

Our Saint John

I C S P Integrated Community Sustainability Plan



DECEMBER 2008

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ACKNOWLEDGEMENTS

In 2007, countless community members contributed their thoughts, ideas and dreams about their vision for the future of our city. A group of dedicated community stakeholders then devoted many days articulating that information into a Community Vision Statement and supporting series of 20-Year Community Goals. Together with a set of Sustainability Principles developed by the volunteers of the Saint John Environment Committee, the Vision and Goals outline what we – the community – want our Saint John to be in the future.

Knowing what and where we want to be was the first step; the next was figuring out how to get there. Of the hundreds of actions or steps that we could take forward, how do we decide what ones we should take and what should come first?

The Integrated Community Sustainability Plan is the answer to that question.

It highlights six 'Primary Projects' that – of the hundreds of possible projects that could be pursued – will do the *most* to mobilize our community towards our vision for the future and sustainability. The list of possible projects was based on the foundation of ideas from a number of sources but primarily on input gathered from the public during development of the Community Vision and Goals and extensive input from a large group of stakeholders that were involved throughout the development of this document.

Of the many actions and projects suggested by the community and stakeholders, each was evaluated to determine how directly it would link to each Sustainability Principle and 20-Year Community Goal. The Primary Projects are those projects that 'floated to the top' as a result of this evaluation. In other words, these projects are the ones with the most linkages to where our community wants to be in the future.

This document is the culmination of widespread input from the community and stakeholders on what they envision for the future of our community and what steps are needed to take us there.

In acknowledgement of the work done to-date and still to come:

A sincere and heartfelt thanks to all those members of the public who shared their hopes and dreams for the future of Saint John, to those stakeholders who devoted countless hours in shaping this plan of action to translate those hopes and dreams into reality and to all of you who will continue to work together to implement this plan.



Community Vision Statement

Our Saint John, Canada's first city, leads the nation as an example of a sustainable community.

Our Saint John was born of the water. Like the tides we live by, we are responsive to the constant changes in our environment, economy and society.

Our Saint John is a liveable city designed for people where everyone can feel at home. We are diverse in cultures, rich in arts, full of exciting entertainment and recreational activities.

Our Saint John provides educational excellence and life-long-learning opportunities to help people reach their full potential. Our dynamic economy is built on creativity, innovation and entrepreneurial spirit.

Our Saint John is a population of problem solvers where each individual and organization has a vital role to play. It is a place where leadership is based on transparency, integrity and trust.

Our Saint John is a place where we overcome our challenges and live our dreams.

This is our Saint John.

The future is not something we enter.

The future is something we create.

Leonard I. Sweet, Author/Futurist

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A.0 TOWARDS A SUSTAINABLE SAINT JOHN – SHAPING THE VISION

A.1 Introduction

Our community has a vision for the future; we know what type of community we want our children and grandchildren to grow up in. However, although we know where we want to be, our community today is constantly changing – and the path to reaching that future is not always clearly defined. The challenge we face, regardless of whether our community is experiencing a period of growth or decline, is how do we find the right balance in today's decisions and actions that will help us reach our desired future for tomorrow?

How do we balance economic benefits and risks with potential impacts to our environment or to our society and culture? How do we strive to protect the natural environment without limiting our economic development potential? Cities are fundamental for achieving economic opportunities, social interaction and cultural enrichment. However, conventional communities continue to deplete our economic, environmental, social and cultural resources without replenishing them at an adequate rate.

In response to these concerns, *sustainability* has become the new priority for communities around the world.

In the broadest terms, sustainability has been defined as “meeting the needs of the present generation without compromising the ability of future generations to meet their needs”¹. There are a number of differences between a sustainable community and a traditional community. Three primary characteristics of a sustainable community are:

- I. A sustainable community recognizes the importance of long range planning and in doing so has a vision and goals that describe the future. This forward-looking perspective allows the community to determine what needs to be done today to reach tomorrow.
- II. A sustainable community uses a whole systems approach to provide for balanced priorities because it is understood that environmental, economic, social and cultural needs are interrelated.
- III. In a sustainable community, community groups, institutions, businesses, volunteer agencies, governments and individuals must work together to set goals, form plans and implement solutions.

Being sustainable is about more than protecting the environment – it also means increasing financial efficiency, building social and cultural capacity and being more effective over the long term. Today, the needs of a community can no longer be considered as disconnected pieces; addressing issues in isolation will not result in a sustainable community. While economic demands are a driving force and are often a significant and immediate need, they must be balanced with the critical and long term significance of social, cultural and environmental concerns. A balanced or sustainable approach to decision making accounts for all resources – economic, environmental, social and cultural – by recognizing the full costs of decisions in a way that supports financial, environmental and community well-being over the long term.

¹ UN World Commission on Environment and Development. (1987). *Our Common Future – Brundtland Report*.

As the level of government closest to the people, municipal governments play a vital role in educating, mobilizing and responding to the public to promote sustainability. The City of Saint John, like all municipalities, has a lead role to play in coordinating and orchestrating the delivery of a sustainable community by bringing together the key players including the public, all levels of government, private sector, community-based organizations (CBOs) and other key stakeholders, to set goals, form plans and implement solutions; and through ensuring that municipal decisions and services are directly aligned with the vision of the community. However, sustainability is not just a government or community responsibility – it is also an individual responsibility. Each of us has the ability to take actions that will contribute to – or detract from – the sustainability of our community and ultimately achieving our vision for the future.

A.2 What is Integrated Community Sustainability Planning?

Integrated Community Sustainability (ICS) Planning is an opportunity. It is an opportunity for our community to look long-term at what type of community we want and then take proactive steps to get there. It is an opportunity to engage citizens in a dialogue about what they value. It is an opportunity to provide an outlet for the wisdom and experience of community members to discover innovative solutions that address today's economic, environmental, social and cultural opportunities and challenges; and in doing so, leave a positive legacy for the future generations of our community.

The Integrated Community Sustainability Plan (ICSP) is a long-term plan, developed in consultation with community members, which provides direction for the community to realize the sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity.

Sustainability deals with complex issues. The development of the ICSP is grounded in the concept of *backcasting* - an effective method that can be used to begin addressing those issues and is central to the successful development and implementation of an ICSP. Backcasting involves starting from a description of a successful outcome (the vision) and then linking today's actions and investments with that outcome in a strategic way. In other words, where are we today and where do we want to be? What shall we do today to get from here to there?

The ICSP is a tool that can be used to ensure that the actions we take today are directly aligned with – and moving us towards – our community's vision for the future. It is about being proactive by consciously making decisions today that will move us to where we want to be, rather than reacting to problems or challenges as they arise.

The ICSP is not a legislated document, rather it provides a guide to what is currently being done in our community and provides direction for what more needs to be done in order for the community's vision to be achieved. Although the City has played a lead role in coordinating development of the ICSP, it is a community document. All recommendations in the ICSP are directly linked to the community-developed and owned vision for the future of Saint John and include both actions that will require broad-based community cooperation and those that can be implemented by any individual community member².

² A glossary and list of acronyms can be found in Appendix A.

A.3 Background

Vision 2015

The City began taking on a leadership role in sustainability with the launch of Vision 2015 – a shared plan for continuous improvement to make Saint John a national leader as a sustainable community. Beginning with a long-term vision and goals developed and owned by the community, Vision 2015 is a multi-year program designed to translate vision into action while providing balance amongst community needs as we move to a sustainable future for Saint John. The project is using an integrated approach of planning, strategy, action, and performance measurement to align City services to the vision, goals and objectives identified by the citizens of Saint John.

The framework of this project began with the creation of a set of Sustainability Principles, followed by a long-term vision and goals developed by the community (described below). The second step in this framework is development of the ICSP which outlines steps to translate the community's vision and goals into actions. Following development of the ICSP, the City and other community partners will plan, align and deliver their services based on these strategic outcomes. As a part of that process, the City will be developing a Corporate Strategic Plan in which actions for corporate sustainability will be identified.

Sustainability Principles, Vision & 20 –Year Community Goals

As mentioned above, the first step on the path towards a sustainable Saint John was the development of a set of Sustainability Principles – a set of statements on how a sustainable community would function (these can be found in detail in Appendix C). The City of Saint John Environment Committee reviewed and adapted the Melbourne Principles for Sustainable Cities to make them applicable to the City of Saint John³ and presented these to Council in June 2007. The Sustainability Principles guided the development of the community Vision and 20-Year Goals and will play an important role in implementing the ICSP; they will continue to act as our 'guardrails' on the road towards sustainability.

Following development of the Sustainability Principles, a Citizens Advisory Group (CAG) was established to lead the development of a long term vision and community goals for Saint John, which would become a starting point and guiding framework to help lead towards sustainability. This team of highly engaged community members researched, planned and carried out extensive consultation with a broad cross section of the community over the course of 11 months. The CAG developed the long-term Vision and 20-Year Community Goals for Saint John with feedback from approximately 4.2% of the community (cumulatively contributing well over 15,000 ideas) on the future of Saint John and additional input from stakeholders.

The Vision is a shared description that provides purpose, direction and inspiration for what we want Saint John to be in the future. The 20-Year Community Goals are organized within five elements of sustainability: social, economic, environment, infrastructure and governance (the Vision Statement can be found at the beginning of this document; the 20-Year Community Goals are included in Section E.0). For the purposes of the ICSP, the Goals under the social theme have been divided between social and *culture* – a sixth sustainability element. This change reflects input from stakeholders involved in the ICSP process.

³ ICLEI Oceania (2008). *Melbourne Principles for Sustainable Cities*. Retrieved from: <http://www.iclei.org/index.php?id=4490>

B.0 DEVELOPMENT & ORGANIZATION

B.1 How was the ICSP Developed?

The ICSP was developed using *backcasting*, an approach that begins with identifying a successful outcome and then linking today's actions with that outcome in a strategic way. In other words, where do we want to be (the community Vision and 20-Year Goals), where are we today and what shall we do today to get us from here to there?

The ICSP was developed under the guidance of two stakeholder committees who were involved throughout the process (a completed listing of stakeholder committee members is included in Appendix B). The Internal Stakeholder Committee included representatives from City departments, agencies, boards and commissions. The External Stakeholder Committee included key stakeholders representing a broad range of interests from the community. Committee members met throughout the process, shared knowledge on current conditions and thoughts for moving forward, assisted in identifying actions, possible indicators and targets, and reviewed the draft ICSP.

