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

✓ Our **mission** is to develop a plan to engage community and influence leadership to optimize social impact

Objectives for Living SJ:

- Develop a clear understanding of our community's current social challenges and progress (collect and communicate the evidence);
- Engage the community in identifying quality of life (social) priorities for the future of our region;
- Establish a Social Renewal Strategy to address key priorities (with measurements and shared responsibility among all sectors of the community);
- Steward strong and sustainable solutions to address our priorities; and
- Provide for ongoing accountability of results to community, partners and funders.

Living SJ has:

- Developed a Leadership Team of champions who will oversee a community consultation effort to determine social priorities for the next five years and renew our collective commitment to achieving exceptional "quality of life" for ALL.
- Established the Community Advisory Team, of non-profits and community organizations to provide advice and support to Living SJ.
- Developed extensive background research papers on twelve issue areas which emerged as important "quality of life" components (available on our website in both a long and shortened version).
- Engaged over 110 individuals (see pages 14 -17) in 27 focus groups around 12 issues areas to identify key priorities for change and potential measures to track the process of change

More information can be found at:
www.livingsj.ca

June 2014

Children and Families

Definition:

The "Children & Families" priority area identifies issues related to children (under the age of 15) and families of any configuration, which may include any combination of the following: social programming/services (prenatal, playgroups, counselling, etc.); housing; healthcare; childcare; teenage pregnancy; access to recreation; education (e.g., early childhood education,); child poverty; inclusion for persons with disabilities; family violence; and transportation

Key priorities:

Recognizing the critical role of parenting for the well-being of families, sufficient and responsive supports are provided
Weighted 25%

All families have access to appropriate mental health services and programs to maximize wellbeing:
Including assessment and treatment
Weighted 21%

Quality early childhood learning for all families is accessible and inclusive:
Programs that strengthen the skills of parents and their children to ensure every child is ready for school
Weighted 18%

Quality universal childcare:
Accessible, affordable and inclusive for all children
Weighted 14%

Safe and affordable housing:
In quality mixed income neighbourhoods
Weighted 11%

Quality, safe, accessible and affordable afterschool programs for children & youth:
Neighbourhood-based or with transportation provided
Weighted 7%

Government and community services for families and individuals are neighbourhood based, integrated and responsive:
Providing residents with the opportunity to live, work and play in their neighbourhoods
Weighted 4%

Potential measures

1. **Number of parents participating in school and daycare activities**

2. **Number of individuals accessing mental health services (by neighbourhood)**

3. **Number of families with pre-school children who are accessing quality early childhood programs**

4. **Decrease in the cost of day-care for families**

5. **Increase in kindergarten readiness by EYE-DA scores**

Issue area groups that identified children and families as a critical issue

- ✓ Children and families
- ✓ Education
- ✓ Health and wellness
- ✓ Housing and homelessness
  New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
  Seniors
- ✓ Transportation
- ✓ Workforce development
  Youth

Critical issues identified by other groups relating to children and families

- Opportunities for early learning and development for children and parents or caregivers
- Accessible and affordable transit
- Building capacity of families to engage with schools and universities, and to identify and secure services they require
- Affordable and accessible out of school programs for children and youth, either neighbourhood based or with available transportation
- Helping middle/high school students make connections with workplace/employers and a range of career options after graduation
- Access to quality, affordable, accessible housing (in mixed income neighbourhoods)
- Health promotion for all, including food security and active transportation

LIVINGSJ
Social Renewal Strategy

Education

Definition:

The priority area of "Education" consists of all programs of instruction and training focused on intellectual development and skills acquisition from "cradle to career." This includes the formal K to 12–college and university school system; early learning programs for parents and pre-school children; adult education and workforce training; community-supported enrichment programs

Key priorities:

Funding reflects the community's "education" priorities and addresses the socio-economic barriers that cause students to fail:
Closing the gap in academic achievement between low-income children and their peers
Weighted 37%

