Municipal Plan and Growth Management Strategy for the City of Saint John

Project Charter

November 2009
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Project Scope, Approach and Principles
Project Scope, Approach and Principles

The Project Team is pleased to submit this Project Charter for preparation of Saint John’s comprehensive new Growth and Municipal Plans. The plan development process will build directly on recent city initiatives, including Vision 2015, the My Saint John Project and the Integrated Community Sustainability Plan. It will direct growth in local employment and housing construction, changing demands for industrial land, and continued economic diversification by crafting well articulated and accessible Growth and Municipal Plan documents. These documents will create a clear framework for the development of complete communities where Saint Johners will live, work and play. They will provide policy on key issues identified through broad community engagement and outreach.

Project Scope and Approach

A Municipal Plan is a legal document that is adopted by the City of Saint John and approved by the Province. It describes a long term development vision for the City and identifies where and how people will live, work and play. The new Municipal Plan will provide a policy framework that will guide the physical development of Saint John over a 25 year period while taking into consideration important social, economic and environmental issues and objectives. It will include a set of land use maps, as well as policy statements on topic areas mandated by Provincial legislation, Saint John Common Council, and identified by citizens of Saint John through extensive community engagement. The current Municipal Plan was adopted by Common Council in 1973, and although it has been the subject of many amendments, this will be the first time the Plan has been comprehensively renewed and updated in more than 35 years.

The Municipal Plan will be produced in three integrated phases. Phase 1, which involved establishing the Work Plan for the project and developing this Project Charter, is now complete. Phase 2 involves preparation of a comprehensive Growth Management Plan. It will include studies of population, housing, employment, the economy, forecast growth, related housing, commercial and industrial land use needs, and options for where and how to accommodate these different land uses and growth over time. Phase 3 will build directly on the outcome of Phase 2, and result in the preparation of a new Municipal Plan. During this phase, issues and directions identified through research and community engagement in Phase 2 will be translated into an implementable policy framework.
Principles for the Municipal Plan Preparation Process

The Project Team, which comprises both the Consultant Team and City Team, pledges to abide by the following principles while preparing the Municipal Plan:

Create a Culture of Integrated Planning in the Corporation and Community
The preparation of the Growth Plan and Municipal Plan will be a fully collaborative effort between City Staff and the Consultant Team. The project process will be carried out in a manner that creates an understanding of the ongoing value of community planning in Saint John. In so doing, the City’s planning department will develop the capacity and skills necessary to carry out the Municipal Plan and to continue with future initiatives that will arise from the adoption of the Plan.

Place the Municipal Plan into the City’s Emerging Hierarchy of Plans
The Municipal Plan will build upon and integrate with Vision 2015 and “My Saint John,” the Strategic Plan, the Integrated Community Sustainability Plan (ICSP) and other City initiatives to create an ongoing culture of integrated planning in all City departments, at all levels. It will set a solid foundation from which Neighbourhood Plans and other City Planning efforts will flow, such as an integrated Transportation Master Plan, Recreation and Leisure Master Plan, and a Comprehensive Housing Strategy.

Engage Fully with the Saint John Community in the Stage by Stage Development of the Plan
Saint John citizens will be invited and welcomed into an inclusive process of full community participation in preparing the Growth and Municipal Plans. The Project Team will secure community and Common Council endorsement at key milestones in the process to ensure that the Growth Plan and Municipal Plan not only accurately reflect current community values and aspirations, but also provide effective direction for the evolution of the City over time. Additionally, this staged process will enable more immediate direction to Council on land use matters that may arise prior to the formal adoption of the Municipal Plan.

Forging Community Partnerships
The preparation of the Growth Plan and Municipal Plan affords the City an excellent opportunity to continue to build its many partnerships with the community by actively engaging citizens, land and business owners, major institutions, agencies and interest groups in the development of the Plan, and ultimately, in its implementation. The wide variety of ways in which partners can engage in the process of preparing the Plan are summarized in Section 3 of this document.

Adopt Leading Edge Best Practices
The City of Saint John aspires to become a bold and innovative leader in City planning. The Municipal Plan will fully address substantive issues in the community, including: effects of climate change (e.g. flooding), rural residential development, housing needs, future industrial growth, intensification and infill of established neighbourhoods, and efficient use of municipal infrastructure and expenditure.

Incorporate Effective Implementation and Monitoring Techniques
The Project Team is committed to producing a Municipal Plan with clearly identified, prioritized and implementable actions. The process and resultant Plan will include mechanisms and tools to measure the success of plan policies and proposals over time – such as a review of the Plan every 5 to 10 years as determined by Council. It will support a commitment by staff and Council to review policies and proposals that do not meet the City’s needs, in an effort to reflect changing priorities over the full lifecycle of the Plan.
Alignment of Municipal Plan with Council Priorities
In September of 2008 Common Council identified a series of Goals and Priorities that it wished to focus on during its four year mandate. These were further refined and updated in 2009. Council’s priorities reflect the importance the organization is placing on the Municipal Plan as a strategic document that will both embed its community vision and sustainability plan and guide the delivery of municipal services and programs across the City. Council’s commitments include allocating resources necessary to continue the development of a comprehensive Municipal Plan by 2012. The process to develop the Municipal Plan should include:

• provision of significant opportunities for public engagement that reaches out to all stakeholders;
• incorporation of proven best practices for urban policy and being a leader and an innovator, including consideration of climate change, peak oil and other environmental factors like the implication of developing in floodplain areas; and
• consideration of a broad range of community based issues including mixed use, affordable housing, density, green space, culture and inclusion of individuals with special needs.

Council has also highlighted the need for coordination of planning and development with investment in municipal facilities and infrastructure and has asked that the growth strategy consider opportunities to make full use of the potential to infill development in existing serviced areas and priority neighbourhoods, and to develop a mixed use housing strategy in conjunction with the review of the Municipal Plan. The proposed Work Plan builds on Council priorities in the fundamental approach and guiding principles, and allocates significant focus and resources to technical studies and public engagement relating to Council priorities.
Engagement Strategy
Engagement Strategy

A comprehensive public Engagement Strategy is of critical importance to ensure that the Growth and Municipal Plans are grounded in the aspirations of the citizens of Saint John and receive their broad endorsement. Within any vibrant community there exists a multitude of opinions and, seemingly at first, highly divergent interests. With the right Engagement Strategy it is always possible to show stakeholders that their interests are more closely aligned than they realize. Everyone can agree that the creation of a strong Saint John that provides excellent quality of life and strong economic development opportunities is a good thing. Defining how we get there requires more discussion. Urban Strategies excels at leading and managing this type of discussion with multiple stakeholders to move everyone towards consensus. They are very highly regarded for their ability to listen, with the result being that the wide variety of communities where they work report that they feel they are heard.

The Engagement Strategy begins with one-on-one, conversations, and then, over the course of the consultation process, expands the size of audience with whom the Project Team meets to ultimately arrive at broad community-wide support prior to the Public Hearing. The Community Engagement events described below are designed to engage City staff, landowners, the businesses and development community, community organizations and the general public at all stages in the process. The results of consultation events will be compiled, organized and incorporated into feedback documents and PowerPoint presentations to be presented back to participants to ensure that their input has been received accurately and has been effectively incorporated into the emerging Growth Plan and Municipal Plan. In this manner, broad consensus on both documents will be achieved within the project timeframe, setting an essential foundation of support for the Municipal Plan to proceed through the approvals process.

The Engagement Strategy is deeply embedded into the Work Plan so that deliverables support consultation, which in turn, drives decision-making. The process also ensures that the public, supporting agencies, and other stakeholders are informed of progress in a timely manner and that the planning process is transparent and accountable.
Engagement Goals

The broad goals of the Engagement Strategy for developing the Saint John Growth and Municipal Plans are to:

- Provide many opportunities for meaningful community involvement through-out the Plan preparation process.
- Clearly set out goals and objectives for the consultation process for each phase of work so that Saint John citizens understand how they can participate and how their input will be incorporated into the overall project.
- Offer multiple methods of participation, enabling people who do not want to, or cannot, attend public Workshops or Open Houses to provide comment through other mechanisms.
- Engage a range of stakeholders through creative and accessible communication tools, including but not limited to such options as video, photography, and travelling exhibitions to capture people’s interest and inspire them about the future of their City.
- Allow flexibility in the design of the process to incorporate ongoing feedback on preferred or alternative methods of consultation.
- Be clear about the constraints that the process must operate within, particularly if this limits the nature of input that can be incorporated.

