to support biodiversity

Increase protection of biodiversity, ecological integrity and natural assets



Explore options for a regional approach to biodiversity and the protection of ecological assets



Enhance the protection of biodiversity, ecological integrity and natural assets in Regional Parks



Climate action & environment

Reduced greenhouse gas emissions, triple-bottom line solutions and progress on adaptation.

Support innovative repurposing of natural resources to increase climate resilience and adaptation to address climate related risks and disasters

Prioritize adaptation planning



Increase resilience, community and adaptation planning to address climate related risks and disasters



Climate action & environment

Reduced greenhouse gas emissions, triple-bottom line solutions and progress on adaptation.

Support energy-efficient, low-carbon CRD housing investments



Support energy efficient and low carbon buildings across the region



Climate action & environment

Reduced greenhouse gas emissions, triple-bottom line solutions and progress on adaptation.

Promote sustainable community development that engages residents along their spectrum of capacity



Promote community capacity building on climate action



Climate action & environment

Reduced greenhouse gas emissions, triple-bottom line solutions and progress on adaptation.

Expand access to green space and outdoor recreation



Expand access to green space and outdoor recreation

Improve food security



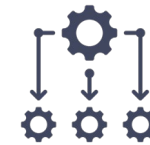
Improve food security



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Strengthen decision making tools and frameworks (transparency, accountability and advocacy)



Strengthen board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.



Expand CRD's EDI program and training and foster participation and accountability among the board



Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Foster greater civic participation among diverse community members



Foster greater civic participation among diverse community members



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Advocate for changes to land use policies



Explore changes to status quo growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Develop a consistent approach to communication with residents that can build trust and foster transparency

Maintain transparency to the public in reporting and decision-making including opportunities for engagement when appropriate

Increase awareness and understanding about the CRD, its role, mandate, priorities, etc.



Improve and streamline communications and public engagement to foster trust and understanding



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Collaborate and coordinate to support affordability across the region. and create a resilient economy



Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure investments and accountability to taxpayers



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Consider 100% participation in the CRD arts and culture services



Scale up regional participation in the CRD Arts & Culture Support Service



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Create a potential service that would support regional arts facilities



Scale up regional support for performing art facilities within the region



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Advocate to improve communication with other governments

Improve commitment and collaboration with other governments (project outcomes, funding, forward-looking)

Advocate to provincial partners to tackle complex environmental issues in a coordinated way

Advocate for greater communication of information from other governments for public participation in projects in their communities

Advocate for more affordable housing that is sector-specific and purpose-built, tied to income, address a broad spectrum of needs and consider what is affordable in each area of the district

Advocate for incentives that change behaviour to create more affordable housing (e.g. regional retrofit funding offer)

Advocate for regional safety coordination among youth, police, housing and health

Advocate to the Ministry of Health on the provision of health services for supportive housing



Influence regional issues and advocate in a consistent, focused way that aligns with the board strategic priorities



Governance

Effective advocacy, coordinated and collaborative governance, and organizational performance and service delivery.

Advocate for support from the province to draw health professionals to the region

Advocate for changes to building codes to support affordable housing

Advocate for and collaborate with regional partners to create a resilient economy.

Advocate for incentives that change behaviour to create more affordable housing (eg. regional retrofit funding offer)

Advocate to provincial partners to tackle complex environmental issues in a coordinated way

Advocate for support from the province to draw health professionals to the region

Advocate for equity in transportation improvements across the district

Advocate for greater communication of information on the part of other governments for public participation in projects in their communities and for commitment to tackle complex environmental issues in a coordinated way



Influence regional issues and advocate in a consistent, focused way that aligns with the board strategic priorities

Capital Regional District Strategic Plan Priority Matrix

priority: transportation

Staff have undertaken a feasibility assessment for the priorities identified by the CRD Board during its first strategic planning session on November 30th, 2022. This assessment considered how a proposed priority fits with existing plans and strategies, what staff could do to advance the priority and the scale of change associated with those actions. Staff also identified where success is dependent on something that is out of their control (e.g. forging new partnerships, legislative change).

A key theme that emerged out of the first strategic planning session was the importance of considering affordability, livability and equity when making decisions. These themes are well aligned with the CRD's vision "We have exemplary environmental stewardship, a dynamic, vibrant economy, and an inclusive, caring society".