Development of the ICSP is the result of a combination of inputs (see Figure 1):

I. Vision 2015 Public Consultation Input

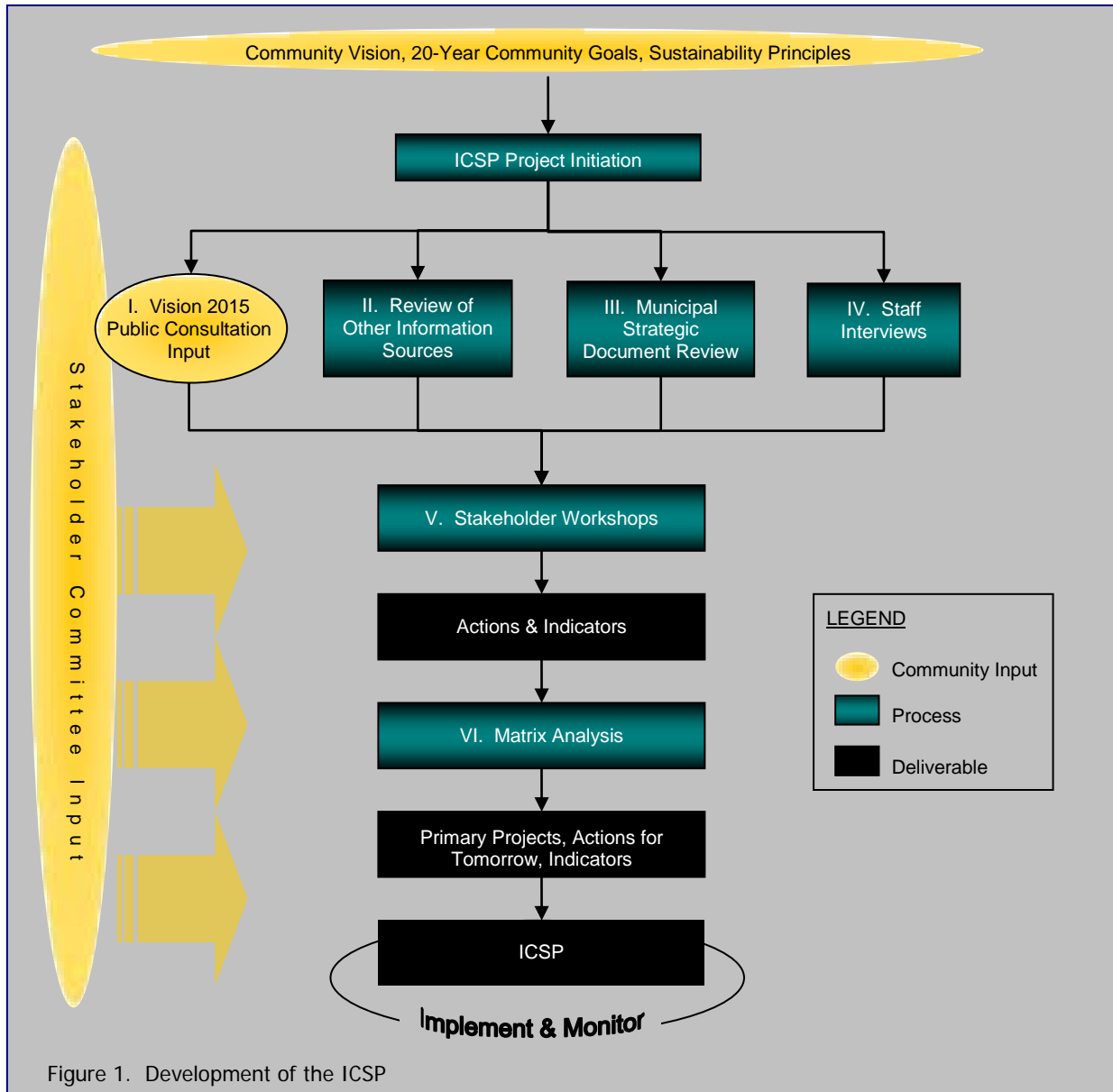
An extensive amount of raw data was collected throughout the course of the public input stages of Vision 2015. As a part of this process, the public was asked for their input on: what they value about Saint John; what is it like to live here; what changes would they most like to see in the community; what are their hopes and dreams for Saint John in 100 years; and what could they do to make these hopes and dreams happen? Approximately 4.2% of the community responded with a total of over 15,000 ideas. Ideas and themes emerging from this data were reviewed as a part of the ICSP process.

II. Review of Other Information Sources

A significant amount of research and consultation has been undertaken in the community. Documents such as the Vital Signs® reports and the Benefits Blueprint initiative identify a number of issues and opportunities faced by our community. Additional non-municipal information sources that were reviewed include: *A Portrait of Homelessness in Saint John* by the Saint John Human Development Council, *Community Voices, Perspectives and Priorities* by the Saint John Human Development Council, and the *True Growth Initiative*.

III. Municipal Strategic Document Review

Existing municipal (departments, agencies, boards and commissions) *strategic* documents were reviewed against the Community Vision and 20-Year Goals to gain an understanding of how the Vision and Goals are being supported by these documents. This review identified which of the City's strategic documents include relevant policies that will help achieve the Vision and Goals and also identified additional opportunities to further align City strategies with the Goals of the community.



IV. Staff Interviews

A number of interviews were carried out with City staff (from departments, agencies, boards and commissions) to discuss current conditions, issues and opportunities.

V. Stakeholder Workshops

A 2-day Stakeholder Workshop was held on June 4th and 5th, 2008. Over 50 key stakeholders – including Stakeholder Committee Members, members of Council and additional key stakeholders – met to learn, share and explore ideas about where the community is today and what more needs to be done to achieve the Vision and Goals of the community. Over the course of two days, workshop participants came up with over 75 objectives and 200 ideas for actions that could be taken to move us towards achievement of the Vision and Goals. Participants prioritized their ideas, suggesting what objectives and actions should be a priority today.

A second stakeholder workshop was held on September 4, 2008. Nearly 30 stakeholders met to further prioritize actions and to discuss appropriate indicators and potential targets for the ICSP. Participants prioritized actions and identified indicators and targets for each sustainability theme: social, culture, economic, environmental, infrastructure and governance. Actions and indicators from both stakeholder meetings as well as the other input sources were further evaluated using a matrix analysis described below.

VI. Matrix Analysis – Indicators & Actions

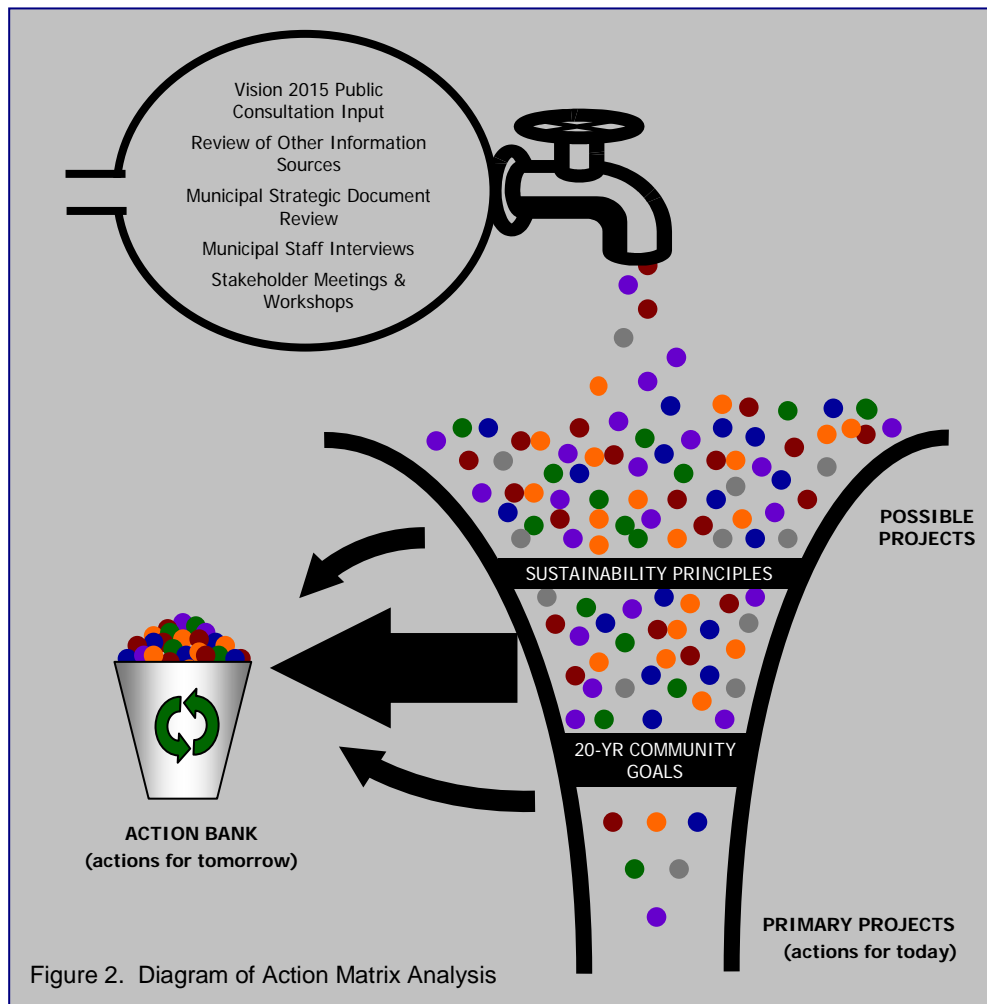
Indicators Evaluation – A matrix analysis was used to evaluate the appropriateness of suggested indicators in order to confirm that they were in fact relevant to the desired future of the community; there is little point in measuring an indicator that isn't directly tied to where our community wants to be in the future. To that end, each indicator – either identified by stakeholders or selected from other sources – was evaluated using a matrix which ranked each indicator based on the directness of its link to the 20-Year Community Goals.

Actions Evaluation – An initial long list of potential actions resulted from the inputs described above. This list of over 200 actions was refined and consolidated into a list of 75 actions. With the mindset that “if everything is a priority then nothing is a priority” a matrix analysis was carried out to evaluate each action based on two criteria: (1) how directly it linked with the 20-Year Goals of the community and (2) how directly it linked with the Sustainability Principles. Each action received a final ranking, based on the total score from each criterion.

