



Living SJ - Building the Movement

June 9th 2016

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A NOTE FROM THE LIVING SJ CO-CHAIRS

Poverty is tough to eradicate but Saint John is leading the way in solving this major challenge.

Eighteen months ago, the Living SJ strategy to end generational poverty was released. The strategy did not “sit on the shelf”. Instead, Saint John embraced it. Our leaders and organizations re-organized to accelerate the pace of reducing poverty to strengthen our city’s social and economic future.

Today we are collectively reinvesting our human and financial resources in better ways so that every child and family is equipped with what it takes to be well, be educated and be employed.

The contributions of over 100 organizations, representing government, business, non-profits and neighbourhoods are already achieving concrete results:

- Grade 2 literacy scores for children who live in priority neighbourhoods are improving and now match School District and Provincial averages;
- A proven approach - ‘wrap-around’ health and human services that serve a neighbourhood – is being piloted in the North End (serving three low-income neighbourhoods);
- Quality ‘full service’ programs like the SJ Learning Exchange - a leader in adult literacy, essential skills training and employment - are proving that when we properly invest in our families, the return on our investment is quadrupled and more.
- Residents in our priority neighbourhoods are stepping up to lead our community on the best ways to help and Living SJ partners are rallying to engage in these new ways.

This brief update describes our collective impact approach in action – our partners, our achievements, our priorities going forward and our measures of success. A Year One evaluation, led by Imprint Inc, indicated we are off to a strong start. But more needs to be done and greater impact will be achieved only if our community as a whole sees themselves as part of the solution.

We all benefit from ending generational poverty but it requires the efforts of a whole community. Whether you are on a team, committee or inspired to partner differently to end generational poverty, your efforts can move us towards this goal. Owning this work together is the essential ingredient to building a movement to end generational poverty.

Paulette Hicks and Jack Keir
Co-Chairs, Living SJ



OUR MOVEMENT TO **END GENERATIONAL POVERTY** IN SAINT JOHN.

WHO are we?

THE LIVING SJ NETWORK

Multi-sector leadership:

100+ partners representing



Collective **LEADERSHIP**

Collective **IMPACT**



WORKING DIFFERENTLY.

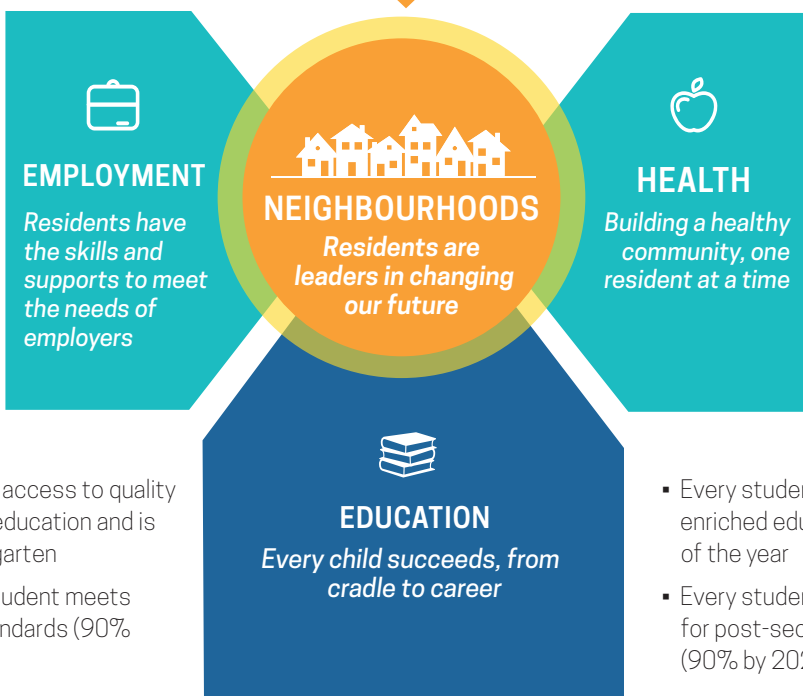
Increasing our **IMPACT.**

OUR IMPACT

Transform low-income neighbourhoods into vibrant mixed income communities

Connect low-income residents to employment through education and training

- 200 families on income assistance attain employment by 2017
- 500 families on income assistance attain employment by 2020



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

- A model of care for every low-income neighbourhood with demonstrated Return on Investment by 2020

- Every family has access to quality early childhood education and is ready for kindergarten
- Every Grade 2 student meets NB's literacy standards (90% by 2017)

- Every student has access to enriched education 12 months of the year
- Every student graduates, equipped for post-secondary pursuits (90% by 2020)

Close the Education Achievement Gap



Government, business, non-profits and neighbourhoods
working together to end generational poverty



We all have a role to play in ending generational poverty

Join us.

