

Sustainable Communities in a Self-Sufficient Province

A Case Study for the Greater
Saint John Region:

"Planning Our Future Together"

April 2008



SAINT JOHN

BENEFITS BLUEPRINT 
ENERGIZING SUSTAINABLE COMMUNITIES

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Brunswick
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Executive Summary

The Sustainable Communities Case Study for the Greater Saint John Region is a pilot project that we hope will inform the region and the province.

The Sustainable Communities Case Study is a partnership with the province and the five communities in the Greater Saint John Region: the City of Saint John, the Town Quispamsis, the Town Rothesay, the Village Grand Bay-Westfield and the Village of St. Martins. This case study was supported by the province's Engagement Specialist, an important partner of the Case Study.

Participants in the Case Study included members of the advisory groups for both Vision 2015 and the Benefits Blueprint, as well as other members of the community. Government participants and observers included the Departments of Business New Brunswick, Energy, Environment, Intergovernmental Affairs, Local Government, and Social Development.

The Case Study built collaborative relationships; defined and fostered sustainable communities; established the various roles for the province, municipalities and other stakeholders in planning for sustainable communities; and determined ways in which sustainable communities will contribute to provincial self-sufficiency.

The report includes the methodology used for public engagement, highlights the dialogue and conclusions of the Sustainable Communities Case Study, as well as recommendations, specific actions and next steps. Examples of these actions are the Poverty Reduction Strategy, Relationship and Capacity Development, and a Strategic Approach to Sustainable Development. An assessment of our progress will be done at the end of one year in April 2009.

Our collective goal is to share our learnings with the public of the Greater Saint John Region and to serve as a resource for other communities throughout the province.

The partnership that has been enhanced between the province and the Greater Saint John Region stakeholders is valuable in that it is focused on and oriented toward the achievement of both sustainability of communities and provincial self-sufficiency.

Introduction

On a stormy evening in December of 2007, a group of opinion leaders from the Greater Saint John Region gathered together to engage in a dialogue that would increase their understanding of what it would mean to achieve a sustainable community. Over the next four months, in both face to face and online conversations, this group addressed pressing contemporary concepts including;

- What it means to be a sustainable community;
- How are sustainable communities developed; and
- How do members of the community change their interactions to achieve sustainability.

This first meeting initiated a four month Case Study for the Greater Saint John Region, entitled *Sustainable Communities in a Self-Sufficient Province: "Planning Our Future Together"*. The Case Study brought together opinion leaders from the Greater Saint John Region and representatives of the Provincial government to carry on a dialogue about the concept of sustainable communities and how to change the interactions of community and government to make achieving a sustainable community possible (see Appendix A for a list of the participants in the Case Study).

The Case Study was one of five pilot projects undertaken in association with the New Brunswick Public Engagement Initiative and the agenda for achieving self sufficiency in the province by 2026. As part of these undertakings and as a component of the Department of Environment's Sustainable Communities Initiative, the New Brunswick Department of Environment recognized the value in engaging a New Brunswick community in a dialogue about Sustainable Communities. It was felt that a case study would help the Provincial government encourage sustainable communities, highlight the province's role in planning for sustainable communities, and determine how sustainable communities could contribute to the goal of self-sufficiency.

The Greater Saint John Region (GSJR), including the communities of the the City of Saint John, the Town Quispamsis, the Town Rothesay, the Village Grand Bay-Westfield and the Village of St. Martins, was an ideal candidate for such an undertaking. First, this region is poised to see significant economic growth over the next decade and, as a result, faces important social, economic and environmental challenges. As well, these communities had already launched successful dialogues to start on the path to becoming sustainable and self-sufficient, including Vision 2015, a visioning and restructuring process by the City of Saint John, and the Benefits Blueprint, spearheaded by Enterprise Saint John and the mayors of the five municipalities (see Appendix B).

Vision 2015 and Benefits Blueprint initiatives have brought synergy to the Case Study since many of the participants in the Case Study also participated in these initiatives. This meant that ideas about sustainable communities and the steps required to achieve sustainability were not new and could be discussed in the context of activity already underway. For example, Vision 2015 has built a community vision for sustainability, identifies community goals for the next 20 years, and customizes sustainability principles for the City of Saint John. The Benefits Blueprint will result in the development of action plans in core areas of community interest (training and education, business and supplier development, infrastructure, workforce expansion, housing, arts and culture) and provide

recommendations on what must be done across the province to respond to opportunities and challenges that will be presented by significant growth. The presence of these two initiatives provides a place for ensuring that actions arising from the Case Study will continue to find resonance in the community.

Case Study Framework

Purpose

The purpose of the Case Study was to enable participants to meet together and share their knowledge and thoughts on the specific characteristics of sustainable communities and on how to achieve sustainable communities. It was assumed from the start that sharing experiences would enhance partnerships and provide a clearer understanding of what it means to be sustainable. This dialogue was also designed to make a beginning towards the transformations and interactions that must occur to achieve both sustainability and self-sufficiency.

The methodology used for the Case Study was considered to be a pilot for a new model of public participation being explored by the New Brunswick Public Engagement Initiative.

Projected Outcomes

At the outset, the cooperators on this project had a clear idea of what they wanted to accomplish, although it was recognized that, since the dialogue would be guided by the interests of the participants, any number of possible outcomes might emerge.

It was expected that the dialogue would result in the exchange of ideas, experiences and expected actions that could move the community closer towards sustainability. The reflections and deliberations of the participants were also expected to help build or strengthen key relationships for the future. Specifically, the following outcomes were anticipated:

- The dialogue would enable GSJR community opinion leaders to develop their ideas about what makes a community sustainable.
- The Provincial government would develop a better understanding of sustainable communities and the processes involved in building them.
- These learnings could be used by other communities as they plan and launch their own Sustainable Communities initiatives.
- The role of the Provincial government in supporting and encouraging the initiatives in the GSJR and other similar initiatives in the province would be better defined.
- The dialogue would help develop and strengthen links between sustainable community initiatives and government departments who can assist in implementing these initiatives.

Participants

Participants in the Case Study included members of the advisory groups for both Vision 2015 and the Benefits Blueprint, as well as other members of the community. Although people participated as individuals rather than as representatives of their particular work or volunteer organizations, many points of view were present, including economic, social and environmental perspectives. Participants included planners, administrators, members of the business community, energy and industrial sectors, environmentalists, students, the media, and advocates for various social issues. Government participants and observers included the Departments of Business New Brunswick, Energy, Environment (also provided the Secretariat support), Intergovernmental Affairs, Local Government, and Social Development.

Senior representatives of various Provincial government departments, Vision 2015 and the Benefits Blueprint comprised the Planning Committee which met monthly to review progress and suggest process modifications where needed.

A list of participants in the Round Table and the Planning Committee is provided in Appendix A.

Engagement Framework

The dialogue was designed to occur over a four month period, involving interaction among participants in face to face Round Table meetings and in an online discussion forum. Following the meetings, a milestone event was planned, as a further opportunity to share learnings with others. A schematic of the process is provided in Figure 1.

Round Table dialogue

Three monthly Round Table meetings were planned and these occurred at monthly intervals, on December 4, 2007, January 16, 2008 and February 12, 2008 respectively. Following the 1st Round Table, it was decided that a Supplementary Session would be held, to allow those unable to participate to receive an update and also engage in dialogue. The success of the first Supplementary Session precipitated additional sessions following each Round Table. Supplementary Sessions occurred on January 9, February 5, and February 13, 2008.

Online Forum

Between Round Table meetings, there was an opportunity to continue the dialogue online in a moderated forum. This forum operated in a secure Web environment hosted by Service New Brunswick (SNB) who arranged the Web Site set-up and developed the layout. The site was accessed via usernames and passwords assigned by SNB. Round Table participants were able to read materials, add links and take part in the discussion. Observers to the Round Table were able to read materials and could post items via the moderator. Participants had access to the site 24 hours per day and were able to take part in moderated discussion on a series of questions described below, as well as other questions added by the participants. The online forum provided shared document storage, a calendar of events, the ability to post Web Links, and a tasks management utility. The Site also included a participant list including photos and other information to help people get to know one another. A moderator posted questions, provided updates

and calendar entries, and monitored the online dialogue. SNB provided hands-on support to moderators, participants and observers, including Help Desk Services and technical advice throughout the project.