Overall, the actions with the highest scores were those with the most direct links to a variety of the Goals and Sustainability Principles. Those actions – one within each sustainability theme – have been identified in this document as Primary Projects and should be an immediate focus for implementation (see Sections C.0 and D.0 for an overview of these projects and Section F.0 for a discussion on implementation).

The remaining projects, although not highlighted as Primary Project here, are nonetheless valid ideas for moving forward and should not be discarded. Rather these should be thought of as actions for tomorrow – placed in an ‘action bank’ where they can be implemented by interested parties and/or considered for implementation at some point in the future (see Figure 2 for an illustration of the action matrix evaluation and Appendix D for a complete listing of evaluated actions).

The relationship between potential indicators and projects with direct links was illustrated through a series of diagrams that have been included in Appendix E. Not only do these diagrams illustrate how each indicator is directly linked to one or more projects, but they also illustrate how the Primary Projects are directly linked to a number of indicators across all sustainability themes.



B.2 How is the ICSP Organized?

Primary Projects

For the Community & For You

Primary Projects are those actions that have the most direct links to the 20-Year Community Goals and Sustainability Principles. If successfully implemented, each of these projects has the potential to provide benefits across a wide range of our sustainability themes. If as a community we invest our time and effort into these Primary Projects we will move our community substantially closer to our vision for the future. Although many of these projects are community-wide in scale, there are also a number of actions that can be implemented by any individual in our community. To that end, this section has been broken down into Primary Projects that have a community-wide scope and those that can be implemented by individuals.

Context for Action

This section describes the context in which the Primary Projects were selected and will be implemented:

I. Description of Success – Our 20-Year Community Goals

The 20-Year Community goals identified by the CAG during the visioning process outline what success will look like when the Vision of the community is achieved.

II. Indicators

This section provides an outline of potential indicators that have been identified within each sustainability theme. An indicator is a statistic or measurement that can be evaluated over time against benchmarks, targets or a vision for the future. Indicators are an important tool that can help show how Saint John is progressing towards sustainability. Indicators can help in seeing the 'big picture' – whether we are moving forwards or backwards, getting worse, getting better or staying the same (see Sections F.2 and F.3 for further discussion on implementation and monitoring of the plan).

Potential indicators for the ICSP were identified in consultation with Stakeholder Committee members and evaluated to determine the link between each indicator and the various community goals. These indicators come from a variety of sources: the Vital Signs[®] reports (e.g. poverty rate, literacy rate, median family income); Statistics Canada (e.g. participation rate, labour force size) and the City of Saint John (e.g. transit ridership, number of cultural events, water consumption).

For clarity, sections of the ICSP have been colour-coded based on sustainability theme:

SOCIAL

CULTURE

ECONOMIC

ENVIRONMENT

INFRASTRUCTURE

GOVERNANCE

III. Actions Underway

It is important to recognize that we are not starting from ground zero; our community is already on the road towards sustainability. In many cases, actions are already underway – whether by the municipality, private sector or by CBOs – that are contributing to the sustainability of our community. This section highlights some examples of what is currently being done to support achievement of Community Goals. This information was identified through the various inputs into the ICSP process.

C.0 PRIMARY PROJECTS – FOR THE COMMUNITY

Primary Projects with a community-wide scope have been identified as a result of developing the ICSP. Each of these projects has direct links to our 20-Year Community Goals and Sustainability Principles. If successfully implemented, they have the potential to provide significant benefits across a wide range of our sustainability themes. In some cases significant planning and work has already gone into some of the Primary Projects listed below, while others are still in the conceptual stages. Regardless of their current state, all of these Primary Projects will require significant cooperation and support from across the community and from all levels of government. A description of each Primary Projects is provided below.

C.1 Priority Neighbourhood Capacity Building

At 20.8%⁴, Saint John has one of the highest poverty rates of any municipality above a population of 50,000 in Canada. Poverty is geographically concentrated into 5 specific neighbourhoods within our city: Crescent Valley, Lower South End and Deep South End, Waterloo Village, Old North End and Lower West Side. Neighbourhood anti-poverty groups have been developed in each of these neighbourhoods and through these initiatives, residents are now actively participating in improving their neighbourhoods through a variety of programs, events and research. In addition to these grassroots initiatives, other community supports have recently been focused on these priority neighbourhoods: Vibrant Communities has been working to reduce poverty in the South End and Crescent Valley and community police offices have been established in all but one of these neighbourhoods.

Although progress is being made, additional support and capacity building for these priority neighbourhoods is required. Benefits Blueprint outlined a Neighbourhood Capacity Building Program that would give an important boost to programs aimed at decreasing poverty. It would begin in priority neighbourhoods by initiating a wide variety of projects including community safety, skills upgrading, literacy, poverty reduction and civic engagement.

This type of investment in breaking the generational cycle of poverty has the potential for widespread benefits for our entire community. In addition to encouraging and enabling participation of residents in the improvement and transformation of their community and lives, priority neighbourhood capacity building could contribute to:

- Increased participation in the work force, with lower dependence on social services and government transfers;
- Decreased drop-outs;
- A healthier, better-educated and economically self-sufficient community;
- Increased post-secondary school attendance;
- Increased literacy rates;
- Increased participation in the local community;
- Safer communities; and
- Greater civic pride and participation.

⁴ Poverty and Plenty II (2008). Vibrant Communities.

Successful implementation of such a program has the potential to significantly reduce poverty – one of the biggest challenges our community faces in achieving our goals for the future.

C.2 District Wealth Creation Strategy

We are fortunate to have an active and enthusiastic arts and culture community that has played an active and important role in making this city a place where we choose to live. As described in the City of Saint John *Arts & Culture Policy*, adopted by Council in September 2005, arts and culture make a substantial contribution to the quality of life and vitality of our community. Recognition of this concept, including the importance of arts and culture to the economic vibrancy of a community, has emerged worldwide in recent years. This global trend is being reflected locally; recent examples include the City's adoption of the 1% For Art Program designed to provide opportunities for artists to exhibit works of art in public spaces and the Saint John Community Arts Board's Community Arts Funding Program, designed to provide support for community groups wishing to offer quality arts activities within any arts discipline.

Experience in other cities demonstrates that a successful concentration of cultural uses (a district) not only contributes to quality of life, vibrancy and the economy, but is also a key factor in the attraction and retention of new residents. Faced with pending economic growth and a labour shortage in our region, there is a compelling opportunity to continue the growth of our cultural community.

The goal of the District Wealth Creation Strategy (DWCS) commissioned by Uptown Saint John and completed in April 2008, was to establish a coherent vision for the uptown peninsula that would increase its cultural vibrancy, grow its creative and cultural economy and provide strong cultural and entertainment experiences for both residents and tourists. Accomplishing these goals would not only contribute to the vibrancy and quality of life of our community but would also leverage our cultural assets so that our community will stand out among global competition for people and investment.

The DWCS identified a list of potential projects that would assist in accomplishing the goals described above, each of which were subjected to a series of evaluation criterion to identify priorities. The results of that evaluation identified six priority projects for implementation:

- Cultural Mapping/Cultural Portal – Development of a cultural portal that expands upon the cultural mapping done to-date and provides information to the public on cultural and creative resources.
- New Festival/Festival Venue – Development of a new signature festival and associated venue.
- Urban and Community Development Institute – Development this institute in the Uptown, building on success of recent research initiatives.
- Upper floor Live/Work Strategy – Development of a prospectus information tool for distribution to current or potential building owners that profiles investment opportunities for upper floor development. The prospectus would have several components including: an inventory of upper floor space; market statement presenting a projection of demand and supply conditions; sample proforma and business case; and description of the available municipal incentives.

- Commercial Street Improvement Plan – With the goal of improving conditions along the main commercial streets of Uptown, this plan would have a number of components including: provision of encouragement for owners and tenants to improve and upgrade their storefronts; a strategy to fill vacancies; a streetscape improvement plan to enhance a quality experience for pedestrians and shoppers; and development of a retail strategy and promotion to further develop and promote the unique experience of Uptown.
- Creative Convergence Centre – Development of this centre would support the growth and development of the creative industries in Saint John. Centre component could include an art gallery and/or small performance venue, shared administrative space, venue for training and education programs supporting creative industries and an incubator and platform for networking and collaboration.

Individually, each of these projects would contribute to an enhanced cultural community in Saint John. Together and successfully implemented, these projects will have widespread positive effects, far beyond simply increasing the amount of cultural activities and events in our community. From improving the attraction and retention of new residents, increasing tourism, increasing economic activity and the tax base to providing additional job opportunities and improving the quality of life for existing residents, these projects have the potential to generate transformational change to the Uptown and the community as a whole.

C.3 Workforce Expansion

Our community has begun to experience an increase in economic development. With nearly \$19 billion in industrial projects either underway or planned in our region, our workforce has a critical role to play in securing and continuing economic growth. There are, however, some challenges to be faced when it comes to workforce expansion.

Although our unemployment rate is currently low, we face the persistent challenge of having a high proportion of population with lower education and skills levels, who are not participating in the workforce. Out-migration is another significant challenge, with many young skilled workers moving to other parts of the Maritimes or the country. Attempts to increase immigration to our community have met with some success; however, retention of immigrants continues to be a challenge.

As major industrial projects begin construction and operation in our region in combination with other economic development, there will be a huge demand for new workers. A workforce expansion strategy, as outlined in the Benefits Blueprint, will help to increase the size of the workforce in order to ensure that as many people as possible are able to take advantage of this economic opportunity. This strategy would have a number of components including:

- Attraction & Repatriation Strategy – a strategy focussed on the attraction of national and international workers.
- Retention Strategy – This is required to focus efforts on retaining existing and new workers. If these workers are not retained then the investment made in attracting those workers is lost. Components of a retention strategy could include: increased support for settlement of immigrants (e.g. welcome centre for immigrants, increased English second language training, improved credential recognition) and support to

existing organisations that assist in the engagement and integration of young people, young families and francophones (e.g. FUSION and Avantage Saint John Advantage).

- Strategy to Increase Participation Rates – with a significant portion of our community unable to participate in the workforce due to barriers such as lack of education, skills, childcare, etc, there is a need for improved programming that will provide these individuals with the resources and support they need in order to participate in the workforce.

The impacts of a successful workforce expansion plan will have widespread positive effects, far beyond economic growth. In addition to growing our population, such a plan can help to reduce poverty, increase quality of life for new residents, and ultimately grow and diversify the cultural fabric of our community.