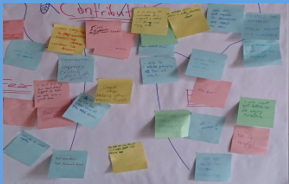
Education. Health. Employment. Neighbourhoods. Our way forward. Learn more at livingsj.ca

June 2016

Living SJ Timeline

Winter-Spring
2014

Research & focus groups
to determine priorities



Summer 2014

Analyze research
results



Winter 2015

Collective Impact
Teams established



Spring-Fall
2015

Key strategies identified
and initiated



2013

2014

2015

2016

2013

Living SJ Leadership
Team formed



Fall 2014

Stakeholder meetings
to review strategy



2014
December
launch



Winter 2016

One year evaluation of
Living SJ



Spring 2016

Building the movement-
block by block



EDUCATION

VISION: Every Child Succeeds

PRIORITY: Close the Education Achievement Gap, from Cradle to Career

FOCUS: Children and Youth living in priority neighbourhoods

EDUCATION TARGETS:

By 2017, 90% of children will achieve grade 2 literacy standards.

By 2020, 90% of youth will graduate from high school.

EDUCATION TEAM LEADERS:

Brice Belyea and Zoe Watson – Education Team Co-Chairs

Silvia Borsic and Gary Hall - Early Childhood Co-Chairs

Roxanne Fairweather and Suzanne LeBlanc-Healey – Early Literacy Co-Chairs

Shilo Boucher and Erica Lane – Enriched Education Co-Chairs

John Adams and Debbie Thomas – High School Completion Co-Chairs

Monica Chaperlin, Melanie Hientz, Cathy Wright – Living SJ backbone

ROLE:

- Achieve Living SJ targets by applying the principles of “collective impact” to four priorities:
Early Childhood · Early Literacy · Enriched Education · High School Completion
- Continuously measure, evaluate and improve practices.
- Regularly communicate priorities and progress to engage all stakeholders.

EVALUATION:

An evaluation framework is in place to monitor progress and annually report student education outcomes for priority neighbourhoods and City of Saint John, including: kindergarten readiness, grade 2 literacy achievement, student participation in enriched education programs and high school completion.

• EARLY SIGNS OF PROGRESS:

- ↑ Number of families participating in early childhood programs.
- ↑ Percentage of children achieving Grade 2 literacy standards.
- ↑ Number of community/business/government partners helping with enriched education.
- ↑ Number of ‘at risk’ students benefiting from enriched high school completion programs.

CURRENT PRIORITIES:

- A razor-sharp focus on early literacy and accelerating strategies to achieve 2017 target (90% of Grade 2 students achieve literacy standards).



- Build the essential partnerships with families, communities, businesses and governments that will improve education outcomes and help every child succeed.
- Strengthen the Living SJ Education story and communicate widely.

EARLY CHILDHOOD:

DESIRED RESULT: Families participate in high quality early childhood education programs and are ready for kindergarten.

STRATEGIES:

- Early childhood services collaborate and engage community and government partners to establish *Early Learning Centres* in priority neighbourhoods/schools that provide diverse services for families with young children.
 - Free parent and child programs are now regularly operating in all priority neighbourhoods and 200+ families are participating. A full-service Early Learning Centre has been established in SJ South.
- All early childhood providers help families make early literacy a priority.
 - Anglophone School District – South (ASD-S) has established a new position - Early Learning Literacy Lead - to coach early childhood providers and families in best practices.
- Early childhood and family educators receive high quality training.
 - Organization leaders and front line staff are meeting regularly to improve early childhood expertise and resources for families.

Lead Organizations:

Anglophone School District South
Family Resource Centre
YMCA
FACE (Family and Child Education)
Horizon Health Network
Social Development (NB)

Key Programs:

BEST (Beginning an Early Start Together),
Early Learning Centre at SJB-KE School, Heart to
Heart, Talk with Me, Home Visiting

EARLY LITERACY:

DESIRED RESULT: Every child achieves appropriate Grade 2 literacy levels, the foundation for school success.

STRATEGIES:

- Form a strong partnership between Anglophone School District-South and the community to achieve early literacy goal (By 2017, 90% of students achieve Grade 2 literacy standard)



- Achieve Literacy GSJ partnership formed. Monthly meetings held to share learning, align priorities, plan initiatives and continually assess progress.
- Build broad community awareness and engagement to help every child achieve early literacy success.
 - Achieve Literacy 2014 Kick off Breakfast recruited 100 new ELF volunteers for local schools; 2016 Achieve Literacy Dinner Event celebrated successes of students, teachers, families & community and raised \$55,000 to help further the work; four municipal councils of Greater SJ approved motions of support; new community partners have stepped up to help.
- Launch 3 best-practice early literacy initiatives and evaluate impact.
 - Schools and students that struggle with early literacy achievement are identified, equipped with enriched resources, and regularly monitored to achieve literacy targets.
 - Sufficient books are put in the hands of families, schools and community organizations.
 - Families receive early literacy training

Lead Organizations:

Anglophone School District South
Achieve Literacy Greater SJ Committee

Key Programs:

Full time literacy leads for priority schools,
PALS (Partners Assisting Local Schools),
ELF (Elementary Literacy Friends),
Story Tent/Book Wagon,
Parent Engagement Program

ENRICHED EDUCATION:

DESIRED RESULT: Every child is engaged in high quality in/out/after-school programs to enrich their learning 12 months of the year.

