



Livingsj.ca

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A Note from the Living SJ Co-Chairs

Over the past year, an extensive review has been undertaken of the social conditions in Greater Saint John and how our community can achieve important social improvements that will change our economic future.

We are indebted to the many individuals and organizations who have been active participants in this review and the creation of Living SJ.

Everyone agrees that poverty remains our single most important social issue. It is the root of much human suffering; it carries lifelong consequences for families, our city and province. Lifelong poverty is wrong and it is very costly to everyone.

While Greater Saint John has made impressive strides in reducing poverty over the past decade, we know the pace is too slow and the need remains urgent. We also know the solutions. The job ahead lies in scaling up these solutions.

Living SJ is our roadmap forward.

Our success will depend on the leadership of Greater Saint John embracing this roadmap and committing to collective actions that are focused, coordinated, measured and communicated.

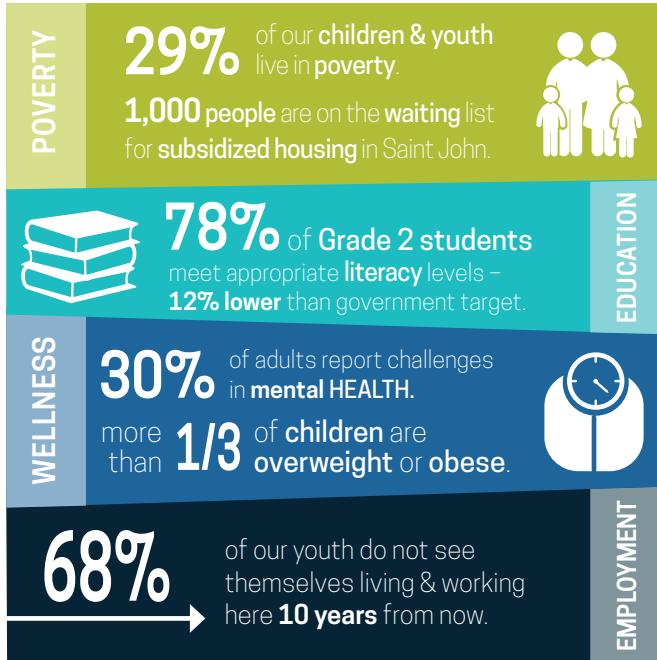
Living SJ is not about charity and the important act of giving. It is about our collective investment in systems change - the making of policies and practices that are the springboards to a decent life – quality neighbourhoods, cradle-to-career education success, employment readiness and keeping families healthy.

Living SJ is a call to action of government, business and community leaders. Owning this work together is the essential ingredient to building a better community.

Paulette Hicks, General Manager, Fortis Properties, Co-Chair of Living SJ Leadership Team, and Jack Keir, CEO, Fundy Regional Service Commission, Co-Chair of Living SJ Leadership Team

A NEW Plan, A NEW Approach

The NEED for CHANGE



Collective LEADERSHIP Collective IMPACT



Working differently, increasing our impact

RESEARCH & ANALYSIS

12 Researched Issue Papers
27 Focus Groups
472 Critical Needs → **62** Issue Areas → **4** Priorities

COLLABORATIVE LEADERSHIP =
 neighbourhoods + non-profits
 + government + business

Living SJ Priorities

TARGET
 By 2017, 200 families on income assistance will attain **employment**, increasing to **500 families** by 2020.

PRIORITY 1
 Transform low-income neighbourhoods into vibrant mixed income communities.

TARGET
 Reduce low-income population in one neighbourhood by **15%** by 2020.

PRIORITY 4
 Create education and training opportunities that lead to employment for low-income residents.

PRIORITY 2
 Close the education achievement gap.

TARGET
 A model of care for every low-income neighbourhood, with **demonstrated ROI** by 2020.

PRIORITY 3
 Improve the health of residents through neighbourhood-based models of care.

TARGET
 By 2017, **90%** of all **Grade 2 students** will achieve gov't literacy standards; by 2020, **90%** of all high school students will graduate.

Introduction

Living SJ is about working together to make Greater Saint John a better place to live.

Our community is well known for its caring and collaborative spirit and for its successes in improving life circumstances for many individuals and families. Partnerships among government, business, community organizations and residents have deepened over the years to achieve greater impact. Despite our efforts, however, our community continues to face complex challenges that threaten the quality of life for too many individuals and families and thus the future stability of our City and Province.