Other

Throughout the process, participants were contacted via email and telephone. As well, an online questionnaire was circulated to assess aspects of the process, in particular the transforming relationships theme and overall satisfaction with the process. Some participants were also contacted by phone or in person to help assess aspects of the process.

Questions for Dialogue

In order to focus the dialogue and order the process, the Round Tables and discussion forum were organized around six questions. As well, at each Round Table, a question was asked to address the issue of relationships and how these could be changed to better achieve a sustainable Community. The questions associated with each Round Table were as follows:

- | | |
|-----------------------------|--|
| 1 st Round Table | <i>What makes communities sustainable?
How do traditional and sustainable communities differ?
What is required to transform relationships? (How can this make a difference?)</i> |
| 2 nd Round Table | <i>What is required to build a sustainable community?
What role do members of the community play in building a sustainable community?
How do relationships between members of the community need to change to enable these roles?</i> |
| 3 rd Round Table | <i>What is the role of the Provincial government in creating sustainable communities? What is the role of municipal government?
How would sustainable communities contribute to self-sufficiency?
How do relationships between government and the other members of the community need to change?</i> |

Results of the Dialogue

Dialogue between 44 people over the course of four months generated a challenging volume of content. This included the comments of participants in the Round Table sessions, the dialogue and discussion generated in the break-out groups held at each meeting, the casual conversations that took place in the Supplementary Sessions, and the online discussions. This detail was recorded in notes for each session and some synthesis occurred to reveal the themes that generated the most interest in the sessions or that recurred over several sessions. The specific themes that emerged from the dialogue are highlighted below, with the more detailed content being contained in the Appendices.

A definition of “Sustainable Community”

From the outset, a sustainable community was defined as “a community that meets the **present and future social, economic and environmental needs** of today’s citizens without **compromising the ability of future generations** to meet their own needs”.

The validity of this definition was reinforced throughout the discussions. The concept of sustainability was closely tied to the overlapping values of social equity, economic viability and environmental quality, and the attainment of a triple bottom line (Figure 2). Although it is included in the concept of social equity, some saw a need to identify cultural values as a forth basis for decision making.

The definition of sustainable community was enhanced by identifying the many characteristics of a sustainable community. This part of the dialogue focused on two questions: “*What makes a community sustainable?*” and “*How do conventional and sustainable communities differ?*” A full list of comments is provided in Appendix C.

There was some discussion about what constitutes the “community”. Certainly, the geographic boundaries of municipalities are an important way to define the community boundaries. However the importance of the broader community, in economic, environmental and social terms, was also discussed. For example, many people who work in the City of Saint John live in communities outside the area. The City of Saint John and other GSJR municipalities depend on resources outside their own geographic boundaries. Transportation decisions in places as far away as St. Stephen influence the GSJR. Since regional concerns are of importance, the different needs of urban and rural communities should be considered, and in some cases, planning should be on a regional basis.

Characteristics important to a sustainable community included healthy citizens, a healthy environment, availability of basic needs, social inclusion, a strong economy, development of a community identity, and balance in decision making. A sustainable community should have a clearly defined and legislated environmental enhancement strategy. People were considered to be fundamental to the sustainable community; encouragement for population growth, welcoming and support for newcomers, an engaged and skilled citizenry, and involvement of the public in decision making were seen as important characteristics of a sustainable community. Planning and good governance were also recognized as key.

Consideration of the differences between conventional and sustainable communities reemphasized these characteristics. To move to a more sustainable model, confrontation must give way to collaboration, decisions must follow sustainability principles, citizens must be engaged and empowered, and attention must be paid to achieving a balance between the interrelated values of the economy, the social system and the environment.

A key difference between sustainable and traditional communities thus lies in this special capacity for long-term planning. While traditional communities tend to see their economic, social and environmental interests as competitive and separate, sustainable communities see them as complementary and interdependent.

Steps required to build a sustainable community

Although action is required for the short and long term, there should be a focus on securing the means to meet long term needs, in order to protect the future of our children. The key to achieving a sustainable community is found within the definition of a sustainable community. First we must identify the present and future needs of the community and what would be required to meet these needs. The difference between what we have and what we need will provide a list of concrete actions.

The consideration of how sustainable communities are built was preceded by definition of the “members of the community”. It was agreed that everyone is a member of the community, including individual citizens, government and sectoral groups. Although all those who live within the geographic boundaries of the five municipalities are certainly included in the community, the GSJR also depends on networks (and the people involved in these networks) that extend beyond these boundaries.

Communities do not have to reinvent the steps needed to achieve a sustainable community. Templates exist that have been implemented successfully elsewhere and these templates can be modified by a community for its particular needs. A few examples are included in Appendix G.

Methods considered by the City of Saint John in building its Vision 2015, stressed planning, adoption of sustainability principles, building community vision, establishing community goals, establishing current reality and targets for improvement, creating an action plan, and including performance measures. A simple touchstone for ensuring that all steps are achieved is the Deming Cycle which focuses on four steps: Plan, Do, Study, Act.

The following were seen as critical components of an approach for the Greater Saint John Region (a full list is contained in Appendix D) and any template chosen should be examined and amended to include these components:

Integration of decision making

Part of acknowledging the triple bottom line is to achieve balance between the present and future, as well as between social, economic and environmental values. Balance means there are no winners and losers.

Integration of social, cultural, economic and environmental values, and incorporation of these values into decision making were seen as critical components of decision-making in the sustainable community. For example, social challenges cannot be resolved independent of attention to economic issues.

Planning for the long-term

Consider the challenge of building a skilled workforce, to support the transformation of Saint John into a thriving energy hub. This requires more than just building new training institutions. It requires building a *livable* community.

Today, highly skilled people are in demand and very mobile. When they accept a job, the community they will live in is often as important as the rate of pay. They expect quality social services like education and health care; they want clean air and water, and parks for their children; they want access to cultural events, such as music and theatre; they want to feel “at home” in their community.

A business leader who sees social and environmental goals like these as someone else’s concern—as simply “a cost to business,” to be avoided or minimized—fails to see the bigger picture. Achieving these goals is an *investment* in a business’s future, a way to be assured of a healthy happy workforce and long-term success. By the same token, some advocates for environmental protection or social programs view major economic development as a threat to their goals, one to be resisted or opposed, although poverty is one of the biggest obstacles to social development or solving environmental problems.

Sustainable communities are those which have moved beyond a narrow, short-sighted view and have come to see community development more holistically. Rather than focusing on winning or losing, these people know that by working together, a plan cannot only be created, but also implemented. A shared commitment, to long-term goals and objectives that have been developed by the community, builds the levels of cooperation and trust needed for all community members to work together. A planning process, designed to involve the whole community, from the start, creates the actions needed to build a sustainable community.

Adopting a “Systems Approach”

Taking a “systems approach” to building a sustainable community means recognizing that no part of a community can operate independently of other parts – all are part of a system, and both planning and action must be carried out in consideration of the whole system. Adopting this approach requires attention to roles, especially leadership, strategic planning, meaningful engagement of community members in decision making and building of capacity in some sectors:

Getting the right people in the right place

Within a community, the greatest asset is people, with a full range of interests and skills represented. It is understood that not everyone may want to become involved to the same degree, but everyone has the responsibility and should have the opportunity to become informed and participate. The roles which people can undertake when building a sustainable community are as diverse as their interests and skills. These roles include, among others, leadership, planning, advisory, implementer, monitor, and cheerleader. It is important to get the right people in the right positions. In order to participate fully and confidently, people must understand the sustainable community model.