STRATEGIES:

- Community and government partners are effectively investing in 'community schools' and 'community programs' that improve children's wellbeing and enrich their education.
 - The Enriched Education Action Team is assessing each student's level of participation in extra-curricular activities and is facilitating ways to address the gaps.
 - Communication and relationships among partners is being strengthened to achieve effective and sustainable programs.
- Community programs meet high quality standards and are accessible to low-income families.
 - Youth SJ has developed 'common standards' for programs and staff that all organizations should strive to meet.

Lead Organizations:

Anglophone School District South
Enriched Education Action Team
Youth Saint John

Key Programs:

Community Schools, PALS, P.R.O. Kids,
Big Brothers-Big Sisters, Promise Partnership,
Sistema, Boys & Girls Club, YMCA,
Bee Me Kidz, Integrated Service Delivery (NB), Teen
Resource Centre, ARC-F, John Howard Society.



HIGH SCHOOL COMPLETION:

DESIRED RESULT: Every youth graduates from high school with appropriate skills for further education and employment.

STRATEGIES:

- Effective school and community programs are in place to help struggling teens stay in school and graduate.
 - High school graduation rates, for students who live in priority neighbourhoods, are being measured annually to assess progress.
 - All high schools in SJ have organized staff teams to regularly monitor and support students who are struggling.
 - 'Attendance Matters' program was launched by ASD-S to monitor every student's attendance and seek solutions for absences.
 - ASD-S has initiated a program to help students who have dropped out or unable to attend school (anxiety, etc.) work towards credits for graduation and if possible, transition back to school.
 - Community partners are providing high quality programs for at-risk teens that are demonstrating high return on investment.
- High schools have the curriculum and community partnerships to equip students with essential skills for life.
 - More students are accessing enriched educational opportunities, particularly in the STEM fields (science, technology, engineering, mathematics), thanks to school-community partnerships and increased opportunities for project-based learning and individualized curriculums.

Lead Organizations:

Anglophone School District South
High School Completion Action Team

Key Programs:

Teen Resource Centre, UNB Promise Partnership, First Steps, PALS En Route to Success, Pathways to Education, Brilliant Labs and Maker Space



HEALTH

VISION: One team & one plan: A neighborhood based, person centered model of care to support North End residents in achieving health, wellness and improved quality of life.

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

FOCUS: A new and innovative approach to integrated delivery of wellness services for North End residents

TARGET:

- A model of care for every low-income neighbourhood with demonstrated return on investment by 2020

MEMBERS:

Co-Chair, Dawn-Marie Buck, Horizon Health Network
Co-Chair, Sue Haley, Horizon Health Network
Co-Chair, John Knight, RiverCross Church
Joanne Barry, Horizon Health Network
Cara Coes, Saint John Regional YMCA
Deanna Cole, City of Saint John Police Force
Dr. John Dornan, Horizon Health Network
Tina Estabrooks, Centennial School
Lana Irish, Social Development (NB)
Mayor Grace Losier, Town of GrandBay-Westfield,
Jocelyn MacIntyre, City of Saint John Police Force
Sylvie Poulin, Social Development (NB)
Tracey Shipley, Horizon Health Network
Dr. Issac Sobol, Horizon Health Network
Backbone: Dan Doherty, Horizon Health Network, Cathy Wright, Living SJ

STRATEGIES:

- Development, implementation and official opening of the North End Wellness Centre (NEW-C). With the support of ONE Change an interim location has been made possible for the NEW-C while work continues on a permanent location at the Newman Street Facility.
- Hosted business and community leaders together with Saint John MLA, senior leadership from Department of Health, CEO and Vice President of Community Program from Horizon Health Network to communicate vision of corridor of health and wellness resources in the North End and requested continued support to help facilitate implementation.
- Hosted and facilitated NEW-C planning forum at Nick Nicolle Community Centre. Planning forum included representation from Departments of Social Development and Education,



Crescent Valley Resource Centre, clinical leads and leadership from Horizon Health Network (Primary Care, Mental Health & Addictions), One Change and North End Residents. The end result of the planning forum was the implementation of a shared vision, standardized tools and resources to facilitate collaboration and information sharing across multiple partners and agencies.

- Development and implementation of North End Community Connector position. The Community Connector works with residents from Crescent Valley, Old North End and Anglin Drive to support access and navigation of programs and services. This exciting community asset has been made possible via funding from United Way and Department of Social Development; the community connector is being funded for a period of three years.

EVALUATION:

Evaluation is a primary focus and foundation for the work underway in the North End. The Collective Impact Health team co-chairs and partners have developed an overall evaluation framework for the North End Wellness Centre. Indicators have been identified to demonstrate impact and return on investment at resident, community and health and social systems level. A detailed evaluation framework and stakeholder advisory committee has also been developed and implemented to help guide and evaluate the role of the North End Community Connector.