Engagement Scope

The proposed community Engagement Strategy includes the following consultation events. These are each described further later in this section:

- Interviews with key stakeholders.
- An exciting public project launch (a fully public event).
- A Workshop to define Principles and Opportunities (a fully public event).
- A Workshop to define Directions for the Growth Plan (a fully public event).
- Community Open Houses (two separate and fully public events).
- A series of Focus group sessions with specific interest groups to get targeted feedback as the project progresses.
- The Public Hearing of Objections (a fully public event).

Two committees have been assembled specifically to inform the development of the Growth and Municipal Plans throughout the process: the Steering Committee and the Citizen’s Advisory Committee. Their roles are expanded upon below and their terms of reference can be found in the Appendix. Additionally, the City’s existing Planning Advisory Committee will be involved at key project milestones.

As outlined above, a primary engagement objective is for Saint John Planning Staff to be actively and regularly engaged in the process of developing the Growth and Municipal Plans and that Common Council as a whole be actively involved in both guiding the Plan and presenting it to the Saint John community at key milestones.

The table below identifies the groups to be engaged and the objective of their involvement.
<table>
<thead>
<tr>
<th>GROUPS TO BE ENGAGED</th>
<th>OBJECTIVES OF ENGAGEMENT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saint John Planning Staff</td>
<td>Skills development; Plan ownership; provide local knowledge.</td>
<td>Regular and ongoing involvement.</td>
</tr>
<tr>
<td>Saint John Common Council</td>
<td>Understanding of the Plan development process (what will the Plan do for the city); Plan ownership.</td>
<td>Involvement at key project milestones, including project initiation, plus targeted update sessions at each major stage of the work. Other Committees of Council will also be consulted throughout the process (Heritage Board and Disabilities Committee, among others).</td>
</tr>
<tr>
<td>Steering Committee</td>
<td>Identification of issues; creation of a highly integrated Plan; inter-departmental representation.</td>
<td>The Project Team proposes an innovative Steering Committee including the Commissioners of all City Departments and ongoing regular involvement (meetings approximately every 8 weeks).</td>
</tr>
<tr>
<td>Citizens Advisory Committee</td>
<td>Established to advise Common Council on the development of the Plan, act as a community sounding board, advise the project team and Council on community-based issues, and serve as ambassadors within the community to actively promote public involvement in the planning process.</td>
<td>Primary role is to formulate recommendations to Council during each phase of the development of the project.</td>
</tr>
<tr>
<td>Community Resource Group</td>
<td>A long list of groups whose involvement will be sought at all key community engagement events, to allow the wide cross-section of community based interest groups to be involved in the process.</td>
<td>Many of these groups will be interviewed at the outset of the process and all members of the group will be directly notified of all public engagement events.</td>
</tr>
<tr>
<td>Planning Advisory Committee</td>
<td>To ensure that the Planning Advisory Committee is fully apprised of and has meaningful opportunities to influence the development of the Municipal Plan.</td>
<td>Milestone meetings with the PAC.</td>
</tr>
<tr>
<td>Saint John City Staff</td>
<td>Awareness of the role and value of the Municipal Plan; fostering innovation and skills development by actively involving a full range of City departments in the development of the Plan to create a culture of integrated planning among the departments.</td>
<td>Targeted meetings hosted by Planning Staff at key project milestones.</td>
</tr>
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<td>OBJECTIVES OF ENGAGEMENT</td>
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<td>Neighbouring Municipalities</td>
<td>Neighbouring municipalities will be advised of the Plan development process and evolution and will receive final drafts of the Growth Plan and Municipal Plan for their information.</td>
<td>Meetings with individual municipalities at key project milestones, including Regional Mayors and CAOs [Grand Bay Westfield, Rothesay, Quispamsis, Hampton, St. Martins]</td>
</tr>
<tr>
<td>Community at large</td>
<td>Understanding of and involvement in the Plan development process (what can the Plan do for the City, and what’s beyond its scope); create excitement in and support for the Plan.</td>
<td>Ongoing regular involvement via the project website, community Open Houses, workshops, and focus groups.</td>
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<tr>
<td>Youth*</td>
<td>Provide meaningful opportunities for young people (elementary, secondary, young professionals) to influence the directions of a Plan that will impact their futures.</td>
<td>The Project Team intends to work through target exercises with elementary and secondary school teachers and their students. It also plans to work with groups like Fusion to engage young professionals.</td>
</tr>
<tr>
<td>Development &amp; Employment Community</td>
<td>Determine future land needs as they relate to job creation and growth for the city.</td>
<td>Involvement at key project milestones, including project initiation. Meetings expected to be one-on-one or in small groups.</td>
</tr>
<tr>
<td>Province</td>
<td>Ensure that the Province is fully apprised of the development of the Municipal Plan and ensure that the Plan meets all Provincial objectives and requirements as it is being developed.</td>
<td>Milestone meetings with the Deputy Minister of Environment.</td>
</tr>
<tr>
<td>Special Needs Groups</td>
<td>Overcome traditional barriers for groups and individuals that normally find it challenging to participate in a public process.</td>
<td>The Project Team intends to provide targeted opportunities for groups and individuals with special needs (including but not limited to persons whose first language is not English, persons with disabilities and other special needs) to become engaged in the process of preparing the Municipal Plan.</td>
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* This element of engagement is currently included as an additional item to the Work Plan. Refer to Section 10: Additional Items for more information.
Elements of the Public Engagement Strategy

The Work Program that has been identified for preparation of the Growth and Municipal Plans includes a customized public Engagement Strategy with eleven parts, described below. Of the eleven events, six are fully public allowing all interested citizens to participate; two are targeted towards identified stakeholders, and three events follow statutory requirements. This Engagement Strategy will be complemented by an equally extensive Communications Strategy, described in the next Section.

Part One: Public Project Launch
The Project Team envisions an exciting public launch for the project. The launch is expected to include a Speakers Series that invites both Saint John experts and experts “from away” to help the community envision its future. This will be followed by a meet and greet session where the public will be invited to talk with the Project Team, view materials introducing the Growth and Municipal Plans process, offer their opinions and insights and take part in interactive activities intended to establish important inputs for the Growth and Municipal Plans.

Part Two: Stakeholder Interviews/Focus Groups
At the outset of the project the Project Team will complete interviews with a full range of Saint John’s stakeholders and interest groups. These interviews will provide the Project Team with an invaluable introduction to the issues and opportunities that need to be considered in the Growth and Municipal Plans and will provide key Saint John citizens the chance to be involved in setting the agenda for the Plan. The individuals and groups interviewed at this stage will be asked to become part of the Community Resource Group, to be called upon to participate in all other key engagement events and to encourage their colleagues, neighbours and associates to do the same.

Part Three: Principles and Opportunities Workshop
This public Workshop event will take place during the background research stage of the Growth and Municipal Plans process. It will be a highly interactive event where participants have the opportunity to discuss the variety of themes to be addressed in the Plan and to help define the principles that will guide it. The timing of this event will also allow participants to understand the issues and opportunities beginning to be defined through the background research during a kick-off presentation to be prepared by the Project Team that will frame the discussion topics for the day. Key objectives for the workshop will be to define the principles to guide the Plan, have the participants help refine and advance the way the issues and opportunities are being defined in the background research, and begin to explore how the various issues and opportunities connect with and impact each other and relate to the principles that have been defined.