Leadership

Of all the roles that people in the community can play, the role of leadership was considered to be most important. Leadership was identified as a way to manage the diversity of views and set priorities. A sustainable community must create a team of leaders to achieve the established vision. Leadership is need in all

sectors; in some cases, capacity development would be needed to ensure that champions and leaders can emerge and participate. It was also felt that skill sets connected with leadership needed to be developed, and that mentoring and succession planning for leadership should be built into all sectors.

Strategic Planning

The investment of time in strategic planning is critical to long term success. When communities become engaged, politicians will be compelled to act (it becomes unthinkable that the community's plans would not proceed). In this respect, the City of Saint John, through its Vision 2015 process, and the establishment of a vision with the full engagement of the community, has taken the critical first step in moving towards sustainability. Other communities who want to be sustainable communities should spend the necessary time on establishing a vision, goals, objectives and actions.

Community Assets

An aspect of establishing community vision is identification of community assets which should be seen as opportunities and a focus on the positive. Creating a vision statement through public engagement helps communities understand how various needs can be met, and why some needs are met effectively while others are not. Through this process, there is an opportunity to begin to identify community assets and to plan to increase their capacity.

Community assets may be organizations, practices, infrastructure, networks, resources, or support systems, currently in place to meet community needs. For example, the City of Saint John has its waterfront, the urban core, a rich heritage, and a skilled workforce. The Village of St Martins is gateway to the Fundy trail, and has its seaside location, unusual geological features, and interesting history based on use of natural resources. The Towns of Rothesay and Quispamsis have their proximity to the Kennebecasis Bay and River, their growing populations, potential for development of livable residential neighborhoods, rich heritage, and their position within the Saint John-Moncton corridor. The Town of Grand Bay-Westfield has its proximity to urban centers and large markets, its position along the St. John River and estuary, and the tourism potential of being part of the Lower River Passage and a gateway to the Kingston Peninsula.

Sustainability Principles

Following Sustainability Principles is another means of ensuring that the code of conduct is understood, and that the approach and expectations are clear. The Sustainability Principles adopted by the City of Saint John were seen as an excellent starting point. New growth and development, as well as established components of the community, should show how they are adopting and acting on these Principles. It was pointed out that these Principles may not include a directive on social exclusion and poverty, a critical issue for the Saint John and the surrounding region.

Standards and Measures of Success

Another aspect of adopting a systems approach means developing standards and measures of success. In order to assess the attainment of a sustainable community, or to assess progress over time, a set of criteria and indicators must

be developed. These may include or refer to standards for such things as development or planning. Other communities have developed indicators and, with adjustments, these may be useful for the GSJR.

Meaningful Engagement

Meaningful public engagement is critical, in order to make full use of the skills and expertise within the community, and because those who are affected by a decision (i.e. have to undertake action) have the right to participate in the making of that decision. This kind of engagement differs from the traditional approach where government consults with the public, obtains their opinion, and implements the action. Specifically, this process recognizes that it is people are most involved in building a sustainable community since their daily actions create the livability of the community. If they are to take full responsibility for their actions, they must have ownership in the decision making. For public involvement to be effective and have continuity, people must be brought together on a regular basis for dialogue. Government must create ways for people to participate, focusing on activities that bring people together to discuss solutions. Meaningful public engagement also creates community leaders within stakeholder groups and citizenry.

Capacity Building

Since sustainability is an holistic concept, the knowledge and interests of many sectors are involved in its full realization. Building capacity in these sectors, to enable their full and balanced participation, means increasing the knowledge, expertise and capability required to enable their full and balanced participation in planning and implementation. In some cases, this requires input of funding or other resources. Building capacity in all members of the community is fundamental to success. For example, everyone in the community must have a clear understanding of the sustainable model in order for them to understand their role in the model.

Poverty and income inequality

Poverty is a significant issue for the City of Saint John and the GSJR. Poverty and other issues of income inequality prevent people from attaining their needs and are sources of other social problems. When fundamental needs are not met, a community is not livable and sustainability is not possible. As well, people with lower incomes do not have equal access to decision-making, and often their voices are not heard in initiatives which affect them, such as planning and development.

Approach to development

The approach to new development in the community is a key measure of sustainability. It was felt that development must meet a "sustainability test", considering the triple bottom line, including public engagement and following sustainability principles. It was also suggested that all developments follow an early approval process to ensure that social and environmental aspects of decision making are considered as early as possible in the process. New development should fit into an overall sustainable community plan.

The role of government

The role of government is important to developing a sustainable community since government, at various levels, sets standards and creates opportunities. It was generally agreed that the Province should endorse the concept of sustainable communities, create policies and legislation to support sustainability, and help build capacity in various sectors with respect to sustainable communities. Coordinating dialogue was seen as an emerging role for the province. Keeping government efficient and sustainable was recommended.

The province should work with other communities in the province, adapting its relationship with these communities depending on their characteristics and needs.

In group discussion, it was agreed that the following points should be considered priorities for the Provincial government:

- ensure that policies are established to engage citizens in a meaningful way
- provide seed funding and capacity building for sustainable community initiatives
- guide communities to develop and implement sustainable community plans
- set standards and targets in cooperation with the community

The relationship and division of responsibilities between the municipality and Province was explored. It was felt that the Provincial government should empower municipalities so they could implement locally.

Municipal government also has a particular role to play, since they are at the local level and sustainability is a goal of considerable interest. Some care should be taken since the expectations of the community members may exceed a municipality's capacity to deliver. This may be particularly true for smaller communities.

Municipal government needs to implement any sustainable communities plan and monitor implementation of the plan.

A summary of the dialogue on the role of government is contained in Appendix E.

Sustainable communities and self-sufficiency

Self-sufficiency is a call to change, to take New Brunswick from a "have-not" to a "have" province by 2026. This goal cannot be achieved by government alone and requires participation from business, government, and individual New Brunswickers. A promising way to engage us all is through the development of sustainable communities. Building such communities requires the public to work together in new ways that not only lead to greater prosperity, but contribute to self-sufficiency in the process. It also requires adjacent communities to plan and work together on a regional basis to maximize resources and ensure integration of efforts.

The Round Table dialogue concerning the contribution of sustainable communities to self-sufficiency highlighted that self-sufficiency is not a well-understood concept.

However, it was felt that, although sustainable communities could be self sufficient, a self-sufficient province was not necessarily sustainable in the long term.

The participants supported the idea that a sustainable community provides a new competitive advantage which will lead to a self-sufficient province. Self sufficiency and sustainability are not about money or goods, but about people - when people are free to choose, they will choose a balanced sustainable community, a community which is livable. Therefore, people are key; from people flow ideas and solutions.

Transforming relationships

It was recognized from the beginning of the process that communication and relationship building were key to building a sustainable community. This transformation of relationships is also a fundamental concept in the exploration of self-sufficiency at the provincial level. Round Table participants focused on the transformation of relationships theme at each of the Round Tables, asking the questions: “*What is required to transform relationships?*”, “*How do relationships between members of the community need to change?*” and “*How do relationships between government and the other members of the community have to change?*”.

It was generally agreed that achieving sustainable communities requires everyone’s action and interaction, as well as attention to dialogue and communication. Achieving sustainable communities involves working together to find solutions and make decisions. It means allowing citizens to be heard and to contribute. Also, it focuses on collaboration rather than confrontation. All these things require interaction among people with different interests who may not usually communicate with each other.

Meeting a triple bottom line means that all values must be considered in an integrated manner. This means that people and sectors must change the way they interact, open the lines of communication, learn to take part in dialogue, and consider one another’s point of view before decisions are made.

The following themes were key learnings arising from the dialogue. More information is contained in Appendix F.

Difference between dialogue and discussion

The dictionary draws a distinction between discussion (to talk about something in order to arrive at the truth or convince others of the validity of one’s opinion) and dialogue (a conversation, an exchange of ideas or opinions). The aim of discussion is to convince, the aim of dialogue is to understand. Strategic communication is not dialogue. Dialogue requires equality, honesty, openness, and listening. It depends on empathy, examining assumptions, and a focus on common interests. Dialogue encourages relationships.