Parents, the primary educators are assisted and supported:
Families receive the resources, tools and skills to adequately support their children in achieving academic success
Weighted 27%

Basic adult education programs lead to employment:
Collaboration on education programs for adults who lack a high school diploma/or are facing barriers to employment
Weighted 18%

School-to-workplace connection for students are strengthened:
Students are assisted in building career pathways beginning in middle school and through highschool
Weighted 18%

Potential measures

1. **Education funding formula changes to reflect student needs**

2. **Affordability of post secondary education**

3. **Annual increase for funding in early childhood education**

4. **Increase in EYE-DA score**

5. **Consistency/increase in PISA score by neighbourhood**

Issue area groups that identified education as a critical issue

- ✓ Children and families
- ✓ Education
- ✓ Health and wellness
- Housing and homelessness
- ✓ New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
- ✓ Seniors
- ✓ Transportation
- ✓ Workforce development
- ✓ Youth

Critical issues identified by other groups relating to education

- Building capacity of families to engage with schools and universities, and to identify and secure services they require
- Health promotion for all, including food security and active transportation
- Opportunities for early learning and development for children and parents or caregivers
- Responsive workforce programs/training that enables individuals to transition to work
- Continuity and responsiveness of funding programs and policies
- Affordable and accessible post-secondary education including apprenticeships
- Access to affordable and timely assessment and treatment of mental health challenges with an emphasis on prevention
- Helping middle/high school students make connections with workplace/employers and a range of career options after graduation
- Affordable and accessible out of school programs for children and youth, either neighbourhood based or with available transportation
- (Neighbourhood based) integration of services for families and individuals to achieve economic self sufficiency (health, social, education, financial)

LIVINGSJ
Social Renewal Strategy

Health and Wellness
Workshop Outcomes

Definition:

The priority area of "Health & Wellness" intersects the following thematic areas: health issues (e.g., obesity, addictions, smoking rates, drugs and alcohol); wellness/recreational programming and facilities; mental health; activity rates and fitness; pregnancy and parenting; healthcare/health insurance; housing and food security; healthy spaces (e.g., walking paths and connectors to promote exercise and active living)

Key priorities:

Making the healthy choice the easy choice:
Increased in physical and mental health and wellness within Greater Saint John
Weighted 33%

Services are accessible and affordable:
For children and families
Weighted 27%

Building inclusive communities:
Affordable housing and a strong community to overcome social isolation
Weighted 20%

Education and literacy:
Education pathways that lead to employment
Weighted 13%

Affordable healthy foods:
Accessible for all residents
Weighted 7%

Potential measures

1. **Number of employers offering wellness programs**

2. **Number of children participating in after school activity**

3. **Number of individuals accessing mental health and addictions services**

4. **Teen pregnancy rates**

5. **Number of subsidized day care spots**

Issue area groups that identified health & wellness as a critical issue

- ✓ Children and families
- ✓ Education
- ✓ Health and wellness
- ✓ Housing and homelessness
-   New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
- ✓ Seniors
- ✓ Transportation
-   Workforce development
- ✓ Youth

Critical issues identified by other groups relating to health and wellness

- Access to affordable and timely assessment and treatment of mental health challenges with an emphasis on prevention
- Increase awareness and access to health services, including addiction services
- Health promotion for all, including food security and active transportation
- (Neighbourhood based) integration of services for families and individuals to achieve economic self sufficiency (health, social, education, financial)
- Promotion and services to foster independent living
- Accessible and affordable transit
- Continuity and responsiveness of funding programs and policies

LIVINGSJ
Social Renewal Strategy

Housing and Homelessness
Workshop Outcomes

Definition:
The "Housing and Homelessness" priority area refers to the availability of all types of housing- for individuals and families, emergency, supportive, transitional, non-profit, social, and market housing. Includes terms such as: affordable housing; accessible housing; housing supports; housing developments (e.g., neighbourhoods and housing plans); barriers to housing; shelter and/or hostel; homeless and/or homelessness.