Living SJ is a partnership of government, community and business leaders who have agreed to work together in a new way that will substantially improve life outcomes for all residents, particularly those with limited opportunities, resources and assets. It is our new approach to poverty reduction.

This document outlines the four social priorities that Living SJ will focus on for the next five years, how these priorities were determined and the initial actions underway to achieve solid solutions.

Living SJ

Our **vision** is a strong community working together to improve the quality of life for all citizens of Greater Saint John



Compelling reasons for **change**

Poverty in the City of Saint John has been decreasing since 1996 from a rate of 28%. Over the last five years, the poverty rate has remained stable at approximately 20%, despite the economic downturn. While this is encouraging there are many urgent community needs in the Greater Saint John area requiring immediate action.



“Improving the quality of life for those most vulnerable in our city is too big of a task for one organization alone, but by working together we make significant changes.”
– Amy Shanks, Executive Director, Saint John Boys & Girls Club

Poverty

29% of our children live in poverty. There are 3,650 children and youth living in poverty.

Housing

More than 1,000 people are on the waiting list for subsidized housing in the Saint John region.

Education

78% of our students in Grade 2 meet appropriate literacy levels – that’s 12% lower than the NB Department of Education’s target.

Wellness

30% of our adults report challenges in mental health. More than 1/3 of our children are overweight or obese. Saint John has the highest rate of family violence in Canada.

Employment

68% of our youth don’t see themselves living and working in the region 10 years from now.

Background

Greater Saint John has a number of plans and strategies in place to guide the progress of our community, including: True Growth 2.0, an economic development plan and municipal plans such as Plan SJ. The successful implementation of these plans and strategies, requires a strong social strategy to ensure the well-being and readiness of every citizen to contribute to a thriving community.

To spearhead the social renewal strategy, a partnership was formed by United Way, The Community Foundation, Business Community Anti-Poverty Initiative, Vibrant Communities SJ, Human Development Council, the City of Saint John, the Province of New Brunswick and the University of New Brunswick-Saint John to identify critical community needs, their root causes and how to make major improvements. After a comprehensive review of our social opportunities and challenges, Living SJ was developed.



Because no single organization or level of government is responsible for the social well-being of Greater Saint John, Living SJ believes that citizens, the non-profit and voluntary sector, governments and their departments, and the corporate and labour sectors, can and must focus and coordinate our resources and actions to help every citizen participate in building a thriving community. The social renewal strategy provides a much needed lens to evaluate our strengths and challenges and guide the necessary changes to improve current policies and practices to produce better results.

“Solving the complex issue of poverty requires innovative and bold solutions, Living SJ is looking at community need and building on solutions that will make the biggest impact and have the greatest return.” - Christina Fowler, Executive Director, The Saint John Learning Exchange

“Living SJ will open new doors to happiness and success as we become open to working together in exciting ways we have only dreamed of.” - Brice Belyea, Board Member, Business Community Anti-Poverty Initiative

“It is urgent that we have better health and wellness for ALL people living in Saint John and yet to accomplish this we need to engage residents and all the various sectors, align resources, and coordinate and communicate among our systems - this goal is bigger than any one of us can do alone - the approach of Living SJ will lead us to better health for all.” – Dawn-Marie Buck, Director, Extra Mural and Community Health, Horizon Health Network

Collective Impact Approach

The many and very complex barriers facing individuals and families point to the fact that something profoundly different needs to be done to achieve change in Greater Saint John. Collective impact is the framework that drives this strategy. Collective impact offers a structured and collaborative approach to achieving substantial impact on Greater Saint John's social priorities.

There are five conditions that distinguish collective impact from other forms of working together ¹:

A common agenda

The community has a shared vision for change including a common understanding of the problem(s) and a joint approach to solving it through agreed upon actions.

Shared measurement systems

An agreement on targets and designing and implementing shared measurement are critical to focus and measure success.

Mutually reinforcing activities

The activities of partners drive forward change and can operate separately but remain coordinated with each other through an agreed upon plan of action.

Continuous communication

Consistent and open communication builds community momentum and engagement.

Backbone infrastructure

Creating and managing collective impact requires a separate organization(s) with staff and specific set of skills to support the effort moving forward.