C.4 Marsh Creek Restoration Initiative

The Marsh Creek Restoration Initiative (MCRI), developed by Atlantic Coastal Action Program (ACAP) Saint John, is a project that will combine many elements of sustainability, with the ultimate goal of transforming a degraded ecosystem into an example of a fully functional and integrated urban watercourse⁵.

Over the last century, portions of Marsh Creek have become contaminated with large amounts of creosote, other carcinogens and raw sewage; today it is an unhealthy and toxic site running through the heart of our community. The MCRI proposes that four existing wetlands in east Saint John be expanded and interconnected via a multi-use trail.

The impacts of restoring Marsh Creek will have widespread positive effects, far beyond improved water quality; the area will be transformed from a polluted, disliked eye-sore into clean and attractive parkland with trails linking Uptown and the East Side. The proposed trail network would improve connectivity in the City for both pedestrians and cyclists, providing active transportation opportunities from the Uptown to McAllister Drive. Trail infrastructure would include educational and leisure components such as interpretive panels, gazebos and landscaping, that would enhance the public's enjoyment of this urban natural capital. Implementing the MCRI would reduce flood risk in the community by increasing storm water storage capacity of existing wetlands and improving upon the existing tide gates on the Courtenay Bay Causeway.

The MCRI also represents an opportunity for a new model of cooperation between all levels of government, the community and private sector. Environmental compensation is a reality that most developers must deal with – government regulations require that any development that alters or otherwise disrupts environmental integrity must compensate the community by creating, enhancing or preserving an equal or greater quantity of a similar environment within the region in which the alteration occurred. Unfortunately, although these regulations result in no net loss of environmental integrity, there is no coordinated approach in identifying and implementing compensation projects. The result is often a logistical burden for developers and a missed opportunity for leveraging compensation projects into a community benefit.

⁵Atlantic Coastal Action Program. (2008). Saint John Vision – Marsh Creek Restoration Initiative.

As outlined in the vision for the MCRI, the project could serve as a pilot for a program in which environmental compensation projects could be used as opportunities to create sustainable development in Saint John. This is particularly opportune, given that a number of pending projects in our community will require significant environmental compensation. Such a program would:

- Ensure that Saint John's natural capital is conserved and enhanced in the most effective manner;
- Provide a valuable service to developers who must identify environmental compensation projects;
- Foster an attitude in which the community is expectant of continual improvements in the environmental integrity of our region;
- Identify specific actions that could be implemented to improve the social, economic and environmental validity of all developments; and
- Provide both a theoretical and hands-on learning experience in which all stakeholders increase their working knowledge of sustainable development.

To that end, ACAP Saint John is currently implementing the Sustainable Communities Project, an initiative to identify other on-the-ground opportunities in our community, similar to MCRI, which could be developed into living examples of sustainability.

C.5 Safe, Clean Drinking Water

Safe, clean drinking water is a basic human need; it is fundamental to nearly everything we do. Unlike other public services, water has an incredible potential to impact people directly. From the water that we drink in our homes or use to clean our dishes to the water used to fuel industry or prepare food at local restaurants, water critical to everything we do – for residents and visitors alike.

Our existing water system faces some serious challenges. The most immediate of those are the current absence of necessary treatment for drinking water and the deteriorating condition of our ageing water system infrastructure.

Safe, clean drinking water has been recognized as a priority for our community. The City of Saint John has developed a plan that will see our water system undergo a complete overhaul. The goal of this project is to transform our current system – one that lacks the necessary treatment components and is also the oldest in the country – into one that safely and successfully balances the needs of people, industry and the natural environment. Five essential outcomes of this transformation have been identified:

- Drinking water of the highest quality;
- Appropriate supplies for industry;
- Respect for the natural environment through protection of source watersheds, water conservation and sustainable water use;
- Lowest possible costs, equitably distributed among system users; and
- Innovation and best practices needed to secure safe clean water for generations to come.

As a part of this plan to improve our water system, the City has identified the need for two new water treatment plants, two new storage reservoirs and substantial infrastructure renewal through investment in a series of system improvements.

The cost of bringing our water system up to modern standards is substantial. Although it is understood that users – those who use and benefit from the utility services – would bear a significant portion of this financial burden, assistance from other levels of government will be essential in order to make the necessary improvements in a reasonable timeframe.

Formalizing this cooperation and support from other levels of government will likely be the biggest challenge moving forward. In addition, it will be critical that we – the community – are well-informed and engaged in this process as it evolves. In addition to affecting our day-to-day lives, the water system is something our children and future generations will inherit and we all have a role to play in ensuring the quality of that inheritance.

C.6 Municipal Plan Review

A municipal plan is a general guide to how Saint John will develop over the coming decades. It outlines where new development will occur, and at what density and form that development will take. A municipal plan will determine where services should be provided and what infrastructure is needed to support growth. It links transportation needs, transit and land use planning. The plan will also provide guidance on environmental matters, open space and community facilities, housing, urban design, heritage protection, and Uptown redevelopment. In addition to physical development, a municipal plan should also reflect the collective aims and aspirations of our citizens, as to the character of the landscape and the quality of life to be preserved and fostered within Saint John.

The existing City of Saint John Municipal Plan is outdated. It does not reflect current projections for economic and population growth or recent trends in sustainability, urban planning or transportation theory. A revised Municipal Plan will guide the provision of adequate land, services and infrastructure to allow appropriate development and economic growth, in the context of sustainability.

As a broad document, the Municipal Plan will support numerous sustainable actions, such as: encouraging appropriate and affordable housing construction; creating mixed use neighbourhoods; protecting open space; and providing infrastructure such as clean water, sewage disposal and convenient transit. Equally important, a revised municipal plan will provide important direction for other municipal strategic documents such as a revised Zoning By-Law, neighbourhood plans, transportation master plan, community energy plan, recreation master plan action plan, parks and open space master plan, etc.

Transportation will be a primary focus of the Municipal Plan; you cannot plan for land use without planning for transportation. The importance of transportation to economic growth, quality of life and the environment is also critical. The efficient movement of goods and people is a fundamental requirement for economic growth. An accessible and affordable transportation system is what facilitates access to health and education as well as links to families, communities, markets and jobs. In addition to economic and social impacts, our transportation system has a direct link to the environment including greenhouse gas emissions and air, water and noise pollution. Depending on its structure and focus, a transportation network can have a

huge impact on how we decided to move from Point A to Point B – whether we get behind the wheel of a car, catch the bus, hop on a bike or put on our sneakers to walk to work. Currently, there is no comprehensive transportation plan for Saint John. As our city continues to grow, a well-planned, strategic and multi-model transportation system will be essential and this will be addressed either as a part of or concurrent with the development of a revised Municipal Plan.

The first phase of a municipal plan review would be a Growth Strategy which will identify and prioritize areas suitable for future development. This will be based on a number of inputs including: projected economic and population growth land requirements; identification of environmental and geotechnical constraints to development; proximity to existing and future transportation, servicing and other infrastructure; proximity to existing land uses; identification of environmental features; and input from the community.

D.0 PRIMARY PROJECTS – FOR YOU

In addition to supporting and participating in the community-scale Primary Projects described above, there are many actions each of us can take that will help move our community towards sustainability and our vision for the future. A number of Primary Projects – at an individual scale – were identified in creating ICSP. Each of these projects has a direct link to our 20-Year Community Goals, Sustainability Principles and indicators. These on-the-ground actions are examples of sustainable actions that can be implemented on an individual basis with relative ease. This list should be seen as a starting point for any citizen interested in taking action to move towards a sustainable future for our community; many other resources exist which also provide excellent ideas about other actions that can be taken.

- *Reduce Energy Consumption* – Replace old light bulbs with CFL bulbs; wash clothes with cold water only; hang-dry clothes; lower your water heater temperature; upgrade your home/office for solar power.
- *Reduce Water Consumption* – Use rain barrels to capture and store rain water that can be used to water gardens and lawns or wash cars⁶; shorten shower times; switch to low-flow shower heads.
- *Reduce Waste* – Recycle, compost, switch to re-usable grocery bags.
- *Reduce Greenhouse Gases* – Bike, walk or carpool to work; reduce vehicle idling time; develop a Walking School Bus Program and/or Bicycle Train Program - where children walk or bike to school under the supervision of adults⁷; switch to a fuel efficient or hybrid vehicle; eat less meat; eat locally⁸.
- *Reduce Pesticide Use* – Follow Naturescape Guidelines (planting schemes are designed to imitate natural growth patterns)⁹; use alternatives to pesticides such as shading soil, minimizing soil disturbance, prevent weed seed deposits, etc¹⁰.
- *Go Green at Work* – Implement green purchasing practices and other sustainable practices for your business or place of work (e.g. reusable china and cutlery for catering at meetings, print and copy double-sided, turn off office lights when not needed, unplug your computer when done for the day)¹¹.
- *Be Engaged* – Attend local cultural and social events, volunteer your time, participate in public consultation events, and vote.

⁶ See the City of Campbell River Rain Barrel program at

<http://www.campbellriver.ca/Residents/MyProperty/GarbageandRecycling/Pages/RainbarrelProgram.aspx>

⁷ See the Pedestrian and Bicycle Information Center webpage on starting a walking school bus at <http://www.walkingschoolbus.org/> for additional information.

⁸ See 50 ways to help improve your own sustainability at <http://www.50waystohelp.com/>

⁹ See <http://www.naturescape.ab.ca/> and <http://www.hctf.ca/nature.htm> for examples of provincial programs and http://www.toronto.ca/environment/land_wildlife.htm for an example of a naturalization program being implemented in Toronto. See also <http://www.evergreen.ca/en/index.html> for information and resources on community naturalization programs.

¹⁰ See the Halifax Regional Municipality's webpage on suggested alternatives to pesticides use at: <http://www.halifax.ca/pesticides/alternatives.html> for more information.

¹¹ See Health Canada's webpage on incorporating sustainable development principles in a workplace setting at: http://www.hc-sc.gc.ca/ahc-asc/pubs/sus-dur/strateg/sds2007-2010-sdd/section_6-eng.php.

E.0 CONTEXT FOR ACTION

This section describes the context in which the Primary Projects were selected and will be implemented. The following components are described for each sustainability theme: a description of success - the relevant 20-Year Community Goals; indicators and their associated targets; and a brief description of some actions that are currently underway in the community.