Key priorities:

Systems Approach:
Agencies coordinate and communicate their efforts together to provide improved supports for individuals at risk or who are homeless
Weighted 26%

Diverse/mixed income housing and neighbourhoods:
A range of housing types, tenures and costs to meet the different age and income levels of residents
Weighted 22%

Enabling and supporting transition off subsidies:
Through responsive programs and resources, individuals secure and maintain employment, thus making it possible to move into market housing
Weighted 19%

Increase in affordable, adequate and suitable housing:
For individuals and families
Weighted 14%

Housing First:
Ensuring an individual who is homeless has immediate access to a home with the necessary supports and resources to ensure stability
Weighted 14%

Suitable emergency/ transitional housing:
A safe place to individuals who have no other options available to them for shelter
Weighted 5%

Potential measures

1. **Demographics of mixed income neighbourhoods**

2. **Apartment transition rate**

3. **Measuring change in acuity (risk level- through intake process)**

4. **Decrease in number of bed nights**

5. **Decrease in average length of stay in shelter**

Issue area groups that identified Housing and homelessness as a critical issue

- ✓ Children and families
  Education
- ✓ Health and wellness
- ✓ Housing and homelessness
- ✓ New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
  Recreation and culture
- ✓ Seniors
  Transportation
  Workforce development
  Youth

Critical issues identified by other groups relating to housing and homelessness

- Access to quality, affordable, accessible housing (in mixed income neighbourhoods)

Newcomers /New Canadians
Workshop Outcomes

LIVINGSJ
Social Renewal Strategy

Definition:

The general term "newcomers" includes new individuals to a city, whether born inside or outside Canada. New Canadians specifically refers to individuals that have recently immigrated to Canada from another country (i.e., immigrants). The workshop focused on New Canadians- those who immigrated or were granted refugee status.

Key priorities:

Government Leadership:
All levels of government working together to provide responsive programs in a common location
Weighted 35%

Economic sustainability:
Fulltime quality employment opportunities with living wage[1] and benefits for youth and adults, including improved credential recognition and language training
Weighted 29%

Community Engagement:
Community works together to provide social supports and networks for welcoming integration
Weighted 18%

Health and Wellbeing:
Physical and mental health services are accessible and neighbourhood based
Weighted 12%

Funding reform:
Funding that reflects the needs of **all** newcomers (refugees, temporary workers, and permanent residents)
Weighted 6%

Potential measures

1. **Creation of local immigration partnership (Immigration Strategy)**

2. **Increased funding for language training at all levels (including training for non permanent residents)**

3. **Establishment of office of immigration in City Hall**

4. **Number of new businesses created by newcomers/ New Canadians**

5. **Health and wellness of newcomers from the province (needs assessment)**

Issue area groups that identified Newcomers/ New Canadians as a critical issue

Children and families
Education
Health and wellness
Housing and homelessness
✓ New Canadians/newcomers
Persons with disabilities
Priority neighbourhoods and poverty
✓ Recreation and culture
Seniors
Transportation
✓ Workforce development
Youth

Critical issues identified by other groups relating to Newcomers/ New Canadians

- Responsive workforce programs/training that enables individuals to transition to work

- (Neighbourhood based) integration of services for families and individuals to achieve economic self sufficiency (health, social, education, financial)

[1] Living Wage is defined as an hourly wage that is high enough to allow a family to pay for the basic necessities of life and to participate in the civic/social life of their community. (Canadian Centre for Policy Alternatives, 2013).

Persons with disabilities
Workshop Outcomes

Definition:
The term "Persons with disabilities" is used to apply to *all* persons who have long-term physical, intellectual, sensory or mental health challenges, which, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others.