¹ Kania, John and Kramer, Mark. "Collective Impact". Stanford Social Innovation Review, Winter 2011. p. 36-41

"Living SJ is all about the collective community working together to improve the quality of life for those in our community who need a hand up." – John MacKenzie, Councillor, City of Saint John

Building a social renewal strategy

The collective impact planning process was guided by information and engagement.

Research exploring complex social challenges and opportunities in communities across New Brunswick, Canada and internationally, provided a contextual backdrop for Living SJ. The most relevant data for Greater Saint John was then synthesized and 12 issue areas emerged as important quality of life components. Extensive background papers with summary documents were developed on each issue area.

In the spring of 2014, 27 **focus group** sessions discussed the 12 issue areas. Over 100 individuals, including service providers, community leaders, business and government provided input into determining critical needs for the community.



Stakeholder meetings with many community partners - the City of Saint John, the Province, the Neighbourhood Action Group, Post-secondary Institutions, Anglophone School District South, Horizon Health, the non-profit and corporate communities and others - helped form the strategy. The strategy aligns with the priorities and plans of local and provincial governments and with the region's economic development plan True Growth 2.0.

The **Lean 6 Sigma** approach was used in the focus groups with a number of tools and strategies for weighting and prioritizing critical needs. This approach lent itself to prioritizing key social issues in an objective and comprehensive manner. Each focus group met between two and four times to complete this work. Almost 500 critical needs were determined and 62 priorities were identified that would have the most impact on the community. Four social renewal priorities emerged from these as a result of analysis and synthesis with Living SJ partners.

Where we are now?

A social renewal strategy has been established with priorities and key targets and the focus is now on:

- Building shared responsibility among all sectors of the community;
- Stewarding strong and sustainable solutions to address our priorities; and
- Providing for ongoing accountability of results to funders, partners and the community

“There is a combination of different community partners and residents sitting around the table that I have not seen in a while, that brings hope to me, that as a TEAM we can and will bring that renewed hope and ideas to our neighbourhoods in our fight against poverty and building trust.” – Juanita Black, Neighbourhood Leader and Community Activist

Living SJ Partnership

Our community has the answers and can ensure that together we CAN make a difference. A number of teams have been established to support and guide the work of our community. Please refer to [Appendix A](#) for more information

The **Leadership Team** consists of educators, non-profit and business leaders, funders, neighbourhood representatives and all levels of government. Established in December 2013, it is committed to guiding the development and implementation of a five-year renewal strategy. Many members have committed both human and financial resources from their organization to Living SJ.

The **Planning Team** is responsible for designing the process to develop and implement Living SJ. Its membership includes two levels of government, non-profit agencies, funders and the university and two Living SJ staff - a project manager and researcher/evaluator. The Planning Team reports to the Leadership Team.

The **Community Advisory Team** of non-profit and community organizations provides advice and support to Living SJ. The Team has three co-chairs who work closely with Planning Team members and the Leadership Team.