EARLY SIGNS OF PROGRESS:

1. Implementation of North End Wellness Centre (NEW-C)
2. Implementation of North End Community Connector
3. Development of NEW-C Collaborative Framework in partnership with government departments, community partners, and residents
4. Development of NEW-C evaluation framework
5. Development and implementation of Community Connector evaluation framework
6. Development and implementation of Community Connector Advisory Committee

CURRENT PRIORITIES:

1. Expand efforts to grow the 'hub' or corridor of services for residents in Greater North End through co-locating immediate need services (food bank etc.), developmental services (education, employment etc.) and primary care health services.
2. NEW-C moves to permanent and larger location and expansion of health, wellness and supportive programming.
3. Planning and Development of NEW-C Resident Advisory Committee



NEWMAN STREET FACILITY (LORNE SCHOOL) COMMITTEE

FOCUS: Newman Street Facility as a Community Asset for the North End

TEAM:

Chair, Sue Haley, Horizon Health Network

Helen Bridgeo, City of Saint John

Shilo Boucher, Saint John YMCA

Tony Dickinson, ONE Change

Barry Galloway, ONE Change

Peter Jollymore, Business

Jill Keliher, Saint John YMCA

John MacKenzie, City of Saint John, Common Council

Barry Watson, UNBSJ

Backbone: Scott Crawford, Horizon Health Network, Cathy Wright, Living SJ

TURNING A CHALLENGE INTO AN OPPORTUNITY:

The Wellness Centre was originally envisioned to be co-located in the bottom of Lorne School.

The closure of the school became an opportunity to create a centre that is neighbourhood driven and that develops and enhances the communities in the North End of Saint John, particularly Crescent Valley, Old North End and Anglin Drive.

The Team has been meeting since July 2015 to identify strategies to turn the Newman Street facility into a sustainable community asset. Groundwork was carried out to review what we knew about the needs of residents in the North End, our initial analysis of the Newman Street facility, potential partners who might be interested in being tenants and ways to move this forward. We also knew that the building needed to be maintained as plans were being explored. This was an ideal location for Saint John Regional YMCA who has been offering services and classes for Syrian families.

The work included bringing many government, business and community partners together to introduce the concept of a North End Wellness Centre (the NEW-C), the status of the Newman Street facility and to seek support to maintain building for a period of eighteen months to allow time to operationalize a business plan.

FEASIBILITY STUDY:

With the help of partners, ONE Change received funding from the Province to conduct a feasibility study and hired exp Architects, a group already familiar with the North End when they oversaw the renovations of Nick Nicolle Centre.

The purpose of the feasibility study is to assess the quality of the Newman Street facility, seek input from residents and potential tenants on their vision for the facility, and present a business



plan including governance models to guide next steps in developing a self-sufficient facility.

CURRENT PRIORITIES:

1. Complete the feasibility study with exp Architects and report back to the community
2. Develop a plan and operationalize next steps as guided by the business plan
3. Broaden the base of partnerships to contribute to the future of this community asset



EMPLOYMENT

VISION: Individuals are contributing to the economy

PRIORITY: Connect low-income residents to employment through education and training

FOCUS: Primarily on families

TARGETS:

By 2017, 200 families on income assistance will attain and maintain employment

By 2020, 500 families on income assistance will attain and maintain employment

MEMBERS:

Co-Chair, Christina Fowler, Saint John Learning Exchange

Co-Chair, Chris Toole, New Brunswick Community College

Beth Cullen, Post-Secondary Education, Training and Labour (NB) (PETL)

Harry Daley, Saint John Learning Exchange

Barry Galloway, ONE Change

Joelle Hanrahan, Delta Brunswick Hotel

Brian Marks, Social Development (NB)

Steven Noble, UNBSJ

Janet Scott, Enterprise Saint John

Backbone: Cathy Wright, Living SJ

CHALLENGE:

- Connecting the demand for workers with people who want to enter the workforce is often challenging and complex.
- 1000 families on income assistance and a similar number of single individuals are considered employable but are experiencing barriers to moving forward. Employers are willing to invest in potential employees committed to long term employment.

VALUABLE LEARNINGS:

Our first year was one of exploration, to better understand the barriers for individuals to engage in programs and move into the workforce, and the promising practices that link potential employees to employers. Valuable input came from:

- Residents involved in John Howard, Family Resource Centre, Learning Exchange, Women's Empowerment Network, Saint John Non-profit Housing, Crescent Valley and Waterloo Village and Learn & Go.
- Employers organized together with Enterprise Saint John
- Case managers (Social Development) and employment counsellors (PETL)
- promising practices including the Saint John Learning Exchange on-the-job training to build soft skills, and the YMCA childcare training program leading to employment.