Part Four: Directions Workshop for the Growth Plan Options
The Directions Workshop will be another highly interactive event where members of the public will be asked to help the Project Team define the elements to be included in different options to direct Saint John’s potential growth and change. The workshop will begin with presentations by the Project Team and potentially additional experts to build from the work completed at the first Workshop, elaborate on the issues and opportunities being addressed by the Plan and set the context for work to be completed by workshop participants as they begin to establish the directions for the options for growth and change.
Part Five: Community Open House – Review of Growth Plan Options

Once the options for growth and change have been prepared and a preliminary technical evaluation of them completed by the Project Team, the public will be invited to provide their reactions to the options and to expand upon the preliminary evaluation in an interactive Open House. The input received at the Open House will provide the Project Team with the information it requires to complete the evaluation and recommend a final Plan for growth and change. One example of an interactive exercise that could be used during this Open House is an activity that allows residents to select and rank their preferred options for growth. Supported by information panels that illustrate potential growth management scenarios and impacts (e.g. greenhouse gases produced, transit service, jobs created, etc.), residents would select their preferred overall option while also identifying elements of the options that they value most. A focus group session will also be held on the topic with major landowners and employers (e.g. including major landowners and employers, the development industry (including Irving Oil and JD Irving Ltd), Port Authority, UNB, the hospital etc.).

Part Six: Community Open House – Review of Recommended Growth Plan

Once the Recommended Growth Plan is ready the public will be invited to provide its views at an interactive Open House. This will provide critical input to Common Council before it is asked to formally endorse the Plan for Growth and Change. At this Open House the Project Team will also present its early thinking on how the Municipal Plan would be structured to implement the provisions of the Plan for Growth and Change.

Part Seven: Council Endorsement of Growth Plan

Endorsement of the Growth Plan will be sought from Council at a regular meeting of Common Council.

Part Eight: Focus Group Sessions

Once the Growth Plan has been endorsed by Council, focus group sessions will be convened to discuss the structure and direction for the Municipal Plan. One of the focus groups will be comprised of representatives from the major landowner and employers in Saint John (the development industry (including Irving Oil and JD Irving Ltd), Port Authority, UNB, the hospital etc.).

Part Nine: Community Open House – Review of Draft Municipal Plan [a Section 25 Public Presentation]

At the discretion of Council, rather than at a regularly scheduled meeting of Council, drafts of the policies, provisions and maps that will comprise the new Saint John Municipal Plan will be presented to the public for its review and input in an interactive Open House, so that their views will be available to Common Council before it is asked to formally endorse the Draft Municipal Plan.

Part Ten: City Staff Seek Views of Planning Advisory Committee

The views of the Planning Advisory Committee will be sought prior to Council consideration of the Municipal Plan. Public input is welcome at the Planning Advisory Committee Meeting.

Part Eleven: Public Hearing of Objections and Adoption by Council – Final Municipal Plan

This is the formal Hearing of Objections required by the New Brunswick Community Planning Act in order to adopt the Municipal Plan. The Municipal Plan must then undergo three readings by Council prior to adoption. Readings are done in open session meetings of Common Council and are open to the public.
The proposed Work Plan was crafted collaboratively by the Consultant Team, City Team and the project Steering Committee. It will be reviewed with the Citizens Advisory Committee at its inaugural meeting and may be revised as a result. The Work Plan is structured around eight key stages of work and the eleven community engagement events outlined above, as well as regular meetings with Planning staff, the project Steering Committee, the Citizens Advisory Committee, Common Council and the Planning Advisory Committee. A summary of the Work Plan, engagement activities and time line is illustrated by Figure 1.

**Stage One – Project Scoping (Oct-Nov 2009)**
The first stage, project scoping, occurred in October 2009 and included the creation of this Project Charter in collaboration with Planning Staff and the Steering Committee.

**Stage Two – Public Launch (Nov 2009 – Jan 2010)**
This stage includes the public project launch, review of background materials, creation of the Citizen Advisory Committee, stakeholder interviews and focus group sessions. This stage enables the Project Team to become immersed in the issues and opportunities in preparation for Stage Three.

**Stage Three – Defining the Issues and Opportunities (Nov 2009 – April 2010)**
In this stage the project team and planning staff will gather public input and ideas about managing long term growth and change at the Issues and Opportunities Workshop. The workshop will include the use of illustrative and interactive maps and graphics and will feature a range of communication media to effectively connect with various audiences to develop the principles, issues and opportunities and begin to define the major issues and constraints around growth and change in Saint John.

As the process for the Municipal Plan evolves, it is crucial to have a good understanding of the existing conditions present in Saint John today, in order to determine how and where the city can grow tomorrow. Thus the Background Report, mandated by Provincial legislation, provides an analysis of existing conditions and serves as the source of information and data related to a wide range of urban issues, their interrelations and impacts. While the scope of work for each technical study is described separately in the Appendix, none is mutually exclusive and the findings of each must be understood in the context of the city as a whole.
Figure 1: Work Program Overview

- **PROJECT STAGE**
  - Project Scoping
  - Public Launch
  - Defining Issues & Opportunities
  - Setting the Direction
  - Confirmed Plan for Growth and Change
  - Draft Municipal Plan
  - Final Municipal Plan

- **COMMUNITY ENGAGEMENT**
  - Public Project Launch (January)
  - Public Workshop (March)
  - Public Workshop (May)
  - Community Open House (September)
  - Community Open House
  - Community Open House
  - Public Review Period
  - Public Hearing of Objections

- **KEY MEETINGS**
  - Open to Public
  - Open to Stakeholder Groups

- **Steering Committee**
- **Citizens Advisory Committee**
- **Council**
- **Province**
- **Staff workshop**
- **Planning Advisory Committee**
- **Consultation with Development & Employment Community**
Stage Four – Setting the Directions for Growth and Change (May – Sept 2010)
This stage begins with the Directions Workshop for the Growth Plan options as a forum to discuss the findings and analysis completed in Stage Three. The workshop will also give direction to the Project Team to craft different options for growth and change to bring back for discussion and evaluation. An important piece of work at this stage includes not only the development of different options, but also the development of evaluation criteria to be applied to each option in order to assess their strengths and weaknesses. The results of the Directions Workshop and definition of the evaluation criteria will be the subject of a Report on Engagement: Key Directions for the Growth Plan. The Project Team will then develop the options for growth and change and present them for discussion and evaluation with Planning Staff, Steering Committee, Citizen Advisory Committee and at the Community Open House: Review of Growth Plan Options.

In this stage the Project Team will complete the final evaluation of options for growth and change based on the results of consultation in Stage Four, and then develop the draft Plan for Growth and Change. The draft will be presented for review and comment to the Steering Committee, Citizens Advisory Committee, Planning Staff, and at the Community Open House: Recommended Plan for Growth and Change. A final Plan for Growth and Change will be prepared that incorporates feedback on the draft plan, to be presented to Common Council for endorsement.

Stage Six – Saint John 2035: Draft Municipal Plan (Dec 2010 – April 2011)
The Project Team will facilitate a workshop with City staff, meetings with the Steering Committee, Citizen Advisory Committee, and host public focus group sessions to determine a preliminary framework for the Municipal Plan. The combined input from all of these sessions will be used by the Project Team to develop a draft Municipal Plan, which will be presented for review and comment at a Community Open House, and provided to adjacent municipalities for their information. The draft plan will continue through an extended period of public review during which time people who were unable to attend the Open House will be able to provide their feedback in person at the project storefront, on the project website, by fax, email or surface mail.

Stage Seven – Final Municipal Plan (May – Sept 2011)
In this stage the comments and feedback received during the review period will be incorporated into the final Municipal Plan document, at which time the Municipal Plan will undergo the statutory approval process.