	At a glance overview					What can CRD do in this space?				What are the external dependencies?	
Initiatives	Is this already being done?	Does this change any existing plans?	Does this impact affordability positively?	Does this impact livability positively?	Does this serve all equitably?	What are existing levers at our disposal to deliver on this?	Can we make meaningful progress within four year term?	What is the scale of change?	What is the potential cost?	Is participation from stakeholder(s) necessary to succeed?	Are we dependent on anything else to succeed here?
Legend	Yes / No	Sustains momentum Accelerates Pivots	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Many levers Some levers Few levers	Yes / No	Significant Moderate Minimal	High (>\$1M) Medium (\$250,000 - \$1M) Low (<\$250,000)		
1a 1. Improve regional connectivity and safety across transportation modes 2. Support investments, expansion and equitable access to active transportation	Yes	Sustains momentum	Positive	Strongly positive	Neutral	Many levers	Yes	Significant	1. Integrate in core services 2. High	Local government partners, agencies, crown corporations, provincial partners and others	n/a
1b Present options for changes in governance for transportation in the region, including the Electoral Areas	Yes	Accelerates	Neutral	Neutral	Neutral	Few levers	Yes	Significant	Medium	Local government partners, agencies, crown corporations, provincial partners and others	Legislative change Better goal definition
1c Shift travel behaviour through education, encouragement and information	Yes	Sustains momentum	Positive	Positive	Positive	Many levers	Yes	Minimal	Low	Local government partners, agencies and educational institutions	n/a

Capital Regional District Strategic Plan Priority Matrix

priority: housing

	At a glance overview					What can CRD do in this space?				What are the external dependencies?	
Initiatives	Is this already being done?	Does this change any existing plans?	Does this impact affordability positively?	Does this impact livability positively?	Does this serve all equitably?	What are existing levers/tools/others at our disposal to deliver on this?	Can we make meaningful progress within four year term?	What is the scale of change?	What is the potential cost?	Is participation from stakeholder(s) necessary to succeed?	Are we dependent on anything else to succeed here?
Legend	Yes / No	Sustains momentum Accelerates Pivots	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Many levers Some levers Few levers	Yes / No	Significant Moderate Minimal	High (>\$1M) Medium (\$250,000 - \$1M) Low (<\$250,000)		
2a Increase supply of affordable, inclusive and adequate housing in the region	Yes	Sustains momentum	Strongly Positive	Positive	Neutral	Few Levers	Yes	Significant	High	New funding sources & partners	Expeditious land use planning decision
2b Better regional housing data to support evidence-based decision making	No	Accelerates	Neutral	Neutral	Neutral	Few Levers	Yes	Minimal	Medium to High	Federal and provincial partners Local government partners	n/a

Capital Regional District Strategic Plan Priority Matrix

priority: First Nations

	At a glance overview					What can CRD do in this space?				What are the external dependencies?	
Initiatives	Is this already being done?	Does this change any existing plans?	Does this impact affordability positively?	Does this impact livability positively?	Does this serve all equitably?	What are existing levers/tools/others at our disposal to deliver on this?	Can we make meaningful progress within four year term?	What is the scale of change?	What is the potential cost?	Is participation from stakeholder(s) necessary to succeed?	Are we dependent on anything else to succeed here?
Legend	Yes / No	Sustains momentum Accelerates Pivots	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Many levers Some levers Few levers	Yes / No	Significant Moderate Minimal	High (>\$1M) Medium (\$250,000 - \$1M) Low (<\$250,000)		
3a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation	Yes	Sustains momentum	Positive	Positive	Strongly Positive	Many levers	Yes	Moderate	High	First Nations	Commitment to maintain funding for gov-to-gov relationship building framework Staffing to increase capacity to respond to requests
3b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination	Yes	Accelerates	Positive	Positive	Strongly Positive	Few levers	Yes	Significant	Combined with 3a	First Nations Provincial partners	Legislative change re. inclusive governance on regional district boards
3c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan	Yes	Sustains momentum	Positive	Strongly Positive	Strongly Positive	Many levers	Yes	Significant	Combined with 3a	First Nations	n/a
3d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations	Yes	Sustains momentum	Strongly Positive	Positive	Strongly Positive	Many levers	Yes	Significant	High	n/a	n/a

Capital Regional District Strategic Plan Priority Matrix

priority: climate action & environment

		At a glance overview				What can CRD do in this space?				What are the external dependencies?		
Initiatives	Is this already being done?	Does this change any existing plans?	Does this impact affordability positively?	Does this impact livability positively?	Does this serve all equitably?	What are existing levers/tools/others at our disposal to deliver on this?	Can we make meaningful progress within four year term?	What is the scale of change?	What is the potential cost?	Is participation from stakeholder(s) necessary to succeed?	Are we dependent on anything else to succeed here?	
Legend	Yes / No	Sustains momentum Accelerates Pivots	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Many levers Some levers Few levers	Yes / No	Significant Moderate Minimal	High (>\$1M) Medium (\$250,000 - \$1M) Low (<\$250,000)			
4a	Maximize solid waste diversion and resource recovery from waste materials	Yes	Sustains momentum	Negative	Positive	Negative	Many levers	Yes	Significant	High	Local government partners Industry Public	Consumer behaviour changes Legislative change
4b	1. Explore options for a regional approach to biodiversity and the protection of ecological assets 2. Enhance the protection of biodiversity, ecological integrity and natural assets in Regional Parks	1 - No 2 - Yes	1 - Pivots 2 - Sustains momentum	Negative	Strongly Positive	Positive	Many levers	Yes	Significant	1 - Medium to High 2 - Integrated in core services	First Nations, stakeholders and public	1 - New mandate
4c	Increase resilience, community and adaptation planning to address climate related risks and disasters	Yes	Sustains momentum	Strongly Positive	Strongly Positive	Positive	Many levers	Yes	Moderate	Integrated in core services	Multi-jurisdictional stakeholders	n/a
4d	[Moved from Housing] Support energy efficient and low carbon buildings across the region	Yes	Sustains momentum	Positive	Strongly Positive	Neutral	Many levers	Yes	Moderate	Integrated in core services	Expansion of existing partnerships	Legislative change
4e	Promote community capacity building on climate action	Yes	Sustains momentum	Neutral	Positive	Positive	Few levers	Yes	Minimal	Integrated in core services	Commitment from existing partners	New partnerships with emerging agencies, non profit, community groups etc.