EVALUATION:

- An evaluation framework is in place to monitor participation in transition to work training and in individuals gaining employment particularly six months post-training and those who have kept employment for the last 18 months, upon leaving income assistance. A key component is to examine the indicators from the perspective of families on income assistance.
- The Saint John Learning Exchange shared results of the first year of its five-year social return on investment study where for every dollar invested in WorkLinks, approximately \$4.76 is created in social and economic value.

PRIORITIES:

1. Address policy barriers through community and government
 - Level of wage exemption and childcare top up are two specific policy barriers.
2. Strengthen relationships with employers to meet their recruitment needs
 - Involve employers in identifying the gaps in skills and collaborating on appropriate training.
3. Increase workforce participation for families
 - Pilot approach with comprehensive incentives that top up income level to meet basic needs as individuals transition to sustainable employment.
4. Increase investment in proven pathways to training and employment
 - Essential skills training leading to certification.
 - Enhancement of soft skills [motivation, attitude, acceptance of feedback] through work integrated social enterprises (e.g. Learning Exchange)
 - Sector specific internship programs leading to employment (e.g. YMCA Early Childhood Education).
5. Alignment of programs
 - Partners serve as connectors linking residents to existing programs and encouraging participation.
 - Services work together to provide a coordinated continuum of opportunities for residents.



NEIGHBOURHOODS

VISION: A strong neighbourhood voice as a vital partner with Living SJ to end generational poverty

PRIORITY: Transform low-income neighbourhoods into vibrant mixed income communities

FOCUS: Building the neighbourhood voice with all Living SJ priorities

MEMBERS:

Co-Chair, Scott Crawford, Horizon Health Network

Co-Chair, Penni Eisenhauer, Saint John Learning Exchange and Co-Chair of Neighbourhood Action Group

Co-Chair, John MacKenzie, City of Saint John, Common Council

Juanita Black, Human Development Council (and former co-chair)

David Dobbelsteyn, Pro-Kids

Anne Driscoll, Crescent Valley Resource Centre

Barry Freeze, City of Saint John

Barry Galloway, ONE Change

Mary LeSage, PULSE

Brian Marks, Social Development (NB)

Debbie McLeod, Social Development (NB)

Brenda Murphy, Women's Empowerment Network

Pat Porter, Anglin Drive Tenants Association

Jill Roberts, Horizon Health Network/ Market Place Wellness Centre

Backbone: Cathy Wright, Living SJ

CHALLENGES AND OPPORTUNITIES:

In this first year, the Team has focused on engagement - with residents, among the neighbourhood organizations and with Living SJ priorities.

- Engagement of residents: A number of initiatives are underway or in the works to strengthen the connection that residents experience to their community including the development of neighbourhood plans, building leaders through Learn and Go: Working for Change and exploring a possible internship program where residents would serve as connectors to community resources.
- Engagement of neighbourhood organizations: The Neighbourhood Action Group or NAG (organizations from low-income neighbourhoods working together) and the City put in place three-year service agreements to sustain funding for their organizations, which in turn helps leverage other sources of funding. The NAG also worked with the Friar Sisters during their annual fall concert, the proceeds of which provided funding for each organization.



- Engagement with Living SJ priorities: The Team has been exploring ways that neighbourhoods and residents can be more involved in Living SJ planning and actions.

EARLY SIGNS OF PROGRESS:

- ↑ Funding for neighbourhood organizations through three-year service agreements with the City of Saint John
- ↑ Visibility and influence with neighbourhood organizations working together through the Neighbourhood Action Group

CURRENT PRIORITIES:

1. Provide on the ground perspective to the work of all the Living SJ priority areas.
2. Align neighbourhood evaluations to also reflect the priorities of Living SJ.
3. Provide backbone support to both the Neighbourhood Action Group and the Collective Impact Team.
4. Support NAG in their followup actions from a planning session on roles, responsibilities and priorities.



HOUSING COMMITTEE

MEMBERS:

Mark Anderson, Saint John-Rothesay MP office
Steve Carson, Enterprise SJ
Scott Crawford, Horizon Health Network
Jacqueline Hamilton, City of Saint John
Randy Hatfield, Human Development Council
Kit Hickey, Housing Alternatives
Jody Kliffer, City of Saint John
John MacKenzie, City of Saint John, Common Council
Brian Marks, Social Development (NB)
John Rocca, Rocca Properties
Graham Savage, Saint John-Rothesay MP office
Narinder Singh, Saint John Non-profit Housing
Backbone: Monica Chaperlin, BCAP, Cathy Wright, Living SJ

FOCUS:

This team initially came together to develop alternatives, to TransCanada's proposed 'workcamp' for the Energy East project, that would better benefit our city. The team then expanded its scope of work to identify specific housing solutions for priority neighbourhoods and to build the necessary government-business-community partnerships to put these solutions in place.

The possibilities for new housing investments continue to grow with: federal government commitment to expand housing/infrastructure funding, a proposed landbanking initiative for SJ North, (a vehicle to collect land and re-distribute to planned development, affordable housing and private developers), various mixed income housing projects being proposed by private sector and non-profit developers, and new funding incentives being offered by the City for housing development in the city centre that aligns with Plan SJ. The Housing Committee has also identified the need for a housing plan for priority neighbourhoods, beginning with SJ North.