Entering into dialogue with someone is a necessary building block toward sustainability: aiming for sustainability means recognizing that our interests are interconnected and our willingness to work with them and invest in them grows. Dialogue opens us to new ideas and options, and changes our relationships.

Building a sustainable community and working towards achieving a triple bottom line means that people of all sectors and interests must strive for understanding and work towards a common goal. This means sharing knowledge about one another's values, and striving for a common vocabulary. It means putting oneself in another's shoes and asking questions/ sharing the story in a different way. It means including people in decision making whose point of view differs from your own.

Building partnerships

New dialogue between partners who don't usually work together opens up new possibilities for solutions to problems. Sustainability needs these new approaches and therefore these new partnerships. The Round Table agreed that this required focusing on longer-term goals/values, on interests rather than positions. Partnerships must be built on mutual respect and trust. Trust and willingness to work toward common goals is fundamental to relationship building. We must also recognize how long it takes to change relationships and that continuous effort is needed to continue any dialogue once begun.

Balance

Balance can be achieved when groups and sectors talk to one another. However, balance also means making certain that all members of the community are able to participate. All stakeholders share the responsibility of helping others develop the capacity for dialogue. Creating balance and engaging in dialogue should be one of the main purposes of public engagement.

Welcoming and keeping newcomers

The economic success forecast for the GSJR will bring with it many newcomers. Community sustainability is, in part, dependant on immigrants and the new ideas and energy they will bring. The challenge for the sustainable community is to not only attract and welcome people, but to follow up with creating a community where they will want to live and stay. Key considerations for making the community sustainable for newcomers and the many who benefit from the added diversity they bring are: considering values and motivations of immigrants, creating accessible infrastructure and services, providing employment opportunities, creating safe, less-stress communities with opportunities for contact with nature, and addressing needs for better signage, better public transit and better, more broadly available orientation/settlement services. The Welcome Center in District 8 was cited as a leading example of what can be done, and it was felt that this idea could be expanded. Public school and university systems that adapt to language and cultural background, and provide opportunities for children and their families are also needed.

Language

An essential element of transforming relationships is communication. In New Brunswick, this means nourishing our ability to communicate in both official languages. It was pointed out that Saint John is becoming increasingly cosmopolitan, with many languages commonly heard. Respect for other cultures, and ensuring that newcomers have access to affordable and accessible language training, are fundamental to creating livability in our communities.

Leading by example

Transforming our approach to interacting with one another means building on our experiences and extending trust to a whole community rather than seeking only internal direction. Advisory Committees for Vision 2015 and Benefits Blueprint have led the way by building partnerships between diverse interests. The Deputy Minister's Committee for the Benefits Blueprint is an example of the Provincial government looking outward for solutions. The Case Study and its dialogue has made further progress toward transforming relationships, providing an opportunity to talk with and listen to new people.

Process

The process followed in this Case Study was intended to facilitate dialogue between diverse people, build knowledge of various points of view, and continue transformation of relationships within the community. In reaching out to other communities and transferring the learnings of this Case Study, a similar process, with appropriate modifications to both the face to face meetings and the online forum, may be followed.

New Tools

Throughout the face to face and online discussions, participants shared willingly of the many tools available to help communities and enable them to benefit from others who are following a path to sustainability. A list of these various resources is provided in Appendix G.

Conclusions

As discussed above, the themes and concepts explored during the Case Study were diverse and complex. Nevertheless, certain ideas have emerged as a key set of learnings from which a continuation of the dialogue may occur. These learnings have been associated with the expected outcomes, established at the beginning of the Case Study:

The dialogue would enable GSJR community opinion leaders to develop their ideas about what makes a community sustainable.

- The definition and listing of characteristics of a sustainable community are initial steps in building knowledge about sustainable communities.
- Defining actions of a sustainable community include meeting a “triple bottom line”, integrating decision making, and achieving balance between the overlapping values of social equity (including cultural values), economic viability and environmental quality.
- People are the drivers for achieving sustainability; we need to attract people to the community, include all members of the community in meaningful dialogue, include community members in decision making, and ensure that the needed skill-sets are in place, leadership in particular.
- Dialogue, as different from discussion, and working towards understanding, are necessary actions to achieving a sustainable community.
- The steps toward building a sustainable community should include, among others, attention to leadership, strategic planning (including visioning), adoption of sustainability principles, building of capacity within sectors, and providing meaningful public involvement.
- The following specific needs were identified: welcoming and retaining newcomers to the community; poverty reduction; identifying and developing leaders; and, adopting a new approach to development.

The Provincial government would develop a better understanding of sustainable communities and the processes involved in building them.

- Provincial level guidance is needed to provide consistency and to ensure that “sustainable community plans” contribute to the goal of self-sufficiency.
- Leadership is needed at the provincial as well as the community level.
- Citizens should be involved in decision making in a meaningful way that goes beyond consultation.
- Municipalities and local governments must be empowered in order to implement locally.
- Regional planning will contribute to attainment of sustainable communities and provincial self sufficiency.

These learnings could be used by other communities as they plan and launch their own Sustainable Communities initiatives.

- For any community wanting to become sustainable, a “sustainable community plan” should be developed, based on sustainability principles and attention to a “triple bottom line”.

- There are a number of templates available for communities, to help them determine the steps needed to achieve a sustainable community; modifications would be needed to address local circumstances.

The role of the Provincial government in supporting and encouraging the initiatives in the GSJR and other similar initiatives in the province would be better defined.

- The concept of sustainable communities should be endorsed by government, and policies and legislation should support sustainability.
- Building of capacity is required in some sectors in order for their effective participation in achieving a sustainable community.
- The transformation of relationships is necessary to build sustainable communities.
- Coordinating dialogue is an emerging role for the province. Partnerships like this one demonstrate provincial leadership with respect to building sustainable communities.
- A sustainable community is a new competitive advantage, attracting people who want a livable community; in turn, a mosaic of sustainable communities will contribute to self-sufficiency for the province.
- Government should lead by example, following sustainability principles and focusing on enabling policies and actions.

The dialogue would help strengthen the links between sustainable community initiatives and government departments who can assist in implementing these initiatives.

- Provincial departments should participate as advisors, facilitators and partners in specific sustainable community initiatives.

Recommendations

The following recommendations are made as a result of the Case Study:

- Provincial, municipal and local governments should provide leadership with regards to building sustainable communities, developing the concept of the sustainable community, endorsing and supporting the concept, and promoting it to communities across the province.
- The Provincial government should engage other communities, throughout the Province, in developing appropriate “sustainable community plans”.
- Participants in the Round Table and the Provincial government should transfer learnings from the Case Study to other communities in the Province.
- Provincial, municipal and local governments should undertake policy development to integrate decision making (towards a triple bottom line) at the provincial and municipal levels, considering the overlapping values of social equity (including cultural values), economic viability and environmental quality.
- Any community intending to become a sustainable community should undertake strategic planning, including visioning, as a first step, and adopt sustainability principles as a guide to action.

- The Province should work with stakeholders to develop and implement a regional planning strategy and framework, furthering the concepts of sustainable communities and self sufficiency.
- Provincial, municipal and local governments should develop policies to ensure meaningful public engagement and involvement in decision making.
- The Provincial government should apply the concept of transforming relationships to the building of sustainable communities, coordinating dialogue and creating capacity for dialogue as the basis for developing partnerships.
- Provincial, municipal and local governments should build capacity in communities so all sectors understand sustainability and are able to provide leadership.
- Provincial, municipal and local governments should work with the community to develop leaders in all sectors.
- Provincial, municipal and local governments should set standards and targets in cooperation with the community.
- The Provincial government should empower municipalities and local governments so they can implement locally.
- Provincial departments should participate as advisors, facilitators and partners in specific sustainable community initiatives.