Key priorities:

Active and Meaningful participation:
Welcoming and inclusive programs and services with physical and environmental access to enable persons with disabilities to participate actively in the community
Weighted 33%

Education services:
Are easily navigated with supports/mentors available to help individuals and families be meaningfully engaged
Weighted 27%

Employment and workforce development:
Employer and government policies and practices support job creation and retention with workplace sensitivity and inclusiveness
Weighted 20%

Affordable, accessible and equitable programs and services are integrated:
Including mental and physical health, housing and transportation
Weighted 13%

Collaboration:
Cross disabilities groups work together effectively and with others to improve the quality of life of persons with disabilities
Weighted 7%

Potential measures

1. **Increase in employment rate for persons with disabilities**

2. **Increase the number of new construction/renovation sites that meet new building code/ universal design**

3. **Increase in availability/ equitability of transportation options (para transit, public transit, taxis) including frequency of hours, routes, schedule for full community participation**

4. **Fully accessible health services or health centre for persons with disabilities**

5. **Increase in the number of people with disabilities accessing post secondary education and training supports**

Issue area groups that identified persons with disabilities as a critical issue

- ✓ Children and families
- ✓ Education
-   Health and wellness
- ✓ Housing and homelessness
-   New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
- ✓ Seniors
- ✓ Transportation
-   Workforce development
-   Youth

Critical issues identified by other groups relating to persons with disabilities

- Accessible and affordable transit

- Promotion and services to foster independent living

- Adequate resources to access and address learning disabilities

- Access to quality, affordable, accessible housing (in mixed income neighbourhoods)

- Opportunities for early learning and development for children and parents or caregivers

Priority Neighbourhoods and Poverty
Workshop Outcomes

LIVINGSJ
Social Renewal Strategy

Definition:

The priority area of "Poverty" has been defined as the social and economic vulnerability caused to individuals and households by a lack of resources needed for dignity, self-sufficiency and well-being. Ultimately, poverty means reduced opportunity to participate fully in the life of one's community. In the city of Saint John, a priority neighbourhood refers to a neighbourhood with a high concentration of poverty.

Key priorities:

Engagement:
Strengthen the assets of residents to influence their own well-being, that of their families, and their neighbourhood
Weighted 29%

Systems and Policy:
Community and government work together to foster programs and policies that provide residents with the opportunities they need including family, housing, health, education and employment
Weighted 24%

Health and Wellness:
Physical and mental health services based in neighbourhoods
Weighted 19%

Education:
Increase opportunities for children to succeed in school through mentorship, more active involvement of parents and support from community and government partners
Weighted 14%

Employment:
Help to connect individuals to job preparation and living wage[1] employment opportunities
Weighted 9%

Safer neighbourhoods:
That are more desirable places to live
Weighted 5%

Potential measures

1. **Completion of middle school and high school**

2. **Reduction in income assistance caseloads**

3. **Recidivism rate (number of clients that return back to income assistance)**

4. **Employment rate by neighbourhood**

5. **Emergency/ambulance and hospitalization rates**

Issue area groups that identified priority neighbourhoods and poverty as a critical issue

- ✓ Children and families
- ✓ Education
- ✓ Health and wellness
- ✓ Housing and homelessness
- New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
- ✓ Seniors
- ✓ Transportation
- ✓ Workforce development
- Youth

Critical issues identified by other groups relating to priority neighbourhoods and poverty

- Building capacity of families to engage with schools and universities, and to identify and secure services they require
- Continuity and responsiveness of funding programs and policies
- Opportunities for early learning and development for children and parents or caregivers
- Adequate resources to access and address learning disabilities
- Helping middle/high school students make connections with workplace/employers and a range of career options after graduation
- Strengthen engagement of employers
- Access to quality, affordable, accessible housing (in mixed income neighbourhoods)
- Health promotion for all, including food security and active transportation
- Accessible and affordable transit
- Access to affordable and timely assessment and treatment of mental health challenges with an emphasis on prevention
- (Neighbourhood based) integration of services for families and individuals to achieve economic self sufficiency (health, social, education, financial)
- Affordable and accessible out of school programs for children and youth, either neighbourhood based or with available transportation
- Responsive workforce programs/training that enables individuals to transition to work

[1] Living Wage is defined as an hourly wage that is high enough to allow a family to pay for the basic necessities of life and to participate in the civic/social life of their community. (Canadian Centre for Policy Alternatives, 2013).