PROGRESS TO DATE:

- TransCanada is in favour of exploring alternatives to the workcamp model.

CURRENT PRIORITIES:

- Secure resources to develop a housing plan for Saint John North
- Build partnerships that leverage increased housing investments from governments, businesses and community.



Living SJ Evaluation Update

June 9, 2016

Two overarching evaluation questions guide the work of Living SJ:

1. Is the Living SJ network achieving the targets set by the community?
2. Is the Living SJ network following principles of Collective Impact?

The theory of change:

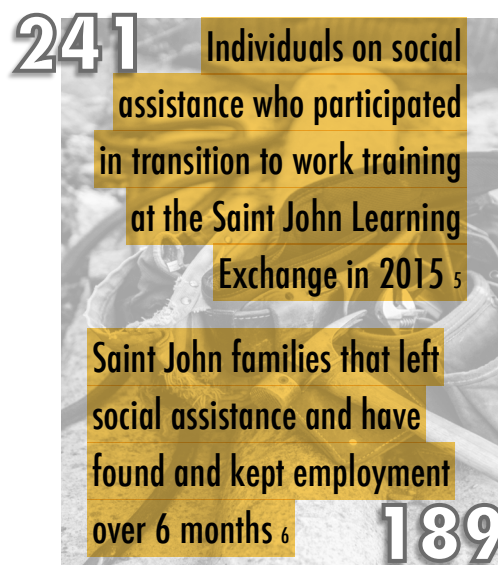
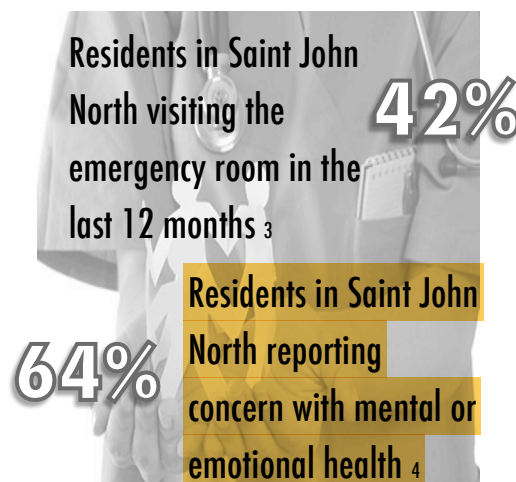
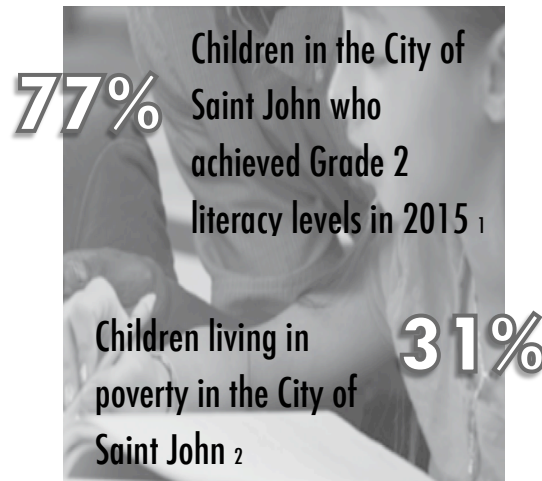
Generational poverty will be significantly decreased by achieving the Living SJ targets and through the principles of Collective Impact guiding the work of Living SJ partners.

EVALUATING OUR COLLECTIVE IMPACT

A number of quantitative and qualitative methods are being employed to monitor Living SJ evaluation questions. A growing network of partners is offering data collection and analysis support to track progress.

"Evaluation must become part of the culture, building a common language...ask good questions, be sceptical, use answers to bring about change, to continue to move toward excellence in practice"

James R. Sanders, Professor of Education and Associate Director of the Evaluation Center at Western Michigan University



Partners in Data

CITY OF SAINT JOHN
DEPARTMENT OF EDUCATION
HORIZON HEALTH
NB +
NBCC
NB INSTITUTE FOR RESEARCH DATA AND TRAINING
NEW BRUNSWICK HEALTH COUNCIL
NON-PROFIT PARTNERS
POST SECONDARY EDUCATION TRAINING & LABOUR
SAINT JOHN POLICE FORCE
SERVICE NB
SOCIAL DEVELOPMENT
UNB
UNITED WAY SAINT JOHN, KINGS AND CHARLOTTE