Specific Actions

Although recognizing the need to plan for success, the participants recognized that at some point there is a need to shift from planning and theory towards the implementation of these concepts. A shift towards action will require strong conviction from leaders to act in a manner consistent with sustainability principles. The Benefits Blueprint and the Vision2015 processes both have a strong commitment to action. Any actions recommended by the Case Study must proceed in harmony with other Action Plans being developed. Translating words into deeds is perhaps the greatest challenge.

Seven specific actions have been identified as a result of the Case Study and dialogue. Further work is needed to design the particulars of each action. Since the Case Study dialogue took an integrated approach, each action has environmental, social and economic components. The specific actions arising from the Case Study are:

Undertake a poverty reduction strategy

Poverty is a significant issue for the GSJR and the Province. Poverty is also a barrier to achieving a sustainable community. The Province should work with the GSJR and community organizations (including Vibrant Communities Saint John) to develop a poverty reduction strategy for the Province that could be applied locally.

Create sustainable communities throughout New Brunswick

Building sustainable communities throughout New Brunswick will help create a self-sufficient province and help realize shared environmental, social and economic objectives. The Provincial government should guide communities to develop and implement “sustainable community plans”, providing seed funding and capacity building for sustainable community initiatives

Adopt a new framework for public engagement

Building a sustainable community requires the action and commitment of all community members, and people need to participate in the making of decisions that will affect them. As part of encouraging sustainable communities, provincial, municipal and local governments need to adopt a new approach to public participation, providing meaningful public engagement and involvement.

Develop a regional planning strategy and framework

Regional planning will help adjacent communities to work together efficiently and share resources effectively. The Provincial government should continue to work with local communities to develop and implement a regional planning strategy and framework that contribute to building sustainable communities and a self-sufficient province.

Welcome and retain newcomers

Growth in the GSJR will bring the people and diversity fundamental to sustainability. The City of Saint John and other municipalities should develop the Welcome Center concept to provide welcome, support and follow-up services to newcomers.

Develop leadership

Leadership is needed in all sectors to inspire people to act and to provide focus toward the vision. The Municipal governments of the GSJR, in cooperation with the Province and community, should design a community effort to identify and train leaders in all sectors, including environmental, social and economic sectors.

Design and implement a new approach to development approval

New development in the GSJR should build environmental, social and economic sustainability into their design as early as possible in the process. The Provincial and municipal governments should work together to create an approvals process that would consider the “triple bottom line”, follow sustainability principles, and include early public consultation.

Other possible actions were suggested during the dialogue; however, no background was generated and no consensus was reached. They are included in a list in Appendix H.

Next Steps

Participants in the Case Study should continue to build on relationships established through the Benefits Blueprint, Vision 2015 and the Case Study by establishing an ongoing forum responsible for continuing dialogue and monitoring action on the recommendations of the Round Table.

Participants in the Case Study are proceeding with various initiatives to further the achievement of sustainable communities within the GSJR. These include the City of Saint John’s preparation of an Integrated Community Sustainability Plan and associated initiatives.

The Provincial government will convene a forum of stakeholders, including the GSJR, to discuss how a regional planning strategy and framework would contribute to sustainable communities and self-sufficiency.

The Provincial government and the GSJR should hold a workshop in the fall of 2008, to invite other municipalities and local governments to learn more about the Case Study, and to share experiences with respect to building sustainable communities.

The Case Study has identified an emerging role for the Provincial government as facilitator and advisor to communities interested in becoming sustainable. The Provincial government should undertake other sustainable communities initiatives in other communities in the province.

The Province and municipalities should engage the government of Canada as a partner in this and other initiatives.

The Case Study participants, working with the forum, should assess progress on the recommendations at the end of a year, to determine accomplishments.

Figure 1. Diagram showing the framework for engagement followed during the Case Study.

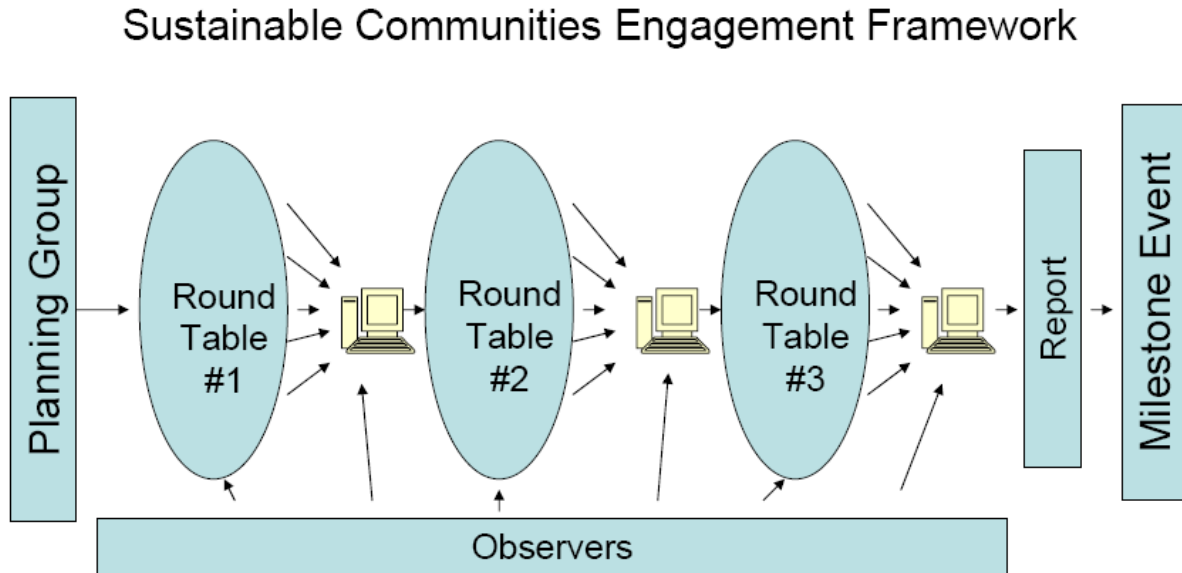


Figure 2. A graphic representation of the overlapping values associated with environmental quality, social equity and economic viability. This graphic was used throughout the Case Study as an identifying symbol for of achieving a “triple bottom line” and considering all aspects of the community in an integrated manner.



Appendices

Information in Appendix C, D, E, and F is derived from the dialogue during the three Round Tables, the three Supplementary Sessions and the Online Discussion. These ideas have been merged and grouped for ease of understanding. In some cases, where material was discussed under one question, but fits under another, these ideas have been moved to the appropriate section.

Appendix A. A list of those participating in the Case Study

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Appendix B. Background on the Benefits Blueprint and Vision 2015 Initiatives

A Proactive Approach to Community Development

In October 2003, the Saint John Growth Strategy was launched as a new vision for our community. The “Course of Action” was the culmination of more than 18 months of a broadly-based community effort to develop a growth and sustainability plan for our region. Under the guidance of an advisory forum of community stakeholders, we underwent a process to broaden our understanding of our strengths and our opportunities. Underlying these recommendations and priorities were hundreds of pages of research, analysis, and invaluable action plans. And at the heart of this strategy is the unwavering conviction that we have what it takes to be successful.

The next significant step we undertook explored who we are as a community and how our history will influence our future economic success. The resulting brand identity capitalizes on an impressive history of ingenuity, flexibility and an extraordinary work ethic. It recognizes how we see ourselves and how others perceive our strengths and weaknesses. At the core of our brand is the fact that our community possesses the spirit of the pioneers and the entrepreneurs who built it and that people and ideas will be the source of our future success.

The Growth Strategy Advisory Forum was created, supported by the Mayors and Councils, the region’s MLAs and MPs along with key representatives from local business groups, education, labor, health care, transportation and a variety of community development and governmental organizations, to focus on the priorities outlined in the Community Growth Strategy – a strategy designed not to simply increase the population but to achieve True Growth.