Stage Eight - Provincial Review and Final Approval (Oct 2011 - December 2011)
Once the bylaw is approved by Council, it will be forwarded to the Minister of Environment for approval. A certified copy of the bylaw will be filed in the registry office, and notice published in the newspaper indicating the Minister’s approval, at which time the Municipal Plan comes into effect.
Potential for Changes to the Work Plan

As the project progresses there will inevitably be reasons to consider revisions to the Work Plan to best respond to the needs of the community and the requirements of the Plan. Minor changes to the Work Plan that do not impact the Community Engagement Strategy or Communication Plan can be authorized by the City Team. Changes to the Work Plan that impact the Community Engagement Strategy or Communication Plan but do not impact the financial resources committed to the Plan will require the endorsement of the Steering and Citizens Advisory Committees, in addition to the City Team. Common Council will be advised of such changes but not required to formally endorse them. Any changes to the Work Plan impacting the financial resources committed to the project will require the approval of the City Team and Common Council.
Communication Plan
Communication Plan

The following communication tools will add tremendous value to the public engagement process, enabling members of the public to track the progress of the work and providing an additional way for the community to provide their input and feedback.

A distinct Project Brand, potentially coordinated with that of the City’s 225th anniversary project, will be featured on all reports, community engagement events and communication tools to enhance the project’s profile and enable easy recognition within the community. Samples of the various ways in which the project brand for Urban Strategies’ Comox Valley project were used are illustrated here.

The preparation of the Municipal Plan is an exciting milestone in Saint John’s history that will involve interesting discussion and debate that would benefit greatly from being presented in a variety of local media. The Project Team will work with the Saint John Communications department to develop and carry out a comprehensive Media Outreach Strategy including editorial board meetings; regular features and interviews in print, radio and television media; press releases and advertisements of all public engagement events.

A significant web presence is proposed as a critical source of information on local issues. The Project Website will function as the repository for all key project-related materials, provide updates regarding upcoming engagement events and be a place for people to provide their comments on the emerging Plan. All materials prepared as part of the Engagement Strategy and Communication Plan will also direct people to the website.
Community Newsletters summarizing the work completed to date and seeking the community’s input at each key milestone in the project will be distributed through direct mail-outs, at key community gathering places and uploaded to the project website. Urban Strategies’ award winning work in Vaughan, Ontario on the creation of a new Official Plan included the preparation of a series of Citizen’s Bulletins (newsletters) on policy issues covered in the comprehensive Background Paper. The newsletters were designed by Urban Strategies’ in-house graphic designer and made widely available to the public at community workshops, City Hall and on the project website. Samples are illustrated here and complete versions of two of the bulletins are included in the Appendix.

Regularly updated Neighbourhood Displays using Information Panels will be installed in libraries, community centres and other community or neighbourhood gathering places to keep citizens up to date on the process and encourage them to get involved. Community feedback forms will be included with the neighbourhood exhibits so that residents can fill them out on site or mail/fax. A sample set of Information Panels from the Comox Valley project are included in the Appendix.
Beneficial Communication Tools
There are three other Communications Tools that would add significant value to the project but have not been included in the current Work Plan (for budget reasons). These include:

The Project Team would like to actively engage a range of youth through a series of Targeted Youth Engagements while preparing the Growth and Municipal Plans. This would involve going out to elementary and secondary schools with a set of interactive activities designed to allow differing age groups to actively participate in defining their future. The Project Team also feels it would be of tremendous value to engage with young Saint John professionals on a regular basis through groups like Fusion.

An Ideas and Opportunities Video would add significant value to the project by providing a very accessible and appealing way to communicate the purpose of the Growth and Municipal Plans and feature the thoughts and ideas of a range of Saint John’s community members. The video format is highly appealing to youth and to individuals with literacy challenges - both groups that otherwise often have difficulty engaging in the planning processes like this. The video would be available on the Project Website, and could be featured on local television and presented at Workshops and Open Houses. Urban Strategies’ work on a Regional Growth Strategy in Comox Valley, BC included a public consultation strategy that created multiple opportunities to reach out to as many people as possible, including innovative public engagement tools such as collaborative video at each stage of the engagement process that documented what occurred during previous workshops and set the stage for creative dialogue. In Vaughan, Ontario Urban Strategies produced an 18-minute documentary video to provide an overview of the challenges that Vaughan faces as a suburban municipality. The video sets up key transformative actions for the Official Plan by documenting the visioning process. The video proved instrumental in raising public awareness and receives the highest amount of traffic on the project website, and has also been played in libraries throughout Vaughan, at the beginning of public meetings, at University classes and in high schools.

A Project Storefront to be located in a visible and accessible location in the Uptown to provide profile for the project and allow interested citizens to drop in for regular updates on the progress of the work.

Traditionally, creating a new Municipal Plan is based upon a collaborative and inclusive process that includes the public in a series of defined workshops, meetings and other engagement events. The planners and designers then go on to develop these ideas back at their office. The project storefront is an open studio concept that allows the public first hand exposure to the design and master planning process.

The storefront provides the following benefits:
- a central location for information regarding the project (brochures, schedule, resources, reports, meeting space, etcetera);
- a tangible asset that demonstrates Council’s commitment to the project;
- continuity for the public and stakeholders thereby reducing confusion regarding location of meetings (provided a large enough space is available), resources, etc.;
- the public, schools and the hard-to-engage can view and participate in an ongoing process by providing open access to the “planning studio”
- like the public City staff will develop new abilities by increasing their exposure to the techniques and work product.
- a common space for citizens to exchange and develop ideas outside the formal and organized events.
- the public can access the space and therefore project when it suits them, not just when meetings are scheduled.
On behalf of Common Council, the City Team will work actively and collaboratively with the Consultant Team to deliver a best-in-class Growth and Municipal Plan that will be recognized for its excellence, innovation and representation of the unique values of the citizens of Saint John.

Role of Common Council:

Common Council will have overall control of the direction and content of the Plan and will be asked to endorse the progress of the work at all key milestones. This will be facilitated by the work of the Project Team and the guidance the Team will be given through its regular interaction with three committees: the Steering Committee; the Citizen’s Advisory Committee and the Planning Advisory Committee. While the Steering Committee’s reporting responsibility is to the Project Team, the Citizen Advisory Committee and Planning Advisory Committee will advise the Project Team and will also report to Common Council directly. The mandates of the Citizens Advisory Committee and Steering Committee are outlined in more detail in the Appendix.

The roles of the three groups that comprise the Project Team are summarized as follows.

Role of the City Team:

The Planning Department will:

- be responsible for the strategic direction of all aspects of the project and the quality of all work and deliverables on behalf of the City;
- participate actively with the Consultant Team in all community engagement events and in preparation of the Growth and Municipal Plans;
- keep Common Council, the Citizen Advisory Committee, the Planning Advisory Committee and the Steering Committee fully up to date on and engaged with the development of the Plan; and
- ensure fulfillment of all requirements of the Community Planning Act and related legislation.

Role of Urban Strategies Inc.

Urban Strategies will:

- be the primary point of contact for the Consultant Team;
- be responsible for direction, coordination and quality of all aspects of the project on behalf of the Consultant Team,
- design and lead all community engagement events;
- establish the structure for the project’s various Communication Tools;
- prepare materials needed to support the Community Engagement events and Communication Tools;
- lead preparation of the Growth Plan; and
- share preparation of the Municipal Plan with ADI (approximately 50/50).
Organization chart
Role of ADI Ltd

ADI will:
• provide local project coordination;
• be the local face and presence for the project;
• lead preparation of all Background Studies;
• support USI in all community engagements;
• support USI in preparation of the Growth Plan; and
• share preparation of the Municipal Plan with USI (approximately 50/50).

Staying on Track

As the project leader, Urban Strategies will oversee and coordinate all components of the project process while collaborating creatively with other members of the Project Team and the community of Saint John. They will ensure that the process maintains its focus and momentum in order to meet its scheduled timeline. Urban Strategies will set realistic deadlines for the team’s work and provide quality deliverables that meet those deadlines. Their experience with many comparable projects allows Urban Strategies to realistically allocate time, budget and resources to this assignment, and regular communication between team members will ensure that work proceeds as required.