DATA COLLECTION CHALLENGES

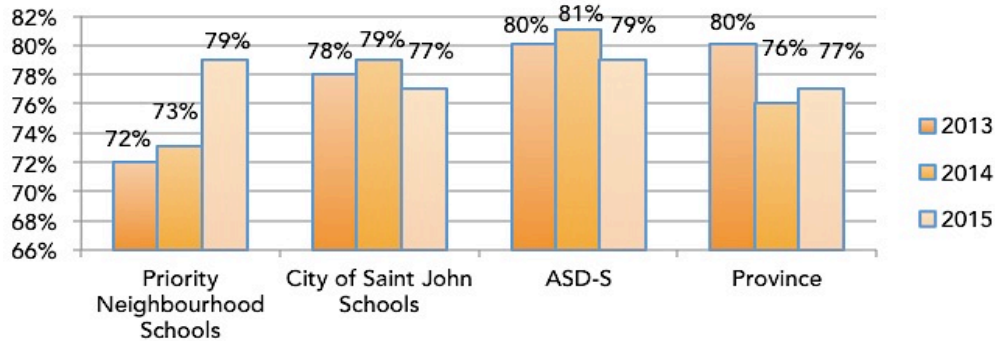
- Confidentiality constraints
- Lack of available data
- Lack of consistent data (certain data sets are available only at census track / district levels)

Source: ¹ Department of Education and Early Childhood Development; ² 2013 Taxfiler data; ³ NBHC 2014 Primary Health Survey; ⁴ Ibid; ⁵ Saint John Learning Exchange, 2015; ⁶ Social Development (May, 2016).

SNAPSHOT OF DATA

Education

Grade 2 Literacy



Target – 90% of children achieve Grade 2 literacy standards by 2017

% of children who achieve New Brunswick's Grade 2 Literacy levels (Department of Education)

Excellent progress has been made in the literacy interventions in our priority neighbourhood schools (involving schools and many partners). A 7% increase from 2013 is demonstrating that our collective work is having an impact!

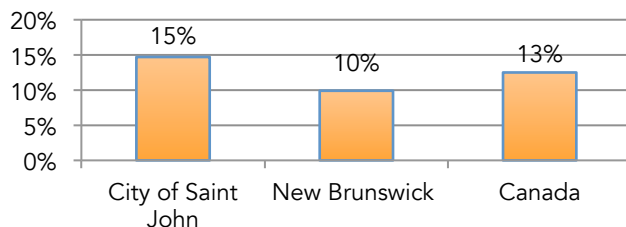
Health

Community Level Outcome	Indicators	Saint John North (E2K)		Source
Improve the health of residents through neighbourhood based models of care	% reporting concern with mental or emotional health	2014	2017	New Brunswick Health Council Population Health Snapshot (2014)
	% with family doctor	64%		
	% visiting emergency room in the last 12 months *	89%		
Residents have accessible and timely services	Same day/next day appointment *	42%		
Health services are easily navigated	% have trouble finding their way around the health care system *	27%		
		12%		

The NEW-C and its partners will have significant impact on these stats. The team is evaluating how the new neighbourhood-based model of care is impacting the health and wellness of North End residents. The New Brunswick Health Council will release their population health snapshot in 2017 so we'll be able to see the changes that have occurred in the community. (* denotes areas where Saint John North is doing below average compared to the region).

Neighbourhoods

Core Housing Need (2011)



Households spends more than 30% of their total before-tax income on shelter costs, reside in substandard conditions, or do not have sufficient bedrooms for their housing needs (CMHC, 2014 Core Housing Need).

There are a number of other indicators that we are keeping our eyes on that tell an important story about how we're doing improving the quality of life of Saint John's residents.

Employment

Community Level Outcome	Indicators	Saint John North	City of Saint John	Saint John Region (St. Stephen to Sussex)	Source
The conditions for low-income families are improved	# subsidized with daycare assistance	116 (out of 1406 open cases) (8%)	492 (out of 4886 open cases) (10%)	752 (out of 8090 open cases) (9%)	Social Development June 2016 (point in time count)
	# accessing wage exemption	94 (out of 1406 open cases) (7%)	340 out of 4886 open cases) (7%)	535 out of 8090 open cases) (7%)	

LEADERSHIP TEAM

Business

- Introhive, David Alston, Chief Innovation Officer
- Business Community Anti-Poverty Initiative, Brice Belyea, Board member*
- Delta Hotel, Paulette Hicks, General Manager, and Co-Chair of Living SJ
- Enterprise SJ, Steve Carson, Chief Executive Officer
- Keir Consulting, Jack Keir, President, and Co-Chair of Living SJ

Provincial and Municipal Government

- City of Saint John, John MacKenzie, Councillor*
- City of Saint John, Jacqueline Hamilton, Commissioner, Growth & Community Development
- City of Saint John, Phil Ouellette, Executive Director, Office of the City Manager
- Federal MP, Saint John-Rothesay, Wayne Long
- Town of GrandBay-Westfield, Grace Losier, Mayor
- Horizon Health Network (Community Health & Extra Mural), Dawn-Marie Buck, Director*
- Horizon Health Network, Scott Crawford, Regional Lead Community Development*
- Horizon Health Network & Dalhousie Medicine New Brunswick, Dr. Sarah Gander, Pediatrician
- Horizon Health Network (Mental Health), Sue Haley, Director*
- NB Economic & Social Inclusion Corporation, Stephane LeClair, Executive Director
- NB Department of Post-Secondary Education, Training and Labour, Paul Graham, Director
- NB Department of Public Safety, Bruce Kingston, Regional Director
- NB Department of Social Development, Dan Cameron, Regional Director
- Provincial MLA representative, Matt Garnett for Minister Doherty