E.1 Social

Description of Success – Our 20-Year Community Goals

Our City has a strong sense of community and belonging. We live active and healthy lifestyles supported by a diversity of parks and open spaces, recreation facilities and programs, cultural and social events and public gathering places.

Our City provides a diverse and seamless array of educational opportunities that promote individual self-sufficiency, innovation, creativity and life-long learning. Educational programs are supportive of our community and economic environment.

Our City has a flexible and adaptive housing market that meets the range of needs within our community. Affordable and suitable, our housing market contributes to beautiful and diverse neighbourhoods that evoke and encourage a strong sense of place.

In addition – as implied by these 20-Year Community Goals – health and safety will also be important factors in achieving our social goals for the future. We need a community where health care is accessible, effective, adaptive and efficient; where we promote and take responsibility for the safety of ourselves and our neighbours, knowing that we are supported by an emergency services system that meets the needs of the community; and where our infrastructure is safe and promotes healthy living.

Indicators

A STRONG SOCIAL NETWORK			
Category	Potential Indicator	Category	Potential Indicator
Priority Populations	Literacy Rate (VS)	Recreation	Access to Recreation Venues/Programs
	Poverty Rate (VS)	Health	Obesity Rate (VS)
	Percent of Low Income Families (VS)		Physical Activity Rate (VS)
	Teen Birth Rate (VS)		Physicians per 100,000 (VS)
	Gross Shelter Ratio (VS)	Safety	Violent Crime Rate (VS)
Housing	Housing Quality/Affordability	Population	Net Migration (VS)
Education	High School Drop-Outs/Non-Completion (VS)		Proportion of Foreign Born (VS)
	Population with PSE (VS)		
	UNBSJ/NBCC Enrolment (VS)		

Note: 'VS' denotes a Vital Signs® Indicator

Actions Underway

A sustainable community is one that is socially inclusive, where people from all walks of life can find a place to live, learn, earn a living, access the services they need and enjoy social and recreational pursuits. Socially inclusive communities also promote safe, healthy living and a sense of place. We are fortunate to have an incredibly socially-conscious and active community

with numerous organizations and individuals contributing to the social fabric of Saint John on a daily basis. All of these efforts continue to move us toward achieving our 20-Year Community Social Goals. A few examples of actions underway are highlighted below:

ACTIONS UNDERWAY	
Priority Populations	
Business Community Anti-Poverty Initiative (BCAPI)	A community effort to resolve poverty in the community. It has been a catalyst for change, providing community organizations with planning skills and business acumen. BCAPI is an essential part of Saint John's community infrastructure and some of the projects it pioneered have now spread to other communities (e.g. PALS).
Vibrant Communities Saint John (VCSJ)	The goals of this program include reducing the region's poverty rate by assisting 800 households. Among many successes, VCSJ has assisted 1,715 households with access to education and 502 households with keeping heat on during winter months.
ONE Change (Old North End)	An innovative community collaboration which has been transforming Saint John's Old North End since 2004. ONE Change is recruiting and educating neighbourhood youth about the importance of maintaining a healthy, vibrant and sustainable natural environment and is focused on growing greater community pride and a sense of belonging.
Housing	
Saint John Non-Profit Housing (SJNPH)	This organization develops, constructs, maintains and operates housing for low and moderate income seniors, families and special groups. SJNPH also liaises with other community-based housing groups, and with senior levels of government, to exchange information and ensure appropriate funding levels are provided.
ONE HOME: Home Ownership Made Easy	A pilot project created to increase the number of North End citizens who own their home through a rent-to-own program.
Education	
St. Joseph's Hospital Talk With Me, Parle-Moi Program	An early language services program (available in French & English) that helps parents support their child's development by promoting healthy communication skills and targeting prevention of communication delays. Each year, the program works with about 6,000 individuals. In addition, the Saint John Early Childhood Development Coalition (SJECD) is actively engaged in improving access to quality early childhood development in Saint John.
Partners Assisting Local Schools (PALS)	A program that recruits businesses, community groups, churches and other organizations whose employees and volunteers help students with everything from homework, tutoring and coaching, to providing hot lunches, field trips, and acting as role models. This award-winning program has been lauded as an education plan, literacy plan, anti-poverty plan and a community-building plan all rolled into one.
Recreation	
Canada Games Stadium	A refurbishment of this recreation facility, including installation of an artificial turf field, is expected to be completed by 2009.
Infrastructure & Programs	The City maintains 60 sports fields and provides programming at 39 of those locations, operates 4 civic arenas and 6 community centres (3 directly and 3 through partnership). Upgrades to two of the arenas will be taking place this summer.
PRO for Kids	Positive Recreation Opportunities (PRO) for Kids – a non-profit program that matches children and teens with organized, registered recreation activities. Organizations, businesses and service providers donate spaces in their programs, provide financial or 'in kind' assistance and/or donate supplies, equipment and transportation to and from activities and programs.
Station One	The effort to fund and construct this recently opened Saint John skate park was spearheaded by the Fundy Skateboard Association. This world class facility is located on the waterfront with high visibility, security lighting and easy access for public transportation.
Health	
UNBSJ Medical Program	This recently announced initiative, an expansion of the Dalhousie Medical Program, will see an English-language medical education program at UNBSJ. In addition to providing opportunities for research and development, this program will help attract and retain more medical students and doctors in the Region.
St. Joseph's Community Health Centre	This community health centre located in the Uptown provides a variety of services including primary health care along with 21 community development programs on a variety of topics including clinics on weight-reduction, diabetes, arthritis, anger management and self-esteem.

Safety	
Community Policing	The City of Saint John Police are focusing community policing efforts towards providing safety and security for the residents of the City's priority neighbourhoods. Currently, there are community policing offices located in Crescent Valley, the South End, and the West Side.
Drug Abuse Resistance Education (DARE) Program	A 10-week in-school program for children in grades 5 and 7. The program, taught by police officers, teaches kids how to effectively resist drugs and violence by teaching them the personal skills and techniques necessary to deal with peer pressure and media influence.

E.2 Culture

Description of Success – Our 20-Year Community Goals

Our City has a strong sense of community and belonging. We live active and healthy lifestyles supported by a diversity of parks and open spaces, recreation facilities and programs, cultural and social events and public gathering places.

In addition, the City of Saint John Arts and Culture Policy, which was adopted by Council in 2005, states that our City is “committed to being a City in which the arts are accessible to all; artistic achievement, cultural diversity and heritage are valued and celebrated; and the community’s uniqueness and vibrancy are reflected in its arts, culture and citizens and in its commerce, buildings and facilities”.

Indicators

POTENTIAL INDICATORS OF A VIBRANT ARTS AND CULTURAL SCENE	
Number of cultural venues	Number of events
Attendance at cultural events (VS)	Employment in culture (VS)

Actions Underway

Culture is a broad term that can refer to any number of components including traditions and values, the arts, heritage, diversity and social history to name a few. Regardless of the specifics, a strong and vibrant culture is recognized as an integral part of a sustainable community. Culture contributes to our quality of life, helps attract and retain residents and is an important component of our economy. Our community has a strong cultural history and many of members of our community continue that strong tradition. A few examples of on-gong actions are described below:

ACTIONS UNDERWAY	
Saint John Theatre Company	Saint John Theatre is a volunteer run, community-based, not-for-profit organization. In 2006 they began a three year program to renovate the Lingley Building on Princess Street into a permanent home for Saint John Theatre. This venue will house performance space and various production departments necessary to support the strategic direction of the theatre company.
One Percent for Art	The One Percent for Art Program is a part of the Saint John Arts & Culture Policy adopted by Council in 2005. The purposes of the program are to enhance culture and the arts in Saint John; provide opportunities for artists to exhibit works of art in public spaces; and to enhance public awareness of visual arts in the City.
Cultural Capital of Canada (2010)	Organizers of the “Saint John: Canada’s Original City” event (a year long celebration of the City’s culture and heritage in honour of the 225 th anniversary of the City in 2010) have also submitted an application to Heritage Canada to become the Cultural Capital of Canada in 2010.
Saint John Community Arts Board	This board was established in 2003 to develop, advise and recommend to Council on policies, activities and initiatives in arts and culture that will support development of the sector in our community.
Funding Resources	Increased funding to the Saint John Community Arts Board (from \$70,000 to \$100,000) and for unspecified festivals and public celebrations (from \$20,000 to \$60,000).

E.3 Economic

Description of Success – Our 20-Year Community Goals

Our City has a diverse, vibrant, resilient, environmentally sound economy that actively supports wealth creation, innovation, entrepreneurship and individual economic well being.

Our City offers a variety of economic and employment opportunities where individuals thrive with exciting employment options that reward them for their service.

Indicators

POTENTIAL INDICATORS OF A STRONG ECONOMY	
Participation Rate (VS)	Income Ratio (VS)
Labour Force/Population	Median Income (VS)

Actions Underway

A strong economy is an essential component of any community. Our region has experienced a number of boom-bust cycles in the past and is on the cusp of yet another boom as an energy hub continues to develop in southern New Brunswick. In addition to the need for ensuring that our economy grows in a way that does not detract from our environmental, social or cultural assets, we also face the added challenge of ensuring that economic growth itself is sustainable – no one wants to see this boom turn into a bust. A number of recent and on-going initiatives and projects continue to move us toward achieving the 20-Year Community Goals related to the local economy. A few examples are highlighted below:

ACTIONS UNDERWAY	
Life on Your Terms	The True Growth marketing campaign designed to generate further awareness of the Saint John region. It delivers a powerful message – to people who either are looking to invest in the region or are looking to move their families here – that Saint John area residents will welcome them and encourage their success. It is the primary public access point for an overall growth strategy campaign.
Chinese Business Centre	Opened in 2005, the centre aims to give Chinese visitors a chance to experience Saint John and to scout business opportunities and to help Asian people immigrate to the Canadian east coast by teaching them English and helping them to make contacts.
Saint John Community Loan Fund (SJCLF)	Provides community credit to those who wouldn't normally qualify for a standard loan. The SJCLF has been taking investments to build its capital since 1999. It uses this invested capital to help individuals create income, build assets and attain greater self-reliance by providing: business loans, employment loans, shelter loans, financial literacy training and business planning training with the YMCA-YWCA. In it's nearly 10 years of operation the SJCLF has made nearly 150 loans for a total value of over \$175,000. The impact of this investment has included individuals needing reliance on Provincial Income Assistance, families becoming self-reliant and over \$3million in new income being circulated through the local economy. This has saved the provincial government approximately \$450,000 in social assistance payments.
Uptown Development	A number of new developments and redevelopments are contributing to the vitality of Uptown Saint John. Recent examples include: Centerbeam Place – a dozen 19 th century structures incorporated into a 100,000sq.ft. complex, completely restored; Harbourfront Residences – a proposed waterfront 125-unit condominium project; a new cruise ship terminal with construction to be completed by fall of 2008; and the announcement of a proposal by Irving Oil to construct a \$30 million LEED certified corporate headquarters on the waterfront.
Support for Innovation & Entrepreneurship	Enterprise Saint John provides extensive support and resources to entrepreneurs including: free and confidential counselling; information and research; networking; and access to financial assistance for starting or expanding a business. Enterprise Saint John has also developed Emerging Entrepreneurs – a program devoted to generating a stronger entrepreneurial culture among young people aged 14 to 35.
Economic Development	The Greater Saint John Region has begun to experience transformational change. With nearly \$3 billion of projects underway (and a projected \$10 to \$12 billion more in potential projects under consideration, the City and Region are well on their way to becoming the economic driver of the province.