Recreation and Culture
Workshop Outcomes

Definition:

The priority area of "Recreation" is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. "Culture" includes the arts, heritage, and the promotion of cultural events and activities. Recreation and Culture make positive impact to the health of people, public spaces, facilities and communities.

Key priorities:

Increased participation and engagement in recreation and culture in Greater Saint John
Weighted 28%

Adequate government and community resources:
For recreational and cultural activities/events and programs
Weighted 24%

Collaborative and integrated programs and services:
Lead to increased partnerships and links among organizations, commissions, all levels of government and other groups
Weighted 20%

Programs and facilities are accessible and affordable:
Transportation, language, inclusivity of disabilities and cultural enable more residents to participate

Sustainable funding and capital investments:
Increase program delivery, improve infrastructure and support job creation
Weighted 12%

Potential measures

1. More funding opportunities (changes in federal/provincial grant system)

2. Increase in sponsorship (private, corporate and foundations)

3. Improved health status (key determinants of health)

4. Increased capital and operational investments

5. Events (cultural/ celebratory) are well attended

Issue area groups that recreation and culture as a critical issue

- ✓ Children and families
- ✓ Education
- ✓ Health and wellness
  Housing and homelessness
- ✓ New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
- ✓ Seniors
- ✓ Transportation
  Workforce development
  Youth

Critical issues identified by other groups relating to recreation and culture

- Opportunities for early learning and development for children and parents or caregivers
- Helping middle/high school students make connections with workplace/employers and a range of career options after graduation
- Affordable and accessible out of school programs for children and youth, either neighbourhood based or with available transportation
- Health promotion for all, including food security and active transportation
- (Neighbourhood based) integration of services for families and individuals to achieve economic self sufficiency (health, social, education, financial)
- Building capacity of families to engage with schools and universities, and to identify and secure services they require
- Continuity and responsiveness of funding programs and policies

Seniors
Workshop Outcomes

Definition:

The priority area of "Seniors" is a growing cohort of Canadians that represents a unique population for review and consideration, particularly within Saint John. The terms senior, older person, older adult and elderly is used to describe someone who is age 65 and over, however, it should be noted that this group is far from homogeneous.

Key priorities:

Affordable and accessible housing:
Enabling seniors to live at home as long as possible
Weighted 28%

Physical and mental health and wellness:
Services are based in neighbourhoods and enable healthy active living
Weighted 24%

Supports to enable seniors to stay at home:
Early identification of issues; adequate numbers of well-trained and well-compensated personal care/support workers
Weighted 19%

Accessible, coordinated and integrated services:
Services are centralized and more responsive for older adults
Weighted 14%

Opportunities to contribute and be of value:
Seniors are engaged in employment and volunteerism
Weighted 10%

Affordable and accessible transportation:
Taxis, buses, sidewalks enable seniors to be active in their rural and urban communities
Weighted 5%

Potential measures

1. **Number of people staying in homes longer**

2. **Transitional options between home and nursing home**

3. **Number of individuals accessing formal care at home**

4. **Increase in recruitment/retention/ training and funding for home support workers**

5. **Life satisfaction rate**

Issue area groups that identified seniors as a critical issue

Children and families

Education

✓ Health and wellness

Housing and homelessness

New Canadians/newcomers

Persons with disabilities

Priority neighbourhoods and poverty

✓ Recreation and culture

✓ Seniors

Transportation

✓ Workforce development

Youth

Critical issues identified by other groups relating to seniors

- (Neighbourhood based) integration of services for families and individuals to achieve economic self sufficiency (health, social, education, financial)

Transportation
Workshop Outcomes

Definition:

The priority area of "Transportation" includes terms such terms as public transportation, alternative forms of transportation and active transportation (e.g., walking, cycling).