True Growth is all about people. It is premised on the idea that in order to grow, the Saint John region must work together to invest in and improve those things that will attract people, ideas and investment to live here, work here, raise their families and build long-term, rewarding careers here. At its heart are three distinct, yet interconnected communities – the supportive, economic and enriching communities. The True Growth philosophy defines and supports community-led opportunities. It’s all about living the brand whether it is in the development of public policy, the cooperation of the five municipalities or in the business development strategy. Saint John’s distinct personality, as personified in the Explorer logo, permeates all of it.

As community, we now approach the opportunity associated with unprecedented and transformational investment with these principles in mind. The Saint John region’s interconnected initiatives, Vision 2015, Life on Your Terms, and Benefits Blueprint share a common policy base, drawn from six objectives designed to increase the region’s population while diversifying the economy. The objectives are:

- ▶ Increase the population by attracting people interested in building a career in the region
- ▶ Enhance the reputation of Saint John as a great place to live for people who value Saint John’s way of life
- ▶ Increase the regional labour pool and address the unprecedented workplace opportunities

- ▶ Stem the out-migration of young people
- ▶ Diversify the Saint John economy by strategically developing sectors that will help expand the economy and increase the amount of investment and capital in the region
- ▶ Enable community organizations to take an active and meaningful role in the community

Vision 2015

Vision 2015 is a multi-year project that will work on change strategy and continuous improvement for Saint John. The program sets a clear and attainable course of action to align the services delivered by the City of Saint John with community goals and objectives. An important component of Vision 2015 is citizen engagement – thousands of residents were consulted in the effort to develop a plan that is truly reflective of the opinions and goals of residents. City Council will adopt a set of sustainability principles to guide future decision making. The end result will be a multi-year strategic plan, which aligns city administrative functions with council priorities and community goals. From garbage collection to urban planning, from public transit to economic development, all programs and services offered by the City of Saint John will be measured to ensure they are effective and efficient.

Life on Your Terms

Life on Your Terms is the external 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 the overall growth strategy campaign. The web portal www.saintjohnlifeonyourterms.com is the primary tactic for this campaign.

Benefits Blueprint

The concept of a Community Benefits Optimization Blueprint is to identify and implement a strategic set of initiatives which enable the community to fully realize the benefits of the unprecedented level of investment activity, particularly in the energy sector, in Saint John and New Brunswick. A significant amount of investment in community infrastructure will be required to support the growth associated with current and future levels of investment, and if properly managed and integrated, these opportunities and investments could be truly transformational. The work will focus on generating a comprehensive plan that details a range of initiatives to be undertaken in various areas including: training & education, arts & culture, business, community, infrastructure, and workforce expansion. The project will draw upon the momentum and research generated from various initiatives including True Growth, the City of Saint John's Vision 2015, the Province's Self-Sufficiency Task Force, and various sector specific projects such as the Post Secondary Education, Research and Development, and Technology Commercialization Strategic Plan.

Appendix C. Characteristics of a Sustainable Community

The following summarizes the content of participants' comments and dialogue at the Round Table, Supplementary Session and Online on the questions posed:

“What makes a community sustainable?”

- people
 - healthy
 - adaptable
 - skill sets to implement principles
 - shared values and vision
 - sense of personal safety
 - a sense of belonging, pride
 - stewardship - attention to the environmental footprint
 - live within your means
- healthy environment
- basic needs
 - clean water and air, shelter
 - employment
 - diversify products and services available in local markets
 - continuous improvement in the quality of life
 - opportunities to make lifestyle choices that contribute to sustainable communities
- a clearly defined and legislated environmental enhancement strategy
- social inclusion
 - focus on eliminating poverty
 - efforts to retain youth
 - something for all age groups
- strong and diverse economy
- balance of environment/social/economics in decision making
 - establish and follow sustainability principles
 - include cultural values in three spheres
 - innovate, embrace new technologies
 - invest in more than minimum standards
- educated citizens
 - life-long learning opportunities
 - schools are retained
 - development of post-secondary education
 - more resources for schools (literacy, cultural equity)
 - every child must succeed
 - adapting to and embracing change
 - Partners Assisting Local Schools, 50 organizations supporting 7 schools
- empowerment of citizens
 - community engagement
- planning
 - importance of core area
 - manage urban sprawl
 - effective transportation strategy (public transit, planning for people not cars)

- policies to ensure goals are met (ex. effect of tax rates on encouraging sprawl) consideration of climate change
- population growth
 - encouragement for immigration
 - identification of assets and resources to attract people
 - attracting people from a range of backgrounds
 - professional accreditation for immigrants, recognizing international standards
- welcoming newcomers
 - education system that adapts to language/culture
 - education system that provides opportunities for families
 - consideration of values and motivations of immigrants
 - accessible services
 - orientation/settlement services
 - employment opportunities
 - safe, less-stress communities with opportunities for contact with nature
 - better signage, better public transit
- governance
 - government cooperation/collaboration
 - broader local authority
 - equitable funding
 - access to other sources of revenue
 - easy, barrier free access to services
- mechanisms for integration
 - coordination/networking
 - identification of resources and experts from the community
- indicators for measuring achievement of sustainability

“How do conventional and sustainable communities differ?”

A sustainable community strives for:

- developing a vision – beginning with the end in mind
- long range planning rather than short-term fixes - achieving a vision provides consistent direction regardless of changes in politics (when communities become engaged, politicians will be compelled to act and it becomes unthinkable that the community’s plans would not proceed)
- proactivity rather than reactivity
- holistically interconnected interests rather than competing interests
- decisions made by analysis of social, environmental and economic consequences, rather than decisions based only on (for example) economic analysis
- comprehensive, integrated and complex strategies, rather than simple, one-dimensional decision-making
- decisions made using sustainability criteria rather than ad hoc inclusion of notions of sustainability
- collaboration rather than confrontation
- dialogue rather than discussion (respect)
- empowered people – learn about environmental sustainability and act
- diversity (economic, environmental, social and cultural)
- eliminating “silos” rather than operating in silos
- excellence rather than satisfaction with minimum standards
- community is not only consulted, but also involved in decision-making and action

- an appropriate mix of land uses
- diverse leadership, representing all sectors and with new skill sets

Appendix D. Building the Sustainable Community

The following summarizes the content of participants' comments and dialogue on the questions posed during the Round Table and Supplementary Session, and Online:

“What steps are required to build a sustainable community?”

The dialogue stressed that we must realize that one approach may not fit all communities and the approach must be modified for different needs. Any approach must incorporate a continuous improvement perspective – we learn as we go and modify as needed.

:

- frameworks already exist – methods considered by the City of Saint John stressed planning, adoption of sustainability principles, building community vision, establishing community goals, establishing current reality and targets for improvement, creating an action plan, and including performance measures
- follow the Deming Cycle: Plan, Do, Study, Act
- sustainable communities will be achieved by attention to dialogue and communication
- define interests within context of sustainability
 - recognize validity of sustainable communities approach
 - define a sustainable community
 - build knowledge and awareness
- identify and encourage leadership/champions/teams of leaders
- ensure meaningful engagement
 - active rather than passive
 - promote activities that bring people together to discuss solutions
 - bring the community together for open dialogue on a regular basis
 - provide ways for people to communicate ideas (mini-conferences, town houses)
 - create awareness/interest/excitement
 - create a process and institutionalize it
 - include more opportunities for dialogue
- create a process
 - identify key issues/opportunities/interests
 - develop a vision (Vision 2015 as an example)
 - set clear objectives
 - define short and long term time-frames with tangible milestones/measures
- take action
 - advance planning for land uses
 - make choosing sustainable practices easier (put policies in place so a better choice is possible (eg. biking instead of driving)
 - build in accountability to ensure decision making doesn't gradually shift to a non-sustainable model
 - develop municipal policies on sustainability
 - develop standards and indicators (measures of progress)
 - develop regulations, bylaws and legislation
- attract and retain newcomers
 - Welcome Center in District 8 (expand the concept and add a mentoring/buddy concept to help newcomers adapt)

- create alternatives to day care
- coordinate school and YMCA programs with business community so work opportunities may be identified
- provide training and follow-up for newcomers
- promote culture (use festivals/cultural events to make the community fun)
- early approval for new development projects
 - follow principles of sustainability
 - policies to require projects to show how they meet a “triple bottom line”
 - early inclusion of stakeholders and community awareness
 - projects should fit into an overall plan
 - compensation
 - innovation
- convene a community leadership forum
 - ensure that every sector has leadership (improve capacity for participation)
 - provide succession planning for leadership
 - provide mentoring to assist promising leaders and build skill sets
- reinforce the education system, with focus on literacy
- promote successes
 - celebrate and build on efforts already made by business community
 - encourage media to portray Saint John in a positive way

“Who are the members of the community?”