4f	Expand access to green space and outdoor recreation	Yes	Sustains momentum	Negative	Strongly Positive	Neutral	Many levers	Yes	Significant	Integrated in core services	First Nations, stakeholders and public	Availability of land to purchase
4g	Improve food security	Yes	Sustains momentum	Positive	Positive	Neutral	Few levers	Yes	Minimal	Medium	Local government partners First Nations	New service establishment

Capital Regional District Strategic Plan Priority Matrix

priority: governance

	At a glance overview					What can CRD do in this space?				What are the external dependencies?	
Initiatives	Is this already being done?	Does this change any existing plans?	Does this impact affordability positively?	Does this impact livability positively?	Does this serve all equitably?	What are existing levers/tools/others at our disposal to deliver on this?	Can we make meaningful progress within four year term?	What is the scale of change?	What is the potential cost?	Is participation from stakeholder(s) necessary to succeed?	Are we dependent on anything else to succeed here?
Legend	Yes / No	Sustains momentum Accelerates Pivots	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Strongly Pos. Positive Neutral Negative	Many levers Some levers Few levers	Yes / No	Significant Moderate Minimal	High (>\$1M) Medium (\$250,000 - \$1M) Low (<\$250,000)		
5a Influence regional issues and advocate in a consistent, focused way that aligns with the board strategic priorities	Yes	Sustains momentum	Neutral	Neutral	Neutral	Many levers	Yes	Minimal	Integrated in core services	Successful outcomes dependent on others acting on our requests/suggestions for changes	n/a
5b Strengthen board decision-making frameworks to include First Nations Reconciliation, equity diversity and inclusion, and climate action lenses	Yes	Accelerates	Neutral	Neutral	Positive	Many levers	Yes	Significant	Low	n/a	n/a
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	Yes	Accelerates	Neutral	Positive	Strongly positive	Many levers	Yes	Moderate	Low	n/a	n/a
5d Foster greater civic participation among diverse community members	Yes	Accelerates	Neutral	Neutral	Positive	Many levers	Yes	Moderate	High	n/a	n/a
5e [Moved from Out of Mandate] Explore changes to status quo growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation.	Yes	Pivots	Strongly Positive	Strongly Positive	Positive	Few levers	No	Significant	Integrated in core services	Local government and provincial partners	Legislative change

5f	Improve and streamline communications and public engagement to foster trust and understanding	Yes	Sustains momentum	Neutral	Neutral	Positive	Many levers	Yes	Moderate	High	n/a	n/a
5g	1. Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. 2. Advocate for and collaborate with regional partners to create a resilient economy.	Yes	Accelerates	Positive	Neutral	Neutral	1 - Many levers 2 - Few levers	1 - Yes 2 - No	1 - Moderate 2 - Minimal	1 - Medium to High 2 - Integrated in core services	2 - South Island Prosperity Partnership, Greater Victoria chamber of Commerce, Downtown Victoria Business Association, UBCM	n/a
5h	Scale up regional participation in the CRD Arts and Culture Support Service	Yes	Accelerates	Positive	Positive	Neutral	Few levers	Yes	Minimal	Integrated in core services	Non-participating jurisdictions	Shared recognition of the value proposition of the arts
5i	Scale up regional support for performing art facilities within the region	Yes	Accelerates	Strongly Positive	Positive	Positive	Few levers	Yes	Significant	High	Participating jurisdiction & non-participating jurisdictions	Shared recognition of the value proposition of the arts and arts facilities
5j	[Advance through existing services/priority 4c] Build specific services for childcare, invasive species, regional collaboration	Service dependent	n/a	Neutral	Neutral	Neutral	Service dependent	Service dependent	Service dependent	Service dependent	Service dependent	Service dependent
5k	[remove from consideration as a stand-alone item and include in 5A in the long-list of advocacy topics] Deliver regional safety coordination among youth, police, housing and health	No	n/a	Neutral	Positive	Neutral	Few levers	No	Minimal	Low	Local government and provincial partners	Legislative change Goal definition