The Consultant Team will have a Project Manager responsible for the day-to-day operations of the project and for keeping track of work progress to ensure that enough resources are available to meet deadlines, in regular discussion with the City Team’s Project Manager. The Project Manager will be in constant communication with team members through email, telephone, conference calls, shared project FTP sites and other telecommunication techniques. The Project Manager will also be responsible for arranging meetings between team members and the client as required, and ensuring follow-up action is undertaken to keep the project running smoothly.

Urban Strategies will facilitate weekly conference calls between the City and Consultant teams throughout the duration of the project to review all work in progress; define the process, timing and outcomes for upcoming work elements; and clearly articulate expectations. These calls will be fundamental to ensuring coordination between the variety of work elements being completed by each of Urban Strategies, ADI and the City Team.
Official Language Strategy

The City of Saint John is committed to delivering its Municipal Plan Review process in accordance with the requirements of the Official Languages Act adopted by the Province of New Brunswick.

Goals

• Ensure process is inclusive and accessible for the Francophone community to actively participate in the process to develop a new Municipal Plan for the City of Saint John.

• Fulfill requirements of the Province of N.B. Official Languages Act.

Guidelines

Communications

All content posted on the City of Saint John’s website will be posted simultaneously in both official languages. This will include project newsletters, press releases, public meeting notices, milestone reports, and any recommended policy documents including the proposed growth management strategy and Municipal Plan.

Public meetings

Notices of public meetings will be written in both official languages. The meeting notice will specify where the meeting will be conducted in both official languages or whether translation services will be available or where separate meetings will be held in both official languages. Wherever possible every effort will be made to ensure Francophone and Anglophone consultations are held together.

Bilingual staff will be available at all public meeting events held in conjunction with the Municipal Plan to provide translation services to members of the Francophone community who wish to communicate in their language of choice. Bilingual staff will be identified at the on-set of public meetings. Presentation materials will be available in both official languages.

Municipal Plan documents

All Municipal Plan documents will be available in both official languages including the growth management strategy and official municipal documents. Simultaneous translation services will be available at all council meetings where the Municipal Plan is considered.

Resource requirements

Adequate lead time and financial resources are required to translate materials to be posted on the website (for example for large documents one week is required for translation) and to secure the assistance of external translators where required. Capacity exists in the Consultant Team to provide French translation services at community events through a separate contractual arrangement at the rates provided in their qualifications submission.
Deliverables
Deliverables

Consultant Team Deliverables

The Consultant Team will be responsible for providing the following Work Plan deliverables:

1. **11 Technical Studies**
   - Technical Background Study 1: Population and Demographics
   - Technical Background Study 2: Housing
   - Technical Background Study 3: Economy
   - Technical Background Study 4: Environment
   - Technical Background Study 5: Development & Use of Land
   - Technical Background Study 6: Municipal Servicing
   - Technical Background Study 7: Transportation
   - Technical Background Study 8: Parks & Recreation
   - Technical Background Study 9: Heritage & Cultural Resources
   - Technical Background Study 10: Urban Structure & Form
   - Technical Background Study 11: Industrial Land Use

2. Issues & Opportunities Report
3. GIS Mapping and Graphics
4. Integrated Background Report
5. Interim Reports (Summary of Public Engagements, 2 in total)
6. Draft Growth Management Plan
7. Final Growth Management Plan
8. Draft Municipal Plan
9. Final Municipal Plan
10. PowerPoint presentations and Information Panels for the Eleven-Part Engagement Strategy, as applicable
11. Newsletters (5 in total)
12. Materials to be posted on the Project Website
13. Neighbourhood Displays
14. Creation of Public Education Materials
15. Electronic files of all deliverables

City Team Deliverables

The City Team will be responsible for providing the following Work Plan deliverables:

1. Minutes and action items for all project meetings, Steering Committee meetings, Citizens Advisory Committee meetings, PAC updates and Council updates
2. Targeted meetings with special needs and interest groups relating to project progress and milestones
3. Regular updates to PAC, Council and the Province
4. Gathering, compiling and summarizing background information
5. Researching best precedents and practices (with Consultant Team)
7. Organizing meeting venues, logistics and catering as required
8. Notification of and advertising for all public engagements events and statutory public consultations
The Consultant Team will complete the Work Plan and Deliverables described above for a total budget of $658,370 which includes all professional fees and disbursement costs but is exclusive of the HST.

Of the total fee of $578,586, $338,163 (58%) will be for work undertaken by Urban Strategies Inc. and $240,423 (42%) will be for work undertaken by ADI Ltd. The travel disbursement budget of $45,070, covers 11 trips to Saint John to support the extensive community engagement program and regular meetings with the various committees and with Council. For both travel and regular disbursements the Consultant Team will re-bill items directly at cost with no administrative fee added. Neither firm charges for time their time spent traveling to or from Saint John.

The budget can be further summarized as follows:

### Phase 2 Budget Items (November 2009 to November 2010):

| Phase 2A: Reconnaissance and Initial Outreach | $73,693 |
| Phase 2B: Defining the Issues and Opportunities (Background studies) | $209,511 |
| Phase 2C: Setting Directions for Growth and Change | $95,358 |
| Phase 2D: Confirming the Growth Plan | $61,233 |
| Phase 2 Communication Tools | $31,780 |
| **Sub-Total: Phase 2 Fee** | **$471,574 (82% of fee)** |
| Phase 2 Disbursements | $28,294 |
| Phase 2 Travel Disbursements | $34,015 |
| **PHASE 2 TOTAL** | **$533,883 (81% of project budget)** |

### Phase 3 Budget Items (December 2010 to June 2011):

| Phase 3A: Draft Municipal Plan | $80,675 |
| Phase 3B: Final Municipal Plan | $18,393 |
| Phase 3 Communication Tools | $7,945 |
| **Sub-total: Phase 3 Fee** | **$107,012 (18% of fee)** |
| Phase 3 Disbursements | $6,420 |
| Phase 3 Travel Disbursements | $11,055 |
| **PHASE 3 TOTAL** | **$124,487 (19% of project budget)** |

**OVERALL TOTAL – Phases 2 and 3** $658,370
**Additional Items**

**Essential Items**

The following items are not included in the Work Plan or Financial Proposal, but are essential to the project process. Their estimated costs are approximately $100,000 and are included in the City’s 2010 budget submission.

- Translation and Interpretation to meet the requirements of the Official Language Act at a cost of $0.27 per word
- Printing costs for public review of comments
- Public meeting Venue and Catering Costs
- Advertising and meeting notification
- Training for City staff as required
- Project Identity and Website
- Distribution of newsletters,

**Optional Engagement Elements**

As discussed in the Section 5, the following Public engagement tools are not included in the Work Plan or Financial Proposal, but would add significant value to the project process in terms of making the process more accessible and reaching out to broader community. Their estimated costs are approximately $150,000 over two years, broken down as follows:

- Youth Engagements $20,000
- Ideas and Opportunities Video $40,000
- Project Storefront $90,000

The video in particular will be of great benefit in terms of overcoming literacy issues, and bringing a wider audience - especially youth - into the process. The storefront benefits include improving citizen knowledge about community planning issues. Overall these enhancements will strengthen the program considerably providing wider exposure to the information significantly increasing the amount of engagement. These costs have not been included in the Department’s 2010 budget submission and are presented as an option for Council’s consideration. If council believes these items need to be included then funding needs to be secured.

**Background Report – Enhanced Technical Studies**

The Background Report is a key instrument in the planning review process that leads to the preparation of a Municipal Plan; the components of which are outlined in Provincial legislation. Among the 11 topics covered in the Background Report, several have been identified as deserving more in-depth study. They relate to issues of Housing, Environment, Municipal Servicing, Transportation, and Industrial Land Use. The costs for these studies have not been included in any budget submission to date. Opportunities to share funding would be pursued with partners wherever possible.