It was agreed that everyone within the boundaries of the community are members of the community. The community also depends on those living outside the boundaries. In any endeavor, it is important to make sure all sectors and points of view are represented. To ensure that key members are not missed, base identification on community goals.

- sectoral stakeholders (economy, environment, social)
- government
- corporate citizens
- production sectors/ business community
- people, family members
- organizations
- the natural environment
- individual organizations and stakeholders, people with different points of view
- citizens, stakeholders, opinion leaders
- people from “grassroots”

- *“What roles do members of the community play in building a sustainable community?”*

Everyone has a different role to play and, even though some may not care to participate, all have a responsibility to become informed and take some role. The issue is how to get people motivated and involved in the community. Certainly, a clear understanding of a sustainable model and setting of priorities are required for everyone to understand their particular role. It is also important to get the right people in the right positions.

- decision-makers
- leaders in all sectors
- leaders by example
- cheerleaders
- advocates
- providers of expertise from all sectors
- planners
- advisors
- workers/implementers
- monitors
- informed participants
- skilled professionals

Appendix E. Roles for Government

The following summarizes the content of participants' comments and dialogue at the Round Table, Supplementary Session and Online on the questions posed:

What is the role of the Provincial government?

- **adopt an approach that less is more (cost of government is not sustainable)**
- endorse concept of sustainable communities
- coordinate policy and service delivery in an integrated manner
- **ensure that every community has a sustainable communities plan, set guidelines to implement the plan, and execute the plan**
- province and community set policy, goals and targets, and community provides a way to meet/implement goals and target
- change the approach from rules/regulations to dialogue/vision/planning
- focus public policy on enabling people and business to carry out processes
- establish regional priorities and standards
- provide balance between cutting "red tape" (for efficiency's sake) and ensuring that needed standards are implemented and enforced
- trust communities; divert some responsibilities; empower communities and local governments
- be involved in discussions from the beginning as communities create their vision
- listen to "what the community wants to do"
- identify mechanism that nurtures leadership
- build capacity for leadership in stakeholder groups and citizens
- **work with communities to transform relationships**
- form different relationships with different communities and cities
- coordinate dialogue with communities; create policy to support dialogue
- coordinate between government and industry
- continue with this kind of initiative to allow local messages to be heard
- change traditional public engagement processes
- create a more transparent and meaningful process for providing public input into development proposals
- facilitate and assist in employment and training of newcomers
- **provide seed funding for innovation**
- provide appropriate resources
- change approach to funding municipalities, need more ways of creating revenue
- re-negotiate fiscal relationships between province and municipalities; use a base model but build in flexibility because different municipalities have different needs (north/south, urban/rural)
- design a more suitable funding formula for rural and urban areas
- streamline provincial funding application processes

What is the role for municipal government?"

- the municipal/local government is convener/contracting agency for the community
- capacity to provide service may be related to the size of the municipality
- community expectations may be beyond municipal capacity
- municipal/local governments should:

- enable vibrant neighborhoods
- provide greener services
- provide security and safety for people and things
- consider a regional model for services like safety (e.g. police).
- work with the province to create sustainable communities plans
- implement and monitor implementation of the plan

“How would sustainable communities contribute to self-sufficiency?”

The participants did not feel they had a clear definition of self sufficiency. They concluded that sustainable communities and self-sufficiency are different but related concepts, both involving complex issues. Sustainability has a strong ‘long term’ component. Thus, the province could be self sufficient but not sustainable – and communities could be sustainable but not necessarily self-sufficient.

- every community in New Brunswick needs a sustainable community plan
- some communities are more able to achieve sustainability than others but we should not be leaving any behind
- communities need to collaborate with one another
- self-sufficiency has the following characteristics:
 - not as balanced with respect to the triple bottom line as a sustainable community
 - not isolationist (we are part of the global economy and live in a codependent world)
 - needs strong sustainable communities and strong provincial commitment
- both sustainable communities and self sufficiency need:
 - political and community leadership
 - balancing of social, environmental, and economic vales in decision making
 - population growth
 - cultural diversity
 - focus on the strengths
 - investment
 - innovative thinking
 - funding
 - skills
 - community livability
 - quality of life
 - integrate planning and decision making
 - indicators to assess achievement
 - people and ideas
- we attract, retain and involve more newcomers at the level of community; therefore, strive for viable communities including great economies
- being proud of a community is an essential step towards self-sufficiency
- to diversify economy, take advantage of local assets and supply
- do more with less
- new competitive advantage: a community which is livable
 - self sufficiency and sustainability are not about money or goods, but about people
 - when people are free to choose, they will choose a balanced sustainable community
 - if we can get people, from people flow ideas

- people will provide solutions
- if you have a strong economy, people will come
- we need enough economic growth that we can support our values
- dialogue and changing relationships is key, we need to share environmental responsibilities to make better decision.

Appendix F. Transforming Relationships

The theme of transforming relationships as a key step in achieving Sustainable Communities was discussed at all Round Tables, Supplementary Sessions and throughout the online discussion forum. The following summarizes the content of participants' comments and dialogue:

How do relationships between members of the community need to change?

- status quo is not an option
- more dialogue must occur between non-traditional partners
- encourage “we” vs. “me” mentality (common good vs. individual good)
- encourage cooperation (collaboration rather than confrontation)
- build relationships on mutual respect
- recognize common interests; focus on interests not positions
- make new partnerships and new approaches, focused on longer-term goals/values
- more communication - dialogue rather than discussion

What is required to transform relationships?

- understand that it takes time to establish and nurture relationships
- create trust between diverse groups in the conventional setting, loyalty to the values of one sector has resulted in conflict – roles are adversarial and dialogue does not occur
- start a dialogue, identify and articulate issues
- encourage stakeholders to participate in defining their roles
- involve the public
- respect different values - share values
- move from dependence to interdependence
- ask the questions in a different way (for example, an environmental group can involve economists and look at issues from their point of view)
- look for better ways to share the story
- put structures in place for consultation and engagement
- evolve capacity for dialogue
- recognize that people build solutions
- establish collective partnerships
- speak with a common voice to get the community on-side
- strive for clarity about "what we agree on" and "who are our partners"
- make language development affordable and accessible for immigrants
- provide newcomers with information and links to prospective employers; networking and mentoring would help interaction
- develop a caring community/sense of place
- be a welcoming community
- provide appropriate, affordable day care opportunities that are responsive to changing work schedules and include “Early Learning”
- increase awareness about indicators of progress
- provide ways for groups talk to one another (e.g. antipoverty and economy groups)

- encourage trust and willingness to work toward common goals (fundamental to relationship building)
- build trust between community leaders
- work from "assets" instead of from problems
- suggest solutions when problems are identified
- reduce duplication
- continue to build on relationships established through the Benefits Blueprint, Vision 2015 and the Round Table
- some examples of progress:
 - Saint John is becoming more diverse with respect to language (e.g. banking in three language)
 - Round Table is an example of transforming relationships – extending trust to a community rather than seeking only internal direction
 - Deputy Ministers' involvement in Benefits Blueprint is an example of Provincial government looking outward for solutions

Appendix G. Resources

The following have been identified during the Case Study as sources of information on sustainable communities and sustainability concepts, or as examples of experience gained and approaches taken by other communities.