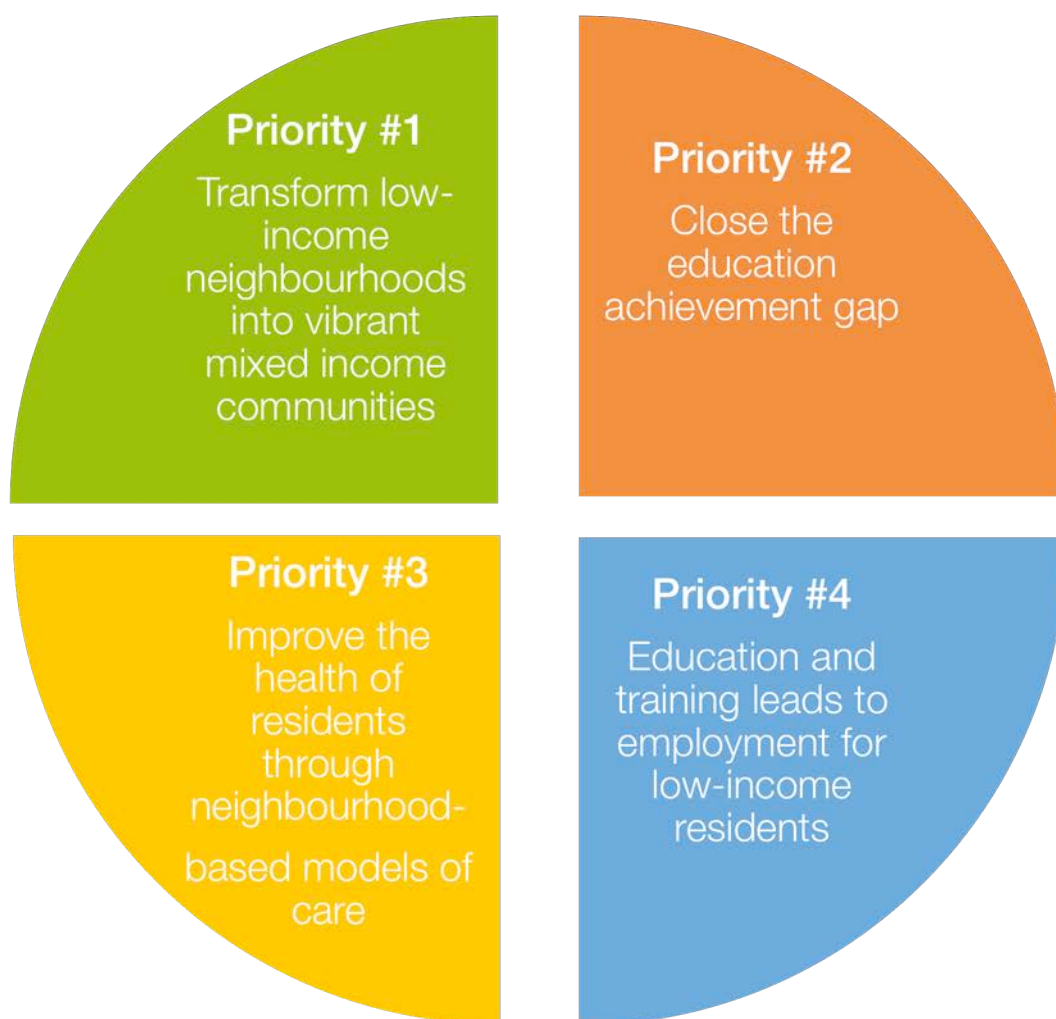
Collective Impact Teams will provide the leadership to develop and implement specific strategies and partnerships to achieve the desired results for each of the four social priorities. Each team will have co-chairs and members drawn from all four sectors of our community.

“Living SJ is important because we are stronger when we coordinate our assets and expertise, it's truly 'all hands on deck' to have maximum impact.” - Scott Crawford, Community Developer, St. Joseph's Community Health Centre

“Saint John has many very active networks of people who want to improve the quality of life for everyone. Our goals and priorities often overlap and this is an opportunity to work together in a more efficient and effective way”. – Zoe Watson, Superintendent, Anglophone School District - South



Living SJ Priorities



Through comprehensive research, extensive community engagement and detailed analysis, four key priorities have been identified to pave the way for Living SJ. Each priority has been vetted by criteria to ensure that their high level targets and results are specific, measureable and achievable within five years.

Priority 1

Transform low-income neighbourhoods into vibrant mixed income communities

High level target within five years:

The low-income population in one neighbourhood has been reduced by 15%.

Critical Need Identified	Desired Result
- Over 1000 people are on the waiting list for subsidized housing in the Saint John region (CMHC, Rental Market Statistics, 2013). 11% vacancy rate for one-bedroom apartments in Saint John (CMHC, Rental Market Statistics, Fall, 2013). - As of 2006, approximately half of the housing stock was built before 1970, and of that, 20% was built before 1945 (Human Development Council, 2008).	- Saint John is implementing a comprehensive neighbourhood renewal strategy in one low-income neighbourhood - All residents have access to safe, suitable, affordable and accessible housing in mixed income neighbourhoods
Five provinces and territories, including New Brunswick do not direct any financial contribution to public transit operating costs. (Getting Around if You're Just Getting By: Poverty, Policy & Public Transit, Vibrant Communities SJ, 2012).	Safe, reliable, affordable, accessible transportation is available to all residents
Poverty in Saint John remains concentrated in the priority neighbourhoods. Close to 5,000 of the almost 14,000 individuals who lived in poverty in the city lived in one of the five priority neighbourhoods (Poverty and Plenty, Vibrant Communities Saint John, 2008).	All residents experience a meaningful connection to their community
- Children do well when they have healthy, supportive, economically secure families and families do better when they live in neighbourhoods with a range of opportunities, including services, resources and support networks (Annie E. Casey Foundation, 2013). - Saint John has the highest rate of family violence in Canada (Statistics Canada, 2013).	All families have the assets and skills to provide for their well-being

Close the education achievement gap

Priority 2

High level target within five years:

Within two years 90% of all children will achieve grade 2 literacy standards. Within five years, 90% of all students will graduate from high school.