**Housing Strategy and Symposium**

This enhanced technical study would provide a detailed understanding of the dynamics of housing in Saint John with a particular focus on affordable housing. The enhanced study would include an assessment of existing policies, regulations, standards and practices that influence the housing market in Saint John. The inclusion of a symposium would bring together a keynote speaker and important local stakeholders in a setting that allows an interchange of ideas and skills. The goal of this study is to provide a “user-friendly” housing guide that sets out a clear direction for the development of all types of housing in the city with an emphasis on affordable housing.
Comprehensive Environmental Strategy

This enhanced technical study would expand upon four main environmental categories: water resource protection; storm water and effluent management, wetlands protection related to the identification of wetlands in the context of urban, suburban and rural areas of the city; and greenhouse gas emissions management and reduction. This enhanced report would also develop a comprehensive sustainability strategy to achieve tangible evidence of conservation in Saint John.

Municipal Infrastructure Costing

This study would report on the main municipal services: roads, public transit, water, wastewater & stormwater, solid waste, parks & recreation, libraries, police, and fire services. Cost of Servicing analysis provides the City of Saint John with a better understanding of the cost implications of different patterns of growth. A total of six distinct scenarios would be developed these scenarios are based on different combinations of neighbourhood characteristics and location and included the following:
- high density mixed use neighbourhood in the inner urban area
- medium density neighbourhood in the inner urban area
- medium density neighbourhood in inner suburbs
- low density neighbourhood in inner suburbs
- low density neighbourhood in outer suburbs
- medium density neighbourhood in outer suburbs

By illustrating the link between services and density applied to sample settlement patterns typical in Saint John the results will support discussions of the relative and incremental costs of typical communities here in Saint John.

Transportation Master Plan

The goal of the Transportation Master Plan is to obtain a comprehensive understanding of traffic volumes, patterns, demands and major traffic generators within the City of Saint John through the collection and analysis of relevant data. Using computer modeling the Transportation Master Plan can forecast impacts to the transportation network into the future. This will enable the identification of links within the network that operate currently at unacceptable levels or are projected to operate at unacceptable levels resulting from anticipated growth and development over a 20 year study period. The Master Plan will also identify improvements related to safety concerns, pedestrian handling facilities and ITS opportunities. A review of the transit system and a strategic parking plan that accounts for a balance between transit service and parking is also included.

Comprehensive Industrial Land Use Strategy

The objective of this enhanced study is to complete a more in-depth analysis of heavy industry in Saint John incorporating recently announced industrial projects and others such as wind and tidal power projects (“green energy”). As these types of industries are not usually associated with normal population growth – they are therefore difficult to predict. The issue of land use and compatibility will become more significant and solutions to mitigate its impacts will be examined.

The inclusion of these enhanced technical studies is not included in this Charter due the financial implications such in-depth study requires. However, their importance to the Municipal Plan process, and the City cannot be discounted. The ability to undertake primary data collection and research, collate pertinent information and carry out comprehensive analysis will leave a legacy of critical information for the City of Saint John that will be an invaluable tool for all future planning and city initiated growth and development initiatives. It is proposed that the cost of funding these enhanced studies should be explored with other external partners and appropriate funding agencies.
Appendices
APPENDIX A:
Citizens Advisory Committee
Terms of Reference
1. Background

The City of Saint John is in the process of developing a Growth Management Strategy and Municipal Plan to provide a policy framework to guide the physical development of Saint John over the next 25 years. The Strategy and Plan will be based on the collective aspirations of citizens on how best to preserve and enhance the City’s quality of life. To this end, the Strategy and Plan will take into consideration important social, economic and environmental issues and objectives. It will link transportation needs and land use planning, and will provide guidance on matters such as environmental protection, open space and community facilities, housing, urban design, heritage protection, Uptown development and future economic growth.

2. Purpose of the Citizens Advisory Committee

The Municipal Plan Citizens Advisory Committee is established to advise Common Council on the development of City’s 25-year comprehensive Municipal Plan. The Committee will act as a community sounding board, advising the project team (municipal staff & consultants) and the City of Saint John Common Council on community-based issues during the plan’s development. The Committee will also serve as ambassadors within the community to actively promote public involvement in the planning process.

3. Role of the Citizens Advisory Committee

The Citizens Advisory Committee’s primary role is to formulate recommendations to Council during each phase of the development of the City’s Growth Management Strategy and Municipal Plan. More specifically, the Committee will:

- Advise the project team on the delivery of the public engagement program;
- Ensure transparency to the public throughout the development of the Strategy and Plan;
- Actively engage in the Strategy and Plan development process by attending public engagement events;
- Discuss the variety of themes to be addressed in the Strategy and Plan;
- Advise on the need for and priorities to be addressed in background reports and technical studies;
- Help define the principles that will guide the development of the Strategy and Plan;
- Explore and refine the issues and opportunities identified by the public during engagement sessions and through background studies;
- Assist in establishing and evaluating potential alternative scenarios for growth and change;
- Function as Ambassadors for the Growth Management Strategy and Municipal Plan and actively promote public involvement in the planning process throughout all sectors of the community;
- Advise and provide recommendations to Common Council on the Growth Strategy and Municipal Plan.
4. Committee Composition

The Citizens Advisory Committee will consist of 13 persons including two (2) members of Common Council, one (1) member of the Planning Advisory Committee and ten (10) citizens of Saint John representing a wide cross-section of the community. To ensure that the Committee is truly representative of the population of Saint John, representatives with varied perspectives and from different sectors of the community will be targeted, especially those from typically under-represented groups from a variety of social, cultural and economic backgrounds. Individuals applying for Committee membership based on their representation of a specific community sector or group should identify this in their application.

The Citizens Advisory Committee will be appointed by Common Council on recommendation from Council’s Nominating Committee. A membership recruitment process encouraging people from a diverse backgrounds and communities will be used. When appointing members to the Committee, the following selection criteria will be considered:

- Individuals who can represent the broad geography of the City of Saint John and its various communities of interest;
- Individuals representing a sector broadly will be encouraged such as an agency or organization formed to represent economic, social, cultural, environmental interests;
- Willingness and ability to commit to the necessary two (2) year time period, including some evening meetings;
- Commitment and interest in the future of the City of Saint John and demonstrated involvement in the community through a variety of organizations and activities;
- Knowledge of economic, social, cultural, economic and environmental issues related to planning and the future of the City;
- Effective communication skills and ability to work effectively as a member of a team including respecting positions taken by the Committee;
- Ability to bring innovative and informed perspectives to the deliberation and work of the Committee;
- Leadership skills and the ability to serve as an Ambassador of the Growth Management Strategy and Municipal Plan and commitment to actively promote public engagement in the development of the Strategy and Plan throughout the all sectors community.
5. Terms of Office

Committee members shall serve for the duration of the Municipal Plan process (approximately two years). A person will cease to be a member of the Committee if that individual fails to attend three (3) consecutive meets of the Committee without proper notice being given and without having been excused by resolution of the Committee. Should a person cease to be a member of the Committee during the Strategy and Plan development process, their position shall be filled by the Nominating Committee according to the same selection criteria as original members.

The Committee may form sub-committees to address specific topics and issues.

Should a member of the Committee find themselves in a conflict of interest due to the effect of an issue on them personally or professionally, they should declare this to the Committee and step down for any discussion or recommendations related to this issue.

6. Committee Chair and Vice Chair

The Municipal Plan Citizens Advisory Committee shall elect from its non-council members a chair and vice chair position. The role of the Chairperson shall be to guide the process and facilitate meetings. The Chairperson will keep the group focused on the agreed-upon tasks, suggest alternative methods and procedures and encourage the participation of all Committee members. The Chair shall work with the project team in preparing meeting agendas and supporting materials and when required, the Chairperson will also act as a spokesperson on behalf of the Committee.

7. Meetings

The Committee will meet regularly throughout the development of the Growth Management Strategy and Municipal Plan, with meetings scheduled monthly or at a frequency necessary to support the Municipal Plan development. The frequency of meetings may be increased as required to support the work program for the development of the Strategy and Plan.

The City’ Planning department will provide resources and support to the Committee in the course of their work as follows: coordination of meeting schedules and venues, circulation of meeting agenda and minutes for meeting requirements such as the taking of minutes.