Canadian Index of Wellbeing

The Canadian Index of Wellbeing provides a means to measure progress in areas of health, standard of living, quality of Environment, time use, education and skills, community vitality, civic engagement, and arts and culture. The Index also shows how these areas are interconnected.

Atkinson Foundation, Toronto, Ontario, Canada, 2008.

<http://www.atkinsonfoundation.ca/ciw>

Conservation Economy Pattern Map

The Pattern Map provided by this website provides a visual guide to sustainability concepts that provide a framework for thinking and acting sustainably. The Pattern Map is particularly helpful for those outside a particular sector who would like to know more about the sustainable planning and management of that sector.

Ecotrust *Building Salmon Nation*, Portland, OR, USA. 2008

http://www.conservationeconomy.net/pattern_map/flash/index.html

Deming Cycle

The Deming Cycle was developed by W. Edwards Deming in the 1950s to help define parts of a process and identify areas that need improvement. The cycle of “Plan, Do, Check, Act” can be used to guide activities.

The Deming Cycle. Balanced Score Card Institute, Cary, North Carolina, USA, 2008

<http://www.balancedscorecard.org/TheDemingCycle/tabid/112/Default.aspx>

Earth Charter Community Action Tool

The Earth Charter Community Action Tool (EarthcCAT) is a guide to developing and implementing a community sustainability plan. EarthCAT, and learnings from the experiences of other communities, are used to set goals and targets, develop strategies and select indicators for monitoring progress towards a more sustainable future.

EarthCAT, Montpelier, VT. 2008

<http://www.earthcat.org/>

Federation of Canadian Municipalities - Centre for Sustainable Community Development

The Centre for Sustainable Community Development offers resources, including financial services, to Canadian municipal governments to improve environmental performance and reduce greenhouse gas emissions. The Centre demonstrates municipal leadership in sustainable community development by working to implement sustainable decision-making, planning processes and innovative projects.

Ottawa, Ontario, Canada

<http://www.fcm.ca/english/cscd/sustainablecommunities.html>

Greater Saint John Community Foundation

The Greater Saint John Community Foundation was established in 1976 by an Act of the New Brunswick legislature to serve as a trustee for charitable, educational and cultural purposes. It is an independent community charity governed by a volunteer board, administering funds donated by citizens for the benefit of the Greater Saint John area and its people. The fund provides annual grants to local charities, for a wide range of worthy causes. The Greater Saint John Community Foundation recently released a unique report, "Greater Saint John's Vital Signs®", on the quality of life in Greater Saint John. Vital Signs® is an annual community check-up conducted by community foundations across Canada to measure the vitality of our cities, identify significant trends, and assign grades in at least ten areas critical to quality of life. The Greater Saint John Community Foundation is part of this national effort. "Greater Saint John's Vital Signs" displays economic and social data in ten broad categories: Population, Housing, Work, Belonging & Leadership, Safety, Health, Environment, Learning, Arts & Culture and The Gap between Rich and Poor. A 2006 precursor report, "Taking Stock" and the 2007 report are available in pdf at the web address below. A 2008 Vital Signs report will be released in October.

Greater Saint John Foundation. Saint John, New Brunswick. 2008

<http://www.saint-john-foundation.nb.ca/>

Green Venture

Green Venture is a founding member of [Green Communities Canada](#) and [Hamilton Area Eco-Network](#). Green Venture grew out of a partnership between the Region of Hamilton-Wentworth, Province of Ontario, utilities, private sector environmental companies, and community organizations. Green Venture has partnered with the City of Hamilton, using community-based social marketing to change behavior and encourage sustainable development to improve the local environment and economy.

City of Hamilton, Ontario, Canada

<http://www.greenventure.ca/about-green-venture>

Have Your Say Community Forum – Communities and Local Government

Have Your Say is a community discussion form from the United Kingdom on community development issues. The forum is online and can be viewed by anyone.

Community and Local Government – Government of UK, 2008

<http://haveyoursay.communities.gov.uk/forums/>

Maslow's Hierarchy of Needs

In 1943, Abraham Maslow's article [A Theory of Human Motivation](#) appeared in the *Psychological Review*, which was further expanded upon in his book, *Toward a Psychology of Being*. The basis of Maslow's theory is that human beings are motivated by unsatisfied needs, and that basic needs must be met before higher needs can be satisfied.

http://www.abraham-maslow.com/m_motivation/Hierarchy_of_Needs.asp. 2008

Melbourne Principles for Sustainability

The Melbourne Principles for Sustainable Cities were developed by the United Nations Environment Program - International Environmental Technology Centre as a part of its Cities as Sustainable Ecosystems project.

Melbourne, Australia

<http://www6.iclei.org/mp/index.html>

Municipal Sustainability Planning

The tools provided at this website help municipalities to take proactive steps to move towards the communities they would like to be.

Alberta Urban Municipalities Association, Edmonton, Alberta, 2008

<http://msp.auma.ca>

Natural Step Process

The Natural Step is an organization with a commitment to sustainable development. The Natural Step Framework provides a strategic, systems approach for dialogue and decision making toward sustainability. The Framework is now being used internationally by hundreds of organizations, including government departments, municipalities, and businesses.

The Natural Step Canada. Ottawa, Ontario, Canada, 2008

<http://www.naturalstep.ca/index.html>

New Urbanism

The principles of New Urbanism can be applied to a range of projects at the community and site levels. The principles are: 1. Walkability, 2. Connectivity, 3. Mixed-Use & Diversity, 4. Mixed Housing, 5. Quality Architecture & Urban Design, 6. Traditional Neighborhood Structure, 7. Increased Density, 8. Smart Transportation, 9. Sustainability, and 10. Quality of Life.

Newurbanism.org, Alexandria, VA, USA, 2008.

<http://www.newurbanism.org/newurbanism/principles.html>

Sustainability Calgary

Sustainable Calgary (SC) is a non-profit organization that began in 1996 as a grassroots group. They have worked with Calgarians to identify community indicators and develop principles for sustainable development.

Calgary, Alberta, Canada

<http://www.sustainablecalgary.ca/>

Sustainable Pickering

Pickering, Ontario, has undertaken a number of initiatives to become a sustainable community. Their website provides valuable approaches to measuring sustainability and describing how to achieve sustainable neighborhoods.

Pickering, Ontario, Canada

<http://www.sustainablepickering.com/>

United Nations Division for Sustainable Development

The Division for Sustainable Development provides leadership and is an authoritative source of expertise within the United Nations system on sustainable development. The context for the Division's work is the implementation of Agenda 21.

United Nations, New York, New York, USA

<http://www.un.org/esa/sustdev/>

Appendix H. Actions Suggested During the Dialogue

Dialogue about concepts is sometimes abstract and undirected in its content. However, during the discussion, many issues were raised, and solutions were also identified. The process, due to the format and short time frame, was not designed to reach consensus on forward actions, nor was it designed to undertake the background study and public discussion required to formulate an action plan.

Therefore, the following suggestions are listed as future possibilities, and ideas to generate additional dialogue. Any further exploration would include fact finding, further discussion and consensus, public involvement, prioritization, establishing resources, and assigning of responsibility:

- create a community leadership event
- initiate a program to identify top ten leaders
- organize an action group to keep things moving
- build people's knowledge of what a sustainable community is
- increase awareness about communication
- develop indicators of progress
- identify ways to engage people in dialogue
- identify community activities that will contribute to relationship building
- include the skill sets of retiring "baby boomers" in any action plan
- provide government funds to build capacity in the volunteer sector
- develop an early approval process for development to ensure sustainability principles are met
- conduct a case study on a 'real life', contemporary development proposal and apply what has been learned to date in a demonstrable and definitive fashion.
- explore linkages between local, regional, and provincial levels of planning
- create a welcoming community
- coordinate school and YMCA programs with the business community to identify work opportunities
- expand the Welcome Center concept for newcomers
- provide appropriate, affordable day care opportunities, responsive to work schedules
- report successes