Key priorities:

Sustainable funding for public transit:
Funding for operating costs to support increased hours of service and frequency of transit services for users
Weighted 33%

Improve access and service for persons with disabilities:
Through affordable and equitable transportation options
Weighted 27%

Active transportation:
Greater opportunities for active transportation through safe access between differing transportation modes (bus stops, bike racks, side walks)
Weighted 20%

Increase use of public transportation:
A healthier city through more reliance on public transit by residents
Weighted 13%

Affordable public transit:
Subsidies for low-income users
Weighted 7%

Potential measures

1. Total funding allotment (active transportation)

2. Dollars invested for low-income users

3. Number of employers participating in subsidies

4. Increase in dollars invested in public transit

5. Service hours (increase in number of buses during regular hours)

Issue area groups that identified transportation as a critical issue

- ✓ Children and families
- Education
- ✓ Health and wellness
- Housing and homelessness
- New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
- ✓ Seniors
- ✓ Transportation
- Workforce development
- Youth

Critical issues identified by other groups relating to transportation

- Accessible and affordable transit

- Health promotion for all, including food security and active transportation

- Affordable and accessible out of school programs for children and youth, either neighbourhood based or with available transportation

- Access to quality, affordable, accessible housing (in mixed income neighbourhoods)

Workforce Development
Workshop Outcomes

Definition:
The "Workforce Development" priority area focuses primarily on the adult population in terms of workforce participation (employment, living wage, self-employment and social enterprises), and education and training (skills upgrading, post-secondary education, essentials skills and high school diploma).

Key priorities:

Employer/ Union Engagement:
Increase involvement to assist with building the necessary skills of potential employees, including job experiences for both youth and adults
Weighted 25%

Workplace Essential Skills:
Training opportunities to increase the level of essential skills (such as reading, numeracy, team work, communications, computer use) that meet the needs of unemployed individuals
Weighted 22%

Fulltime Gainful Employment
Full time quality employment opportunities with living wage[1] and benefits
Weighted 22%

Skills Matching and Training Opportunities:
Provide on-the job training to unemployed youth and adults to build the skills necessary to obtain available employment.
Weighted 18%

Entrepreneur Development:
Job creation opportunities and policies for individuals interested in self – employment
Weighted 13%

Potential measures

1. **Number of employers involved in government workforce development programs**

2. **Number of apprenticeship hours**

3. **Number of minority individuals/new Canadians securing employment**

4. **Number of jobs posted**
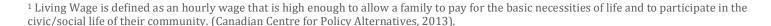
5. **Number of new employers**

Issue area groups that identified workforce development as a critical issue

- ✓ Children and families
- ✓ Education
- ✓ Health and wellness
  Housing and homelessness
- ✓ New Canadians/newcomers
- ✓ Persons with disabilities
- ✓ Priority neighbourhoods and poverty
- ✓ Recreation and culture
- ✓ Seniors
- ✓ Transportation
- ✓ Workforce development
- ✓ Youth

Critical issues identified by other groups relating to workforce development

- Helping middle/high school students make connections with workplace/employers and a range of career options after graduation

- Strengthen engagement of employers

- Continuity and responsiveness of funding programs and policies

- Responsive workforce programs/training that enables individuals to transition to work

[1] Living Wage is defined as an hourly wage that is high enough to allow a family to pay for the basic necessities of life and to participate in the civic/social life of their community. (Canadian Centre for Policy Alternatives, 2013).

Youth
Workshop Outcomes

Definition:

The "Youth" priority area includes a number of different areas of concern to youth within the 15-24 age including: educational attainment (e.g., high school completion, post-secondary education); health (e.g. pregnancy, addictions, mental health); homelessness; pathways to employment; opportunities for participation in arts and recreation; and youth engagement.