8. Decision-Making

Decisions on recommendations to the project team and Common Council will be made by consensus and if necessary, decisions will be determined by a majority vote. The quorum, for meetings shall be seven (7).
APPENDIX B:
Steering Committee
Terms of Reference
Background

The City is preparing to launch a review of its Municipal Plan which was first adopted in 1973. Although the Plan has been subject to many amendments over its 36 year lifespan, it was based on economic projections that never materialized. A new Municipal Plan is one of Council’s priorities to ensure the growth and development of city reflects the community’s long term aspirations. This work will build on the very successful community engagements conducted as part of the “my Saint John” community vision process and the community sustainability plan. It will provide a mechanism to entrench many of those principles into a statutory plan that dictates how the city should grow and develop in a sustainable manner. This plan will go beyond issues of zoning provide a holistic framework and a road map for how the community should grow over the next 25 years to meet its sustainability principles. It will also identify where strategic investments are needed in transportation and municipal infrastructure, how to ensure development is achieved in a fiscally sustainable manner, and how municipal services such as recreation and transit can be most efficiently provided to meet the long terms goals for the community.

Role

The steering committee will play an important role in championing the Municipal Plan within the City administration. The role of the committee is three-fold:

• to ensure integration with corporate initiatives, building on the strategic directions of the “My Saint John” Community Visioning, the community’s sustainability plan, City’s Corporate strategic plan, and the upcoming 225th anniversary and cultural capital celebrations;

• provide internal signoff on behalf of the municipal administration before deliverables are presented publicly; and

• provide resources (staff & technical resources) to support delivery of the Plan.
Composition

The steering committee will be chaired by Planning & Development and include senior staff of all City departments & related agencies which deliver primarily services influencing physical form of the city. It is important that senior staff be represented to provide strategic direction and leadership to the project and where required, allocate resources to support the technical aspects of the plan. The following core functions of the administration will be represented at the Municipal Plan steering committee:

• City management (Corporate planning & Communications)
• Municipal Operations & Engineering
• Planning & Development
• Leisure Services
• Building Inspections
• Finance
• Police
• Fire
• Human resources (support skills development)
• Common Clerk’s office
  (link to council & community engagement)
• Parking Commission
• Transit Commission
• Enterprise Saint John

The committee will act as a sounding board to review materials from each phase prior to public engagement and Council endorsement of the work products of each phase. The steering committee’s direction will be arrived at through discussion and consensus.

Resource Commitment

The steering committee will meet at key milestones throughout two year plan review process (at least 6-8 times typically at 8 week intervals). Senior staff on the committee will also assign key departmental staff to advise on technical issues related to plan.
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<tr>
<th>STEERING COMMITTEE MEMBERSHIP LIST</th>
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<tbody>
<tr>
<td>REPRESENTATIVE</td>
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<tr>
<td>Pat Woods</td>
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<tr>
<td>Acting City Manager</td>
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<tr>
<td>Andrew Beckett</td>
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<tr>
<td>Deputy City Management, Program &amp; Priorities</td>
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<tr>
<td>Kim Graham Manager</td>
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<tr>
<td>Corporate Planning</td>
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<tr>
<td>Nancy Moar</td>
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<tr>
<td>Manager, Communications</td>
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<tr>
<td>Ken Forrest</td>
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<tr>
<td>Commissioner of Planning &amp; Development</td>
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<tr>
<td>Jacqueline Hamilton</td>
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<tr>
<td>Deputy Commissioner of Planning &amp; Development</td>
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<tr>
<td>Paul Groody, Commissioner, Municipal operations &amp; Engineering</td>
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<td>Bernie Morrison</td>
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<tr>
<td>Commissioner, Leisure Services</td>
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<tr>
<td>Bill Edwards</td>
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<td>Commissioner, Buildings &amp; Inspection</td>
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<td>Amy Poffenroth,</td>
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<td>Deputy Commissioner, Buildings &amp; Inspection</td>
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<td>Greg Yeomans</td>
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<tr>
<td>Commissioner, Finance</td>
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<tr>
<td>Rob Simmonds</td>
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<td>Fire Chief</td>
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<td>Bill Reid</td>
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<td>Elizabeth Gormley</td>
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<tr>
<td>Common Clerk</td>
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<tr>
<td>John McIntyre</td>
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<tr>
<td>Manager, Human Resources</td>
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<tr>
<td>Richard Smith</td>
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<tr>
<td>Manager of Parking Commission</td>
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<tr>
<td>Frank McCarey</td>
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<tr>
<td>Saint John Transit Commission</td>
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<tr>
<td>Stephen Carson</td>
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<td>Enterprise Saint John</td>
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APPENDIX C:
Sample Communication Materials
 Vaughan’s new Official Plan is an opportunity to reflect on where we are as a city, how we got here and where we want to go in the future.

What is Vaughan Tomorrow?

Vaughan Tomorrow is about creating a community Vision for our City. An ambitious three-year project, leading to a new Official Plan, it is part of City Council’s Growth Management Strategy. It will address all elements of effective, sustainable and successful city-building while managing projected growth to 2031.

What is the new Official Plan?

Vaughan’s Official Plan reflects the community’s vision for future change and development. The Plan is a legal document approved by the City of Vaughan and the Region of York, which describes policies and objectives for future land use. The Official Plan will set out where, how and when Vaughan will grow.

How can you get involved – Vision for Transformation upcoming events

Roadshow

We are taking the Vaughan Vision on the road to a location near you! If you would like us to present to your community group, make a booking through access Vaughan 905-832-2281 or online vaughantomorrow.ca.

Documentary Screenings

The Vaughan Tomorrow: Voices for Transformation 18 minute documentary captures the current conditions of Vaughan, showing the diversity of cultures, landscapes and activities that take place in communities around Vaughan. It is also a call for citizens to be aware of the challenges that Vaughan is facing and will continue to face unless we make changes in the way that we plan and develop suburban cities. The film will be screened at libraries, community centres and other public venues throughout Vaughan.

Check the Vaughan Tomorrow website for screening times and locations vaughantomorrow.ca.

Public Workshop

An all day public workshop for Vaughan residents on the Vision for Transformation will be held at Vaughan’s Kortright Centre on Saturday, November 29. The workshop will begin with breakfast and a keynote speaker followed by a screening of the Vaughan Tomorrow documentary. The City will present the Vision for Transformation followed by lunch and an afternoon session with Metroquest, a participatory virtual program that allows you to make decisions and see how they impact future growth.

To reserve your spot for this free event contact access Vaughan or book online vaughantomorrow.ca.

Education Package

If you are a high school or elementary school teacher interested in bringing current issues into the classroom, we can send you the Vaughan Tomorrow education package. This includes a copy of the documentary and a workbook that you can use to facilitate classroom discussions.

Please contact Andrea Winkler awinkler@urbanstrategies.com for more details.
Sustainable Community Design

Sustainable community design is not a new concept but it is a concept that is currently being applied to the development of new communities and to the renovation of existing ones. The concept of sustainability is based on the idea that communities should be designed in such a way that they can be sustained for future generations. This is achieved by designing communities that are energy-efficient, water-conserving, and that promote the use of sustainable materials and technologies.

The Sustainability Imperative

Vaughan has experienced rapid growth in the last 15 years, primarily in the form of large tracts of single-family residential and commercial developments. This growth has been driven by a combination of economic factors, including the availability of affordable land and the desire for a higher quality of life for those who choose to live in Vaughan. The rapid growth has put pressure on the city's infrastructure and services, and has led to concerns about the long-term sustainability of the community.

Elements of Sustainable Communities

Understanding sustainability also means understanding the interconnectedness of all natural systems, even the ones that don't look very natural any more as a result of significant human intervention. This can be a daunting realization for those who are trying to create more sustainable communities.

Process: Innovating New Models and Technologies

Innovating new models and technologies is essential for creating sustainable communities. This involves designing communities that are energy-efficient, water-conserving, and that promote the use of sustainable materials and technologies. This can be achieved through the use of new building materials, energy-efficient appliances, and other sustainable technologies.