E.4 Environment

Description of Success – Our 20-Year Community Goals

Our City recognizes the inherent responsibility of every individual and organization to embrace a shared commitment to environmental stewardship. We are dedicated to living in balance with our natural settings and decreasing our demands on finite natural resources.

Our City has magnificent waterfronts with public access and bicycle and pedestrian trails that connect the entire city. Life without a car is perfectly possible and enjoyable.

Indicators

POTENTIAL INDICATORS OF A HEALTHY NATURAL ENVIRONMENT	
Protected Space	Greenhouse Gas Emission (VS)
Air Quality (VS)	Water Consumption (VS)
Energy Consumption	Solid Waste

Actions Underway

The long-term liveability of our community depends on our environment – the quality of the air we breathe, the water we drink and the land upon which we live and grow our food. From the rich shorelines of the St. John River and the Bay of Fundy to our urban green spaces and fertile rural areas – Saint John’s natural environment is an essential part of how we define our community. Natural areas provide spaces for health, recreation and well-being, resources for the economy, and vital habitat for fish and wildlife. These areas and features are our natural settings – the biological elements that provide the basics of life including clean air, water and food. They boost the region’s resiliency, enhancing the environment’s capacity to recover from stresses and providing an important tool for mitigating and adapting to climate change.

Ensuring that we live in a healthy balance with our natural settings today and into the future is everyone’s responsibility. Many organizations and individuals are working to take care of our unique natural environment and ultimately continue to move us toward achieving our Community 20-Year Community Goals for environment. A few examples of actions underway are highlighted below:

ACTIONS UNDERWAY	
Atlantic Coastal Action Program (ACAP) Saint John	A community-based, non-profit organisation whose goals are to work with the community to improve the environmental health and integrity of the Saint John Harbour and its estuaries and to respond to the growing demand from the public to be more involved in environmental decision-making. The activities, programs and research undertaken by ACAPSJ are directly aligned with the Environment Goals of the community. Examples of on-going programs include: the Environmental Education Outreach and Engagement Summer Camp, Watershed Management Planning, Water Quality Monitoring Program and climate change planning in Saint John.
Harbour Passage	A series of interconnected waterfront parks, recreation spaces and heritage sites. This multi-use trail that has restored access to the Saint John waterfront, is accessible year-round, and plays an important role in helping to facilitate an active and healthy lifestyle for all age groups.
Sustainable Communities Roundtable	The New Brunswick Department of Environment (NBDENV) has recently focused on actively promoting sustainable development in the Greater Saint John Region. Their recent series of roundtables and resulting case study of the Greater Saint John Region as a sustainable community brought together a broad cross-section of stakeholders from the area to discuss what makes a community sustainable and who should take on what roles in making a community sustainable.

Increased Transportation Options	<p>Increased Transit Service – Launched in September 2007, Comex is a bus rapid transit (BRT) service that provides morning and after work service to citizens in outlying areas (Rothesay, Quispamsis, Hampton and Grand Bay-Westfield) to and from Uptown Saint John.</p> <p>Increased Ride Sharing Opportunities – In an effort to provide a more integrated transportation network for the region, Saint John Transit and the Saint John Parking Commission (SJPC) have partnered together. Recently, the SJPC launched www.shareyourride.ca – a website to provide commuters with an easy method of finding rideshare partners in their area. Since 2007, the combined efforts of Comex and the Rideshare program have removed approximately 260 cars out of the Uptown area.</p> <p>Active Transportation Saint John (ATSJ) - a community-based organization working to increase opportunities for active transportation in Saint John.</p>
Canadian Rivers Institute (CRI)	<p>Located at UNBSJ, the CRI carries out multi-disciplinary research focusing on river ecosystems, including their land-water linkages, for the purposes of conservation and sustainable management of water resources. The CRI is also committed to educating students, professionals and the public about freshwater and estuarine ecosystems and the potential impact of human activity in these environments.</p>
Nature Trust of New Brunswick (NTNB)	<p>A charitable land trust dedicated to preserving nature for the benefit of present and future generations of New Brunswick citizens. The NTNB has carried out a number of valuable initiatives and programs including: development of the Ecologically Significant Areas Database for the province; the Trees in Trust program which allows individuals or organizations to reduce their carbon footprint through the dedication of a piece of forest; a creative planned giving program; and the Long-Island Conservation Project.</p>
Recognition of Environmental Efforts	<p>These efforts are recognized by a number of programs in the community. The City of Saint John Environment Awards and Fundy Solid Waste Commission School Environment Awards are two examples.</p>
Green Buildings	<p>In 2007, the City made a commitment to construct a LEED Gold Police Headquarters and a LEED Silver Transit Building. A green parking facility implementation plan will see the facility have zero CO2 greenhouse gas emissions. In addition, Irving Oil recently announced that they will be pursuing the construction of a \$30 million LEED certified new corporate headquarters on the waterfront.</p>
Waste Management in Priority Neighbourhoods	<p>In recognition of the important role that cleanliness can play in contributing to pride of place, the City has implemented a “Night-time Collection Pilot” in the South End to get residential refuse off the streets during daytime hours.</p>

E.5 Infrastructure

Description of Success – Our 20-Year Community Goals

Our City serves the access and mobility needs of all people through an evolving array of convenient, comfortable, affordable and efficient modes of transportation.

Our City insists on the highest standards of quality in architecture, landscaping, infrastructure management and urban design. Our natural and built heritage is a key component in developing new and renewed places to live, work, play and learn.

Indicators

POTENTIAL INDICATORS OF A SAFE AND STRONG BUILT ENVIRONMENT	
Transit Ridership	GHG (Transportation Related) (VS)
Percentage of Single Occupancy Vehicles	Percentage of LEED buildings

Actions Underway

Infrastructure is the set of structural elements that support the day-to-day function and direction of our community. Sustainable infrastructure refers to designing, building and operating these structural elements in ways that do not diminish the social, economic or environmental processes of a community. With ageing infrastructure as one of the most pressing challenges being faced by communities across North America, a greater emphasis is being placed on achieving efficiency for the system as a whole and upon creating systems that

are inherently more adaptable and resilient. The net result can be an integrated infrastructure system with a reduced ecological footprint over its life cycle and with significant benefits to the economy and quality of life of a community.

A number of recent and on-going infrastructure initiatives and projects continue to move us toward achieving our Community 20-Year Community Goals for infrastructure. A few examples are highlighted below:

ACTIONS UNDERWAY	
Municipal Energy Efficiency Program	Adopted by the City in 1996, the goal of this program is to reduce municipal operations energy consumption by 25% by 2011. As of 2007, the City-adopted MEEP procedures have resulted in the current annual savings of \$1.24 million, 10million KWh, 5,792 CO2 tons and 320,000L of fuel. Cumulative savings since 1996 total \$5.1million and the City has reduced its ecological footprint by 17%. This program was awarded a 2008 Federation of Canadian Municipalities (FCM)-CH2M Hill Sustainable Community Award in the <i>Energy</i> category.
One-Mile Interchange	\$43.5million project jointly funded by the federal and provincial governments. The new overpass will off-load traffic from Highway 1 to near Russell Street on the east side. As a result, trucks will no longer need to drive Uptown, improving the flow of goods, improving quality of life in the Uptown and reducing wear on city streets.
Wastewater infrastructure for Harbour Cleanup	Includes construction of the new Eastern Wastewater Treatment Facility, along with upgrades to the existing Millidgeville and Lancaster Lagoon treatment facilities will meet both current and future needs. A number of new pumping stations will also be constructed.
Saint John Transit	The Commission is committed to meeting the transportation needs of the mobility-impaired. Saint John transit currently operates a number of low-entry busses along major routes. Three years ago, Saint John Transit acquired 4 new HandiBusses, which are operated by a non-profit charitable organization called Independence Plus Inc. This service is well used, with ridership increasing by 67% since its debut.
Cruise Ship Terminal	A new cruise ship terminal is under construction at Water Street's Pugsley Terminal. The 24,000 sq.ft. building will be surrounded by walkways and green spaces and will provide easy access to the dockside market. This facility will be an important amenity for visitors and residents alike.
Marigolds on Main Street	A beautification program where local school children plant flowers started in the City 11 years ago, which has grown to 51 planting sites across the region and has won numerous international awards.

E.6 Governance

Description of Success – Our 20-Year Community Goals

Our City fosters civic engagement and pride through responsible, cooperative, inclusive and fiscally responsible government that is accountable for achieving results that matter most to our community.

Our City plays a leadership role with other local, provincial and national elected officials to address common challenges and opportunities for our community.

Indicators

POTENTIAL INDICATORS OF GOOD GOVERNANCE	
Citizen Satisfaction Survey	Voter Turnout (VS)
Volunteer Rate (VS)	

Actions Underway

Governance is not a synonym for government. Government refers to public institutions vested with the formal authority to make decisions on behalf of the entire community; governance refers to the myriad of organizations and institutions – including government – who make decisions affecting others.

Governance is the process whereby societies or organizations make important decisions, determine whom they involve and how they render account¹². An increasingly important component of good governance is partnership between and amongst government, private sector and civil society (including the voluntary or non-profit sector)¹³. In the context of good governance, partnerships represent a sustained commitment to move forward to reach a common objective.