Key priorities:

Improvements to the continuum of support for mental health services:
Youth participate in school and community activities that promote healthy living and can access more immediate services when required
Weighted 45%

Educational pathways:
Successful completion of middle school, high school and post secondary education or training leading to employment and career opportunities
Weighted 33%

Intervention for youth at risk of substance abuse problems and engaging in criminal activity:
Youth and their families receive timely and responsive services
Weighted 22%

Potential measures

1. **Drop out rates**

2. **Number of alternative school options**

3. **Reduction of youth on income assistance in Saint John**

4. **Youth engagement in community out of school programs**

5. **Existence of consistent mental health/guidance programs for children and youth in school**

Issue area groups that identified youth as a critical issue

Children and families

✓ Education

✓ Health and wellness

✓ Housing and homelessness

✓ New Canadians/newcomers

Persons with disabilities

✓ Priority neighbourhoods and poverty

Recreation and culture

Seniors

✓ Transportation

✓ Workforce development

✓ Youth

Critical issues identified by other groups on youth

- Access to quality, affordable, accessible housing (in mixed income neighbourhoods)

- Accessible and affordable transit

- Health promotion for all, including food security and active transportation

- Helping middle/high school students make connections with workplace/employers and a range of career options after graduation

- Affordable and accessible post-secondary education including apprenticeships

- Affordable and accessible out of school programs for children and youth, either neighbourhood based or with available transportation

CHILDREN AND FAMILIES
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- Silvia Borsic, Family Resource Centre
- Mona Clark, South End Day Care
- Debbie Cooper, Boys and Girls Club of Canada
- Catherine Derry , New Brunswick Adoption Foundation
- Suzanne Kingston, New Brunswick Adoption Foundation
- Lynn Kinsella, Family Plus
- Jill Roberts, Community Health Centre
- Janet Towers, Greater Saint John Y

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- France Maillet, Samuel de Champlain School
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- Fabienne McKay, SJ Learning Disabilities Association
- Kate McLellan, Anglophone South School District
- Dr. Siddiq, School of Business, UNBSJ
- Christine Talyor, NB Teen Apprenticeship Program
- Debbie Thomas, Anglophone South School District
- Chris Toole, NBCC

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- Michelle MacNeill, VON
- Erika McGee, Public Health
- Dawn O'Dell, Canadian Mental Health Association
- Sylvie Poulin, Department of Healthy & Inclusive Communities
- Kim Weir, Good Life Fitness

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Planning Team Lead: Randy Hatfield, Human Development Council

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- Ben Appleby, Housing Alternatives
- Greg Bishop, Human Development Council
- Monica Chaperlin, Business Community Anti-Poverty Initiative
- Dave Delaney, Habitat for Humanity

- Kit Hickey, Housing Alternatives
- Chris Hopkins, Human Development Council
- Brian Marks, Department of Social Development
- Jenny O'Connell, Homelessness Steering Committee
- Crystal Scott, Coverdale Centre for Women
- Mary Saulnier Taylor, Coverdale Centre for Women
- Narinder Singh, Saint John Non-Profit Housing

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- Nicole Dominix, New Brunswick Community College
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- Lynn MacDonald, Anglophone South School District
- Rhonda Peterson, Dayspring Ministries
- Shawna Rogers, Y Settlement Services
- Bonnie Sudul, University of New Brunswick, Saint John

PERSONS WITH DISABILITIES
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- Wanda Berrette, Citizen
- Christine Evans, Key Industries
- Mike George, Premier's Council on Status of Disabled Persons
- Lynn LeBlanc, Saint John Deaf and Hard of Hearing
- Dawn O'Dell, Canadian Mental Health Association
- Ken Pike, NB Association for Community Living
- Jeff Sparks, Premier's Council on Status of Disabled Persons