Critical Need Identified	Desired Result
- Kindergarten School Readiness: Children in Saint John's priority neighbourhoods score lower in the areas of social and emotional development testing (Partners Assisting Local Schools (PALS) Evaluation, 2012). 34% of children 0-6 and 28% of children (0-17) live in low-income households (PALS Evaluation, 2012).	Vulnerable families have access to high quality early childhood education and childcare and are ready for kindergarten
78% of students in Grade 2 in Saint John meet appropriate literacy levels (Anglophone South School District). The NB Department of Education expects 90% of grade 2 students to achieve this.	Every child achieves appropriate Grade 2 literacy levels, the foundation for school success
Five of the seven Partners Assisting Local Schools have a child poverty rate above 50% (PALS Evaluation, 2012).	Every child in a low-income neighbourhood has access to high quality afterschool programs 12 months of the year to enrich their learning
5 out of 10 students who live in Saint John's five priority neighbourhoods complete their high school program in four years, compared to 7 out of 10 students in Saint John (former School District 8) (BCAPI High School Completion Study, 2013).	Every child graduates from high school with appropriate skills for further education and employment
- New Brunswick undergraduate students pay more than the national average for full time post secondary education, and have the fourth highest fees in Canada (Statistics Canada 2013). - Families in Crescent Valley are twice as likely to support post-secondary education for their children than families in Waterloo village, as a result of their exposure to the university through the Promise Partnership (UNBSJ, 2012).	Every resident values lifelong learning and has opportunities for continuing education and training beyond high school

Priority 3

Improve the health of residents through neighbourhood-based models of care

High level target within five years:

Every low-income neighbourhood has a health care delivery model which demonstrates a return on investment (e.g. reduced emergency room use).

Critical Need Identified	Desired Result
30% of adults in Saint John report challenges in mental health (New Brunswick Health Council (NBHC), 2011). - Health issues are most grave and urgent in Saint John North End (NBHC, 2011).	- Services are connected and integrated to enable individuals and families to achieve well-being and economic security - Timely and accessible services are in place to ensure mental well being
- Saint John food banks are helping 68% more people each month than they were in 2008 (Hunger Count, Food Banks Canada, 2013). - In the city of Saint John, the price paid for the 49 same items included in the National Nutritious Food Basket was \$146 in July 2006 compared to \$177 in July 2010. This is an overall 20.8% price increase compared to the Consumer Price Index, which rose by 7% (Common Front for Social Justice, 2010).	All residents have regular access to healthy food
- Over one third of children are overweight or obese; this prevalence drops for youth and adults where 25% report as overweight or obese (NBHC, 2011). - New Brunswick has the second highest rate of disability in Canada at 17% of the population (Statistics Canada, Persons with disabilities, 2006). 35% of adults and 42% of seniors have trouble understanding written information about a medical condition or prescription (Community Health Needs Assessment of New Brunswick, Saint John, New Brunswick, 2014 - Release pending).	All residents are able to live active, healthy lives

Education and training leads to employment for low-income residents

Priority 4

High level target within five years:

In two years 200 families on income assistance attain employment, and in five years 500 families on income assistance attain employment.

Critical Need Identified	Desired Result
• 46% of adults who wrote their GED or high school equivalency exams (2011-2012) were successful (Post-Secondary Education, Training and Labour, 2013). • Over half the adult population in New Brunswick has literacy skills below the level that allows them to function adequately at home, at work and in their communities (Post-Secondary Education Training and Labour, 2009).	• Responsive programs help residents transition to employment
• 68% of our youth don't see themselves living and working in the region 10 years from now (Youth Vital Signs, 2012). • The labour force participation rate in Greater Saint John and Canada were both at 66% for May 2014 (Statistics Canada, 2014).	• Employers take a leadership role in investing in the skills and assets of residents

Living SJ Supporters

Thank you to our Supporters

Living SJ has grown with the commitment of time and resources from many individuals and organizations.