In our community there are many organisations, agencies and governments in a community that have a direct impact on the lives of citizens through regulatory powers, funding decisions, policy choices, resource allocation and decision-making forums. Although it is important that a wide range of agencies have a meaningful role in decision making, it is equally important that citizens have a meaningful role as well. Ensuring that decisions reflect the needs and wants of the community requires an engaged and active citizenry who want to help create and participate in solution development for pressing issues. Equally, decision-makers have a responsibility to commit to actively involving more people in the broader discussion and maximizing opportunities for shared learning and education within the decision-making process.

Inter-agency cooperation has not been uncommon in the region and has led to some innovative solutions for the community. These along with a number of other projects and programs continue to move us toward achieving the 20-Year Community Goals for Governance. A few examples of these are described below:

ACTIONS UNDERWAY	
Harbour Clean-Up	Citizens, private sector and elected officials of Saint John partnered together in successfully lobbying the Provincial and Federal governments for funding to initiate Harbour Clean-Up. This \$80-million program will see the collection and treatment of more than 16 million litres of raw sewage a day – all of which currently flows directly into the Saint John Harbour.
True Growth	A community-owned initiative led by the five regional mayors (City of Saint John, Towns of Grand Bay-Westfield, Quispamsis and Rothesay, and Village of St. Martins). Focused on making the Greater Saint John Region a better place to live, True Growth is a collaborative approach aimed at achieving balance and priorities with the economic, social, cultural and environmental sectors of our community.
Vision and 20-Year Community Goals	Led by a Citizen's Advisory Group, the first step in Vision 2015 was the collection of over 15,000 ideas for the future from the community which were developed into the long-term Vision and 20-Year Community Goals which are the driving component of this ICSP document.
Development of the ICSP	Collaboration, participation and shared knowledge by and amongst elected officials and senior staff of various organizations were an integral part of developing this document.
Benefits Blueprint	A broad based community initiative funded by the Governments of Canada and New Brunswick and Irving Oil Limited, this long-term strategic planning process brought together a group of stakeholders from across the province to make recommendations on the best ways to optimize economic growth and social benefits resulting from major industrial projects happening or proposed for New Brunswick.
Municipal Energy Efficiency Program(MEEP)	The City has been working with a number of other municipalities to set up their own energy management programs, sharing the knowledge and experience gained through development and successful implementation of the award-winning MEEP program.
Engagement and Response from Citizens	Community members are often engaged and responsive. Recent examples include the extent of community involvement in developing the Community Vision & Goals, the level of community response to the Peel Plaza development and voter turn-out in the recent municipal election and 2007 ward system vote.
GSJ Regional Facilities Commission	Through this commission, the municipalities of Saint John, Quispamsis, Rothesay and Grand Bay-Westfield contribute toward the operation of the following regional facilities: Canada Games Aquatic Centre, Harbour Station, Imperial Theatre, the Saint John Arts Centre and the Saint John Trade and Convention Centre.

¹² Plumptre, T. *What is Governance ?* Retrieved from <http://www.iog.ca/page.asp?pageID=3&htmlarea=home>

¹³ For a more detailed discussion on the role of partnerships in good governance see *Partnerships: Putting Good Governance Principles in Practice* at http://www.iog.ca/publications/2006_partnerships.pdf.

F.0 MOVING FORWARD

F.1 Establishing Partnerships

Establishing ICSP partnerships will be essential for the successful implementation of the plan. The City has a lead role to play in coordinating and orchestrating the delivery of a sustainable community; however, the broad nature of the ICSP and its Primary Projects will require commitment from a broad representation of the community in order to be implemented. Issues related to sustainability are often very complex – solutions to those issues require widespread commitment and cooperation amongst all levels of government, the business community and the broader community of Saint John.

Through the Environmental Trust Fund, the Province of New Brunswick and the City are currently in the early stages of developing a Sustainability Network for our region. In addition to providing a focus on building momentum and capacity for sustainability at an organizational scale for network members, this network will also be a vehicle for implementation and building support for the Primary Projects identified in the ICSP.

Through the network, partnerships should be established and formalized through Partnership Agreements with those organizations who will be involved in implementing the ICSP¹⁴. These agreements would be expressions of an organization's public commitment to work towards the Vision, Goals, and Primary Projects of the ICSP. Among many benefits, these agreements articulate and highlight the community's commitment to collaboration and accountability in achieving short and long-term success as we move towards becoming a sustainable community.

Our community has a strong history of partnership that needs to be nurtured and celebrated. The process of developing the ICSP has built upon those relationships and established new partnerships. A significant example is an emerging partnership between the City and Vital Signs[®]. The annual Vital Signs[®] report developed through the Greater Saint John Community Foundation uses information on a number of community-selected indicators to identify significant trends and assign grades in areas critical to quality of life. With this information being collected and analyzed on an annual basis for the Vital Signs[®] Report, there is a natural opportunity for synergy between the City and Vital Signs[®] for the purposes of monitoring the community's progress towards their vision for the future. The scope and specifics of this emerging partnership will need to be explored in further detail in order to leverage the best outcomes for both partners and the community.

F.2 Indicators & Targets

A number of potential indicators have been identified to help monitor implementation of the ICSP. An indicator is a statistic or measurement that can be evaluated over time against and are an important tool that can help show how Saint John is progressing towards sustainability. An appropriate indicator is typically:

- Measurable – can be answered with yes/no or can be quantified with a number
- Credible – the data used is accurate
- Balanced – a mixture of financial and non-financial measures

¹⁴ For more information on Partnership Agreements see Whistler2020's program at <http://www.whistler2020.ca/whistler/site/partners.acds?context=1967926&instanceid=1967927>

- Timely - can be reported regularly
- Aligned – related to implementing relevant policies
- Actionable – results can be controlled or influenced to improve performance

Although preliminary indicators have been identified in this document, additional research will be required to confirm that they meet these criteria and are appropriate for monitoring the ICSP.

In addition to confirming indicators, it is also important to identify targets. Targets are measurable goals that Saint John must work toward for each of indicator. A target states how much improvement is needed for a particular indicator and can be specific or general in nature. For example, a specific target for an indicator such as poverty rate could be that our poverty rate decreases to below the national average. A general target could be that the change in poverty rate is trending towards our vision for the future i.e. that the poverty rate decreases each year. Targets are essential because they provide a quantifiable way of tracking indicator progress, and therefore increase accountability for the community.

Part of the challenge in identifying an appropriate target is a lack of baseline information; a certain amount of baseline information for an indicator is required in order to be able to set an appropriate target. The community and stakeholders have provided some preliminary thoughts on potential targets for the indicators identified in the ICSP; however additional research will be required in order to determine the appropriateness of these and other targets.

F.3 Implementation & Monitoring

An ICSP is a long term document; the Primary Projects outlined in the ICSP are a starting point – outlining a plan for action over the short term. Consistent review and updating of the plan to reflect changes in priorities and identify new Primary Projects is critical. Ongoing monitoring and evaluation of progress will help the community understand how close we are to achieving the Vision and Goals. Timely evaluation helps to identify problems and develop solutions that can save time, money and effort. The monitoring process will be essential for the ICSP to be successful.

Potential indicators have been identified in the ICSP as suggested tools to monitor the overall implementation and progress in terms of how actions are contributing to Community Goals and Sustainability Principles. As mentioned above, further research will need to be done to determine appropriate targets for each of those indicators. As new policies and strategies are developed, additional indicators and targets could be developed to monitor progress.

There are three primary components of monitoring progress:

I. Periodic Reviews of the ICSP

The ICSP should undergo a comprehensive review at a minimum of every 5 years. During the review process, ICSP partners will provide updates in terms of what has been accomplished in the 5-year period, what challenges they are facing and what new issues and priorities have emerged. The review should also include comprehensive consultation with both the public and stakeholders to gain input that will help prioritize new projects.

II. Progress Reports to the Community

An ICSP Progress Report should be issued on an annual basis. The report would document progress made on achieving the vision and goals of the community. Given that many of the ICSP indicators are Vital Signs® indicators, the ICSP Progress Report should coincide with the release of the annual Vital Signs® report. The Progress Report would include two main components:

- Progress made by the community in implementing the plan - i.e. who has taken steps to implement a project, what steps have been taken, what challenges are being faced, etc
- Information on indicators and targets to measure progress on sustainability. This may include quantitative information or qualitative information such as whether indicators are trending towards/away from the goals of the community, are stable or are simply baseline information.

III. Celebrate Success

It will be important to celebrate progress made and successes as the community moves ahead with implementing the ICSP. Celebrating successes and letting people know about progress will serve to energize those who have worked so hard in developing and implementing the plan and will continue to build support for the ICSP. The process of creating this report and the report itself are important tools to help keep stakeholders involved in the process – implementation of an ICSP can fail due to a lack of stakeholder involvement beyond the planning stages. This lack of involvement can be caused by a number of factors including: burnout once the planning process is complete (this is a very real risk in Saint John where many key stakeholders have recently been involved in multiple, intensive planning processes e.g. Vision 2015, Benefits Blueprint, Sustainable Communities Roundtable); disinterest in implementation; and a lack of meaningful mechanisms for continued involvement.

Planning in cycles, testing early action proposals, ongoing education and training programs, monitoring the effectiveness of actions with indicators, all guided by the sustainability principles, vision and goals, help to institutionalize change and keep adopted practices going over time.

F.4 Conclusion

We are beginning to build momentum in our community when it comes to sustainability. Many on-going initiatives (policies, actions, activities, programs, etc) are already directly linked to the Vision and Goals of the community and therefore reflect our Sustainability Principles. The key challenge will be implementing existing planned projects and increasing the number of relevant projects so that more of what we are doing today is directly tied to where we want to be in the future.

Sustainability is not a magic bullet that can be taken once. It is not a single tool or design feature. It is not short term. It is a long range philosophy that implies a dramatic shift in – and challenges to – the way we currently plan, design, construct and live in our community. Although this may seem like a staggering task, the unprecedented level of cooperation between the community, private sector, and government and the many resulting accomplishments in our community are a sure sign that we are up to the task.

APPENDIX A

Glossary

Benefits Blueprint - A broad based community initiative funded by the Government of Canada, Government of New Brunswick and Irving Oil Limited, this long-term strategic planning process brought together a group of stakeholders from across the province to make recommendations on the best ways to optimize economic growth and social benefits resulting from major industrial projects happening or proposed for New Brunswick. Phase I of this project resulted in 16 recommendations for moving forward.