PRIORITY NEIGHBOURHOODS AND POVERTY
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- Joanne Barry, St. Joseph's Community Health Centre
- Juanita Black, Vibrant Communities Saint John
- Scott Crawford, Horizon Health Network and ONE Change
- Chuck Edison, City of Saint John
- Penni Eisenhauer, Vibrant Communities Saint John
- Barry Galloway, Vibrant Communities Saint John
- Jacqueline Hamilton, City of Saint John
- John Knight, Rivercross Church
- Mary LeSage, PULSE (People United for Lower South End)
- Debbie McLeod, Department of Social Development

- Brenda Murphy, Urban Core Support Network
- Josh Smith, Department of Social Development
- Krista Turnbull, Anglophone School District South
- Tony MacRae, Saint John Police Force

RECREATION AND CULTURE
Planning Team Lead: Kevin Watson, City of Saint John
- David Adams, Saint John Community Arts Board
- Barry Freeze, City of Saint John
- Gary Clark, Town of GrandBay-Westfield
- Bernie Cormier, City of Saint John
- Amanda Downey, Boys and Girls of Saint John
- Greg Evans, Department of Healthy and Inclusive Communities
- Mike Hugenholtz, City of Saint John
- Charles Jensen, Town of Rothesay
- John MacDonald, Anglophone South School District
- Josee Thibault, ARCF

SENIORS
Planning Team Lead: Wendy MacDermott, United Way Serving Saint John, Kings and Charlotte
- Helen Bridgeo, City of Saint John
- Bonnie Fulton, Department of Healthy Inclusive Communities
- Brian Kierstead, Bayshore Home Health
- Judy Lane, Kingsway Lifecare Alliance
- Debbie McLeod, Department of Social Development
- Carol Polley, Seniors Resource Centre
- Dianne O'Connor, Go Ahead Seniors
- Sylvie Poulin, Department of Healthy Inclusive Communities
- Paula Ulderkin, Healthy and Inclusive Communities

TRANSPORTATION
Planning Team Lead: Barry Galloway, Vibrant Communities Saint John
- Dave Black, Paratransit (Independence Plus)
- Janelle Flanagan, Saint John Learning Exchange
- Frank McCarey, SJ Transit
- Hepzibah Munoz Martinez, UNBSJ
- Tim O'Reilly, City of Saint John
- Donna Reardon, City of Saint John
- Kevin Watson, City of Saint John

WORKFORCE DEVELOPMENT
Planning Team Lead: Cathy Wright, Vibrant Communities and Living SJ
- Laura Anderson, Partners for Workplace Inclusion
- Seth Asimakos, Saint John Community Loan Fund
- Anne Cullen, YMCA

- Harry Daley, Saint John Learning Exchange
- Paul Macfee, John Howard Society
- Christina Fowler, Saint John Learning Exchange
- Roxy Marr, Provincial Department of Social Development
- Ann Quigley, New Brunswick Association for Community Living
- Mike Quinn, Provincial Department of Post-Secondary Education, Training and Labour
- Janet Scott, Enterprise SJ

YOUTH

Planning Team Lead: Kelly Evans, Greater Saint John Community Foundation

- Shilo Boucher, Greater Saint John Y
- June Breau Nason, The Resource Centre for Youth
- Harry Daley, Youth Vital Signs
- Amanda Downey, Boys and Girls Club of Saint John
- Debbie Fisher, Anglophone South School District
- Jennifer Galbraith, Greater Saint John Y
- David Hartley Brown, City Police
- Brady Hooley, UNB Student
- David Hayes, Department of Social Development
- Amy Shanks, Boys & Girls Club of Saint John

FACILITATION TEAM FOR ISSUE AREA FOCUS GROUPS

- Margaret Carten, Business Transformation Consultant, Lean Six Sigma Black Belt, MBA
- Melanie Hientz, Living SJ
- Cathy Wright, Vibrant Communities and Living SJ