We would like to recognize the financial investment made by many supporters including:

- Business Community Anti-Poverty Initiative
- Margaret M. Carten, Business Transformation Consultant and Xerox
- Community First – Impacts of Community Engagement (CF-ICE)
- City of Saint John
- Enterprise Saint John
- Fortis Properties
- Human Development Council
- New Brunswick Children's Foundation
- New Brunswick Department of Post-Secondary Education, Training and Labour
- New Brunswick Department of Social Development
- Sir James Dunn Foundation
- Sisters of Charity
- The Community Foundation
- Vibrant Communities Saint John
- United Way Serving Saint John, Kings and Charlotte Counties

“Living SJ offers the United Way, The Community Foundation, and our community an objective and strategic roadmap to a better future. As funders we see the value in a collective approach to community change where our dollars can be invested to create the best outcomes for our citizens”. – Doug MacDonald, Chair, The Community Foundation and Tanya Chapman, Chair, United Way Serving Saint John, Kings, and Charlotte Counties



Appendix A

Living SJ Membership

LEADERSHIP TEAM

- Paulette Hicks, General Manager, Fortis Properties, Co-Chair of Living SJ Leadership Team
- Jack Keir, Chief Executive Officer, Fundy Regional Service Commission, Co-Chair of Living SJ Leadership Team
- Mary Allaby, Client Service Specialist, Service Canada (for Vince Nash)
- Brice Belyea, Board Member, Business Community Anti-Poverty Initiative
- Juanita Black, Neighbourhood Leader and Community Activist
- Dawn-Marie Buck, Director, Extra Mural and Community Health Centres, Horizon Health Network
- Dan Cameron, Regional Director, New Brunswick Department of Social Development
- Steve Carson, Chief Executive Officer, Enterprise SJ
- Tanya Chapman, Chair, United Way Serving Saint John, Kings, and Charlotte Counties
- Tracey Chiasson, Manager, Special Projects & Administration, UNBSJ, Vice-President's office
- Michel Côté, General Manager, Association Regionale de la Communauté francophone de Saint-Jean
- Dr. Regena Farnsworth, Chair, Vibrant Communities Saint John
- Paul Graham, Acting Regional Director, Post-Secondary Education, Training and Labour
- Sue Haley, Director, Mental Health and Addictions, Horizon Health Network
- Jacqueline Hamilton, Commissioner, Growth & Community Development, City of Saint John
- Phil Ouellette, Executive Director, Office of the City Manager, City of Saint John
- Brenda Kinney, Director of Nursing, Horizon Health Network
- Hemant Kumar, Chair, Human Development Council
- Stephane LeClair, Executive Director, NB Economic and Social Inclusion Corporation
- Grace Losier, Mayor, Town of GrandBay-Westfield, Fundy Regional Service Commission
- Doug MacDonald, Chair, The Community Foundation Serving Greater Saint John
- John MacKenzie, Councillor, City of Saint John
- Marlien McKay, Director of Wellness, Department of Healthy and Inclusive Communities
- Dr. Robert MacKinnon, Vice President, University of New Brunswick – Saint John
- Mike Murphy, Vice-Chair, The Community Foundation
- Amy Shanks, Executive Director, Saint John Boys & Girls Club, co-chair of Community Advisory Committee
- Dr. Siddiq, Dean of Business, University of New Brunswick – Saint John
- Chris Toole, Regional Director, New Brunswick Community College – Saint John Campus
- Zoe Watson Superintendent, Anglophone School District – South (Debbie Thomas)

PLANNING TEAM

- Monica Chaperlin, Coordinator, Business Community Anti-Poverty Initiative
- Kelly Evans, Executive Director, The Community Foundation
- Natalie Folster, Researcher, Urban & Community Studies, UNBSJ, (Yves Bourgeois)
- Barry Freeze, Leisure Services Coordinator, City of Saint John
- Barry Galloway, Coordinator, Vibrant Communities Saint John
- Randy Hatfield, Executive Director, Human Development Council
- Melanie Hientz, Researcher/Evaluator, Living SJ
- Wendy MacDermott, Executive Director, United Way Serving Saint John, Kings, and Charlotte Counties
- Brian Marks, Program Manager, Social Development
- Kevin Watson, Recreation & Neighbourhood Support Manager, City of Saint John
- Cathy Wright, Project Manager, Living SJ

COMMUNITY ADVISORY TEAM

Open to non-profits and community organizations

Co-Chairs:

- Bev Galbraith, Office Manager, Centenary-Queen Square Care Centres
- Mary LeSage, Operations Manager, People United for Lower South End (PULSE)
- Amy Shanks, Executive Director, Saint John Boys and Girls Club

“Living SJ is the spark that Saint John needs to restore the vibrancy in our community!”