Education

- Anglophone School District South, Zoe Watson Superintendent*
- New Brunswick Community College, Chris Toole, Regional Director*
- University of New Brunswick – Saint John, Dr. Robert MacKinnon, Vice-President
- University of New Brunswick – Saint John, Tracey Chiasson, VP office

Philanthropic, Non-Profit and Community Organizations and Neighbourhoods

- Association Regionale de la Communauté francophone de Saint-Jean, Michel Côté, General Manager
 - Greater Saint John Community Foundation, Mike Murphy, Chairperson
 - Greater Saint John Community Foundation, John Travis, Vice-Chairperson
 - Human Development Council, Brian Stephenson, Board Member
 - Neighbourhood Action Group, Penni Eisenhauer, Chair, Community Developer*
 - Neighbourhood Leader and Community Activist, Juanita Black
 - RiverCross Church, John Knight, Community Outreach Pastor*
 - Saint John Boys & Girls Club, Amy Shanks, Executive Director, Co-chair, Community Advisory Team
 - Saint John Learning Exchange, Christina Fowler, Executive Director*
 - United Way Serving Saint John, Kings, Charlotte Counties, Tanya Chapman, Chair
- * Co-chair of Collective Impact Team

Living SJ Staff

- Cathy Wright, Executive Director
- Melanie Hientz, Evaluation and Communications Manager



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Organization

Saint John Boys & Girls Club
 Stantec
 Introhive
 First Steps Housing
 Saint John-Rothesay MP office
 Learning Disabilities Association SJ
 Crescent Valley Resource Centre
 Horizon Health Network
 Barton Consulting
 St. Vincent's Apartments
 The High School Completion Committee
 BCIPI
 Bee Me Kidz
 Human Development Council
 Human Development Council
 Housing Supervisor - Social Development
 SJ Family Resource Centre
 Social Worker - Horizon Health Network
 Youth SJ Coordinator - YMCA of Greater Saint John
 Horizon Health Network
 United Way volunteer
 SJ Learning Exchange
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 UNBSJ
 BCIPI
 Chapman Consulting
 University of New Brunswick Saint John
 One Change
 Saint John Police Force
 Big Brothers Big Sisters
 One Change
 New Brunswick Community College
 Horizon Health Network
 Mayor of Saint John
 Enterprise Saint John
 Habitat for Humanity
 YMCA of Greater Saint John
 Horizon Health Network
 AIDS Saint John



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Organization

HDC student
 ProKids
 Horizon Health Network
 Saint John Boys & Girls Club
 TRC - Pathways to Education
 Saint John Boys & Girls Club
 Saint John Learning Exchange
 Second Stage Housing
 Community Foundation
 UNBSJ student
 Innovatia
 Saint John Boys & Girls Club
 Big Brothers Big Sisters
 Uptown Anglican churches
 Second Stage Housing
 Learning Exchange
 City of Saint John
 One Change
 Imprint Inc
 Social Development NB
 Revolution Strategy
 Post Secondary Education, Training and Labour NB
 Public Safety NB
 Mayor of Rothesay
 Horizon Health Network
 Anglophone School District
 United Way
 Crescent Valley Resource Centre
 Delta Brunswick
 Human Development Council
 Delta Brunswick
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 Member of Legislature
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 New Brunswick Community College
 Human Development Council
 City of Saint John
 Anglophone South School District
 Anglophone South School District
 Pulse



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Organization

NB Children's Foundation
 Agriculture, Aquaculture and Fisheries
 St. Joseph's Community Health Centre
 University of New Brunswick Saint John
 United Way
 SJ Learning Exchange
 Common Council, City of Saint John
 Saint John Parking and Transit Commission
 University of New Brunswick – Saint John
 Social Development NB
 New Brunswick Children's Foundation
 St. Vincent's Apartments
 SJ Police Force
 Crescent Valley Community Tenants Association
 Social Development NB
 University of New Brunswick Saint John
 Saint John Women's Empowerment Network
 Elizabeth Fry Society
 Community Foundation
 University of New Brunswick Saint John
 Family Plus
 HDC student
 CMHA
 Irving Oil
 City of Saint John
 Public Health Nurse
 Salvation Army
 Post Secondary Education, Training and Labour NB
 Common Council, City of Saint John
 Horizon Health Network
 360STAND
 University of New Brunswick Saint John
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 ONE Change
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 Saint John Boys & Girls Club
 Coverdale Centre
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Organization

ONE Change
Horizon Health Network
Human Development Council
Friars Sisters
Irving Oil
Anglophone School District South
Volunteer Centre
New Brunswick Health Council
ONE Change
University of New Brunswick Saint John
Anglophone School District South
Big Brothers Big Sisters
Living SJ