Goals – 20-year Community Goals developed by the Citizen Advisory Group from over 15,000 ideas on the future, collected from a broad range of the community. Development of these Goals took place as a part of the first phase of Vision 2015.

Indicators – An indicator is a statistic or measurement that can be measured over time against benchmarks, targets or a vision for the future.

Sustainability Principles – An important part of developing the Vision was creating a set of Sustainability Principles that would guide thinking and provide a strategic framework for decision making. Developed by the City of Saint John Environment Committee, the Sustainability Principles were adapted from the Melbourne Principles – a set of statements on how a sustainable city would function. The Sustainability Principles guided the development of the Vision and Community Goals.

Sustainability Theme – Social, Culture, Economic, Environment, Infrastructure, Governance.

Targets – A target refers to how much improvement is needed for a particular indicator. For each indicator, their associated target is a measurable goal that our community must work towards.

Vision 2015 – Vision 2015 is a shared plan for continuous improvement to make Saint John a national leader as a sustainable community. Starting with a long-term vision and goals developed and owned by the community, Vision 2015 is a multi-year program designed to translate vision into action while providing balance amongst community needs as we move to a sustainable future for Saint John. The project is using an integrated approach of planning, strategy, action, and performance measurement to align City services to the vision, goals and objectives identified by the citizens of Saint John. Development of the Integrated Community Sustainability Plan is the second step in the Vision 2015 process.

Vision – A long term vision for the future of Saint John, the Vision was developed by the Citizen Advisory Group from over 15,000 ideas on the future, collected from a broad range of the community. The Vision is a shared description that provides purpose, direction and inspiration as we define what we want Saint John to be in the future (the complete Vision Statement is included at the front of this document). Development of these Goals took place as a part of the first phase of Vision 2015.

Vital Signs[®] – an annual community check-up conducted by the Greater Saint John Community Foundation that measures the vitality of our community, identifies significant trends, and assigns grades in at least ten areas critical to quality of life.

ACRONYMS

ACAP – Atlantic Coastal Action Program

CAG – Citizen Advisory Group

CBO – Community-Based Organization

ICSP – Integrated Community Sustainability Plan

MCRI – Marsh Creek Restoration Initiative

APPENDIX B

ICSP Stakeholder Committee Members

ICSP STAKEHOLDER COMMITTEE MEMBERS

Name	Organization
Annette Albert	Director, New Brunswick Community College Saint John
Jim Baird	Commissioner of Planning and Development, City of Saint John (Retired)
Andrew Beckett	Deputy City Manager of Programs and Priorities, City of Saint John
Craig Campbell	Senior Planner, Planning and Development, City of Saint John
Steve Carson	Chief Executive Officer, Enterprise Saint John
Leo Coyle	School District 8
Bill Edwards	Commissioner of Building and Inspection Services, City of Saint John
David Emerson	University of New Brunswick
Ken Forrest	Commissioner of Planning and Development, City of Saint John
Shane Goguen	Saint John Board of Trade
Kim Graham	Program Manger, Vision 2015, City of Saint John
Paul Groody	Commissioner of Municipal Operations and Engineering, City of Saint John
Randy Hatfield	Executive Director, Human Development Council
Kim Hughes	Director of Sustainable Planning, Province of New Brunswick
John Jarvie	Town Manager, Town of Rothesay
Ross Jefferson	Benefits Blueprint
Marta Kelly	VP of Finance and Administration, Saint John Energy
Eric Marr	President and CEO, Saint John Energy
Brenda MacCallum	Public Education Officer, Fundy Solid Waste Commission
Frank McCarey	General Manager, Saint John Transit
Bernie Morrison	Commissioner of Leisure Services, City of Saint John
Rob Simonds	Fire Chief, Saint John Fire Department
Narinder Singh	General Manager, Saint John Non Profit Housing
Richard Smith	General Manager, Saint John Parking Commission
Bill Todd	Chief Administrative Officer, Saint John Police
Terry Totten	City Manager, City of Saint John
Tim Vickers	Executive Director, Atlantic Coastal Action Program
Michael Wennberg	Saint John Community Arts Board
Pat Woods	Deputy City Manager, City of Saint John
Samir Yammine	Energy Manager, Building and Inspection Services, City of Saint John
Greg Yeomans	Commissioner of Finance, City of Saint John

APPENDIX C

Sustainability Principles

Provide a long-term vision for Saint John based on the pillars of sustainability: social/cultural, environmental and economic.

Elaboration: Sustainable development is the process of balancing the need of humans for economic and social development with the need to protect the natural and built environment. Balancing these three areas is commonly referred to as the “Triple Bottom Line”. These needs must be met not only in the present, but in the indefinite future. Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Commission). Saint John is a city experiencing substantial changes to its social, cultural, economic and environmental characteristics. A long-term vision, which is developed with the community, will ensure the informed governance and management of its resources. A vision founded on the principles of sustainability will incorporate the needs of all sectors of society. Promoting a legacy of human and natural resource conservation and reflecting the individuality of Saint John are prerequisites.

Recognize and incorporate the valued and distinctive characteristics of Saint John - including its human, cultural, historical and natural attributes - in our vision and planning for a sustainable city.

Elaboration: Saint John has distinct human, cultural, historic and natural characteristics. It is important to incorporate these characteristics into a plan because this will motivate people in Saint John to achieve sustainable development and regeneration. Our local leaders should understand the human and natural characteristics that define our community. Because these characteristics change over time, our local leaders should participate in ongoing community engagement to ensure they remain in touch with the changes in Saint John. Understanding these characteristics and their historical context will help local leaders gauge the long-term consequences of the decisions made about growth, urban form and the natural environment.

Engage the entire community of Saint John in the planning and implementation of sustainable solutions.

Elaboration: The journey towards sustainability requires strong support from within the community. It is critical to have active participation from the community in all stages of the process, from long-term planning to implementation of solutions. People have a right to be involved in the decisions that affect them. Attention needs to be given to empowering those whose voices are not always heard. Everyone in the community should have the capacity to participate in their local government processes.

Respect Saint John’s natural ecosystems. Act as a custodian for the biodiversity and natural ecosystems of Saint John, and protect and restore them.

Elaboration: Nature is more than a commodity for the benefit of humans. We share the Earth with many other life-forms that have their own intrinsic value. They warrant our respect, whether or not they are of immediate benefit to us. It is through people’s direct experience with nature that they understand its value and gain a better appreciation of the importance of healthy habitats and ecosystems. This connection provides them with an appreciation of the need to manage our interactions with nature respectfully. Just as humans have the ability to alter the habitat and even to extinguish other species, we can also protect and restore biodiversity. Therefore, we have a responsibility to act as custodians of nature. Saint John is a coastal city where the Saint John and Kennebecasis Rivers join and meet the ocean. These freshwater, estuarine and seashore ecosystems are critical to the character and future of Saint John.

Model the development of Saint John on the characteristics of natural systems.

Elaboration: Saint John can become more sustainable by modeling urban processes on the ecological principles by which natural ecosystems operate. The characteristics of ecosystems include diversity, adaptiveness, interconnectedness, resilience, and regenerative capacity. Incorporating these characteristics into the development of Saint John will make the city more sustainable, resulting in environmental, social and economic benefits. For example, in nature there is no such thing as waste, just a resource for a new product. By striving for this in Saint John, we can increase our efficiency and minimize our ecological footprint.

Strive to minimize Saint John's ecological footprint.

Elaboration: Cities consume significant quantities of resources and have impacts that extend well beyond their borders. One way of describing the impact of a city is to measure its ecological footprint. The ecological footprint measures the 'load' on nature imposed by meeting the needs of its population. It represents the land, water and air necessary to sustain current levels of resource consumption and deal with waste discharged by that population. Reducing the ecological footprint of a city is a positive contribution towards sustainability. Like any living system, Saint John consumes material, land, water, air and energy, and generates wastes. This is the 'metabolism' of the city and it can be made more efficient to reduce our ecological footprint. Reducing the footprint involves solving problems locally, rather than shifting them to other geographic locations or to future generations. Using tools such as Life Cycle Assessment in decision making helps to identify and implement sustainable habits and practices.

Achieve long-term economic stability and social security in Saint John.

Elaboration: Long-term economic and social stability and security are prerequisites for beneficial change and are dependent upon environmentally sound, sustainable development. To achieve "triple bottom line" sustainability, economic strategies need to increase the value and vitality of human and natural systems. Economic strategies should seek to meet basic human needs in a just and equitable manner through fair allocation of resources, and should enable access to potable water, clean air, food, security, shelter and safe sanitation. Cities support and nurture human diversity; their policies, structures and institutions can significantly contribute to fostering cohesive, stimulating, safe and fulfilling communities.

Foster communication among community groups and organizations to emphasize sustainability as a common shared goal.

Elaboration: Develop and strengthen new and existing networks within Saint John. Promote multidisciplinary partnerships to facilitate the transfer of knowledge, build capacity and support continual environmental, economic and social improvement. The people of Saint John are the key to making our city sustainable. It is critical that the people of Saint John be well-informed and that they can easily access and share knowledge. The energy and talents of people are maximized by working together through such networks. There is also value in Saint John sharing its experience with other communities, pooling resources to develop sustainability tools, and supporting and mentoring one another through regional networks and collective efforts.

Promote sustainable production and consumption through the use of environmentally sound technologies and effective demand management.

Elaboration: A range of approaches and tools can be used to promote sustainable production and consumption in Saint John. Increasing public awareness about these approaches is a valuable strategy to achieving sustainability. Demand management means conservation of resources and reduction in consumption. This approach can also provide significant savings in infrastructure investment. Sustainable production is achieved by using environmentally-sound technologies. These technologies are less polluting, use resources in a more sustainable manner, recycle wastes and bi-products, and handle all remaining wastes in an environmentally acceptable way. Environmentally sound technologies can create economic growth, reduce environmental impacts, enhance value along a supply chain, and support responsible product stewardship.

Establish a systematic process of continual improvement, based on action planning, accountability, transparency and good governance.

Elaboration: Good governance requires processes that achieve sustainability through continual improvement. While in some areas, gains may be incremental, there are also opportunities to make much more substantial improvements through innovative strategies, programs and technologies. The continual improvement cycle requires relevant indicators, targets based on benchmarks and monitoring of progress against milestones to achieve these targets. This facilitates progress and accountability and ensures effective implementation. Transparency and openness are a requirement of good governance.

APPENDIX D

Action Evaluation