**– Mary LeSage,
Operations Manager P.U.L.S.E. Inc.**

“The New Brunswick Community College is pleased to be working in partnership with nonprofits, governments, the business community and other educational institutions to collectively improve the quality of life of those in our community who most need our help”. – Chris Toole, Regional Director, New Brunswick Community College – Saint John Campus

“The Addiction & Mental Health Program is honoured to be a part of Living SJ as we work collectively to identify creative solutions to meet the needs of our communities.” – Sue Haley, Director, Mental Health and Addiction, Horizon Health Network.

“Living SJ has sparked a movement, a movement about restoring relationships and rebuilding community while tackling the many faces of poverty!” – Bev Galbraith, Office Manager, Centenary- Queen Square Care Centres

PARTICIPANTS OF COMMUNITY ADVISORY TEAM MEETINGS

Patricia Allan-Clark, Early Childhood Development Coalition
Sharon Amirault, First Steps
Laura Anderson, Partners for Workplace Inclusion
Ben Appleby, Housing Alternatives
Claire Ashton, SJ Learning Exchange
Ann Barrett, Crescent Valley Resource Centre
Wanda Berrette, Community
Greg Bishop, Human Development Council
David Black, Independence Plus
Kim Blue, Hestia House
Silvia Borsic, Family Resource Centre
Mona Clark, South End Day Care
Laurie Collins, Big Brothers Big Sisters
Scott Crawford, St. Joseph's Community Health Centre
Harry Daley, Saint John Learning Exchange
Sister Roma De Robertis, Sisters of Charity
Catherine Derry, New Brunswick Adoption Foundation
Anthony Dickson, Outflow
Julie Dingwell, AIDS SJ
Cindy Donovan, Loch Lomond Villa
Anne Driscoll, Crescent Valley Resource Centre
Penni Eisenhauer, Vibrant Communities Saint John
Katina Feggos, Family Plus
Emma Gallant, Horizon Health Network
Sheila Gaudet, YMCA
Jill Keliher, Saint John Y Newcomers
Tamara Kelly, Credit Counselling Services
Brian Kierstead, Bayshore Home Health
Judy Lane, Kingsway Lifecare Alliance
Susanne LeBlanc, Anglophone School District – South
Lynn LeBlanc, Saint John Deaf and Hard of Hearing
Lynn MacDonald, Anglophone School District – South
Michelle MacNeill, Victorian Order of Nurses

Juddith Mattie, Y Settlement Services
Heather Maughan, Family Plus
Frank McCarey, SJ Transit Commission
Erika McGee, Horizon Health Network
Eileen McLaughlin, Volunteer Centre
Peggy McLean, READ SJ
Joyce Melvin, PASAGE
Thelma Messer, Roots of Empathy
Hepzibah Munoz, University of New Brunswick – SJ
Brenda Murphy, Women's Empowerment Network
Linda Nickerson, Seniors Resource Centre
Jenny O'Connell, Human Development Council
Dianne O'Connor, Go Ahead Seniors
Dawn O'Dell, Canadian Mental Health Association
Sherman Palmer, Seniors Resource Centre
Rhonda Peterson, Dayspring Ministries
Brenda Phillips, PRUDE Inc
Ken Pike, NB Association for Community Living SJ
Mary Saulnier-Taylor, Coverdale Centre
Janet Scott, Enterprise SJ
Narinder Singh, SJ Non Profit Housing
Li Song, SJ Multicultural and Newcomers Resource Centre
Wendy Stephens, Nick Nicolle Community Centre
Janet Towers, YMCA
Melanie Vautour, YMCA Moncton
Bruce Washburn, NB Association for Community Living SJ
Lorianne Whitaker, John Howard Society
Joyce Worster, L'Arche Saint John
Blair Young, Canadian National Institute for the Blind

Appendix B

Living SJ Structure



Living SJ Project Manager

Cathy Wright
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Living SJ Researcher and Evaluator

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