Movement: Building Sustainable Communities

Building sustainable communities requires a commitment from all levels of government, from local authorities to national governments. This involves creating policies and programs that promote sustainable development, as well as providing resources and support to communities that are working to become more sustainable.

Land: Creating Landscapes that Work for People and the Environment

Creating sustainable landscapes is essential for creating sustainable communities. This involves designing landscapes that are energy-efficient, water-conserving, and that promote the use of sustainable materials and technologies. This can be achieved through the use of new building materials, energy-efficient appliances, and other sustainable technologies.

Infrastructure: Developing Infrastructure that is Energy-Efficient and Environmentally Sustainable

Developing infrastructure that is energy-efficient and environmentally sustainable is essential for creating sustainable communities. This involves designing infrastructure that is energy-efficient, water-conserving, and that promotes the use of sustainable materials and technologies. This can be achieved through the use of new building materials, energy-efficient appliances, and other sustainable technologies.

Public Realm: Creating Public Spaces that are Energy-Efficient and Environmentally Sustainable

Creating public spaces that are energy-efficient and environmentally sustainable is essential for creating sustainable communities. This involves designing public spaces that are energy-efficient, water-conserving, and that promote the use of sustainable materials and technologies. This can be achieved through the use of new building materials, energy-efficient appliances, and other sustainable technologies.
Vaughan Tomorrow

The City of Vaughan is unveiling an ambitious three-year process to create a new Official Plan. The Official Plan is part of Vaughan’s comprehensive land use management system that will address all elements of effective environmental and social planning, while managing potential growth over the next 25 years.

Vaughan’s Urban Structure

In broad terms, Vaughan’s urban structure is the way the city’s urban activities are organized to create a city’s form. The city’s built environment is made up of the built environment as well as the green spaces and open areas. Vaughan’s urban structure is designed to accommodate the city’s needs and to meet the demands of the surrounding communities.

The development of a new Official Plan provides an opportunity for Vaughan to plan for the future, to meet the needs of the city, and to ensure that the city’s growth is sustainable.

Vaughan’s Physical Evolution

Since European settlement in 1793, Vaughan has grown from four villages to a large city outside the city limits. This growth has been significant, and the city has continued to evolve with time.

A Car-Oriented Structure

Within Vaughan’s physical structure, there is a network of roadways that allow for easy access to different areas of the city. The network of roads and parks is designed to accommodate the needs of the city’s residents and visitors.

Vaughan’s Countryside

There are several important areas in Vaughan that are designated as parks or recreation areas. The city has a number of parks and recreation areas that provide opportunities for outdoor activities and relaxation.

Places to Live: Vaughan’s Communities

Vaughan has a diverse range of communities that are home to many families. The city has a variety of housing options that meet the needs of different families.

Places to Work: Vaughan’s Employment Lands

Vaughan has a number of employment lands that are home to a variety of businesses. These lands are designed to meet the needs of the city’s workforce.

Places to Shop: Vaughan’s Commercial Areas

Vaughan has a number of commercial areas that are home to a variety of businesses. These areas are designed to meet the needs of the city’s residents and visitors.
Welcome!

The Comox Valley Regional District (CVRD) is preparing a Regional Growth Strategy (RGS). The RGS will establish economic, social and environmental objectives that will promote a healthy and sustainable region. This is the second of a series of public consultation events taking place throughout the year-long planning process.

The goal of this open house is to present key trends and issues that the RGS will address. These findings come out of the background report Understanding Our Choices. We would like your feedback on key discussion points that are beginning to emerge and how best to address them in the RGS. This open house includes the following five stations.

We encourage you to visit them all!

1. Project Overview Panels
   These panels provide a summary of what we learned during the February open houses and an overview of the RGS project. A good place to start!

2. Understanding Our Choices
   This station provides a summary of the RGS background paper, Understanding Our Choices. Panels provide highlights of each chapter (RGS issues) and pose some key questions about how we should move forward in each area. The issue areas include: Population and Demographics, Housing and Affordability, Local Economic Development, Transportation, Agriculture and Food Security, Parks and Natural Areas, Regional Services, Public Health and Safety, Climate Change.

3. Approaches to Growth
   The RGS is ultimately about making choices. Based on our work and community input, we identified four preliminary approaches to direct and manage human settlement in the Comox Valley through to 2031. Which of the options do you think would work best? Why? Use the interactive mapping table to show us where you would like to direct growth.

4. Project Presentation
   A short overview presentation will provide additional information about the project.

5. Project Video
   A short video that summarizes the work we have done to date and the key issues and questions the RGS must address.

For questions and information please contact rgs@comoxvalleyrd.ca or visit our website comoxvalleyrd.ca/RGS/
Project Overview

The Comox Valley Regional Growth Strategy (RGS) will establish economic, social and environmental objectives to support a healthier and more sustainable region. The RGS will create a long-term balance between various land uses to protect and steward the Valley’s quality of life, sustain its precious ecological and agricultural resources, and support the local economy.

Where are we now?

As directed by the Province, we are on a fairly aggressive schedule to complete the project. As the process graphic illustrates, we are currently in Phase 2 and have recently completed a Comprehensive Background Report: Understanding Our Challenges that provides an overview of the key issue areas that the RGS will be tackling. These issues include six mandated by provincial RGS legislation — housing, transportation, regional services, parks and natural areas, economic development, climate change — and two additional issue areas that were identified and confirmed during our first round of community engagement — agricultural and food security, and public health and safety.

<table>
<thead>
<tr>
<th>NOV - JAN</th>
<th>FEB - JUNE</th>
<th>JUNE - SEPT</th>
<th>OCT - DEC</th>
<th>JAN 2020 →</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHASE 1</td>
<td>PHASE 2</td>
<td>PHASE 3</td>
<td>PHASE 4</td>
<td>PHASE 5</td>
</tr>
</tbody>
</table>

Key findings from the Comprehensive Background Report are presented in this open house as a starting point and to provide a basis for discussion over the coming months as we develop the draft RGS policies.

What’s next?

Based on community feedback and input from stakeholder groups and local governments, we will begin drafting RGS policies and developing an approach that could be considered to direct and manage human settlement in the Comox Valley through to 2031. We will continue meeting with stakeholders and the broader community as we work on the draft RGS through the summer. A third round of community open houses and stakeholder workshops is planned for the fall. Please visit the project website comoxvalleyrd.ca/rgs/ to stay up-to-date.

For questions and information please contact RGS@comoxvalleyrd.ca. Or visit our website: comoxvalleyrd.ca/rgs/
Summary of February Open Houses

In February 2009, the first round of RGS open house events took place throughout the Comox Valley. Open houses were held in Black Creek, Courtenay, Cumberland and Comox. In addition to these open houses, two student workshops were held in local schools. The results of these open houses and workshops are summarized below and available on the project website.

Community questionnaire
Participants were asked to write down the three things they liked best about living in the Comox Valley and the three worst things about living there.

Community visioning
Using a mock newspaper from 2030, participants were asked to help imagine what an article entitled, “Comox Valley recognized as BC’s best!” would say about the region.

Community vision
A large number of people took the time to share their vision of the Comox Valley in 2030.

Best Things:
- Quality of life
- The area’s natural beauty
- Proximity and range of outdoor recreational activities (hiking, biking, skiing, sailing, etc.)
- The Valley’s rural qualities, local farms, and availability of local foods

Worst Things:
- Urban and rural sprawl
- Increasing traffic congestion
- Uncoordinated regional planning
- Deterioration of ecosystem health and ecosystem connections

Community mapping
Using a large map of the region, participants were asked to identify important areas that may require special attention during the RGS process.

Community mapping
See Community Asset Map on the next page.

FOR QUESTIONS AND INFORMATION PLEASE CONTACT RGS@COMOXVALLEYRGC.A OR VISIT OUR WEBSITE COMOXVALLEYRGC.A/RGS/
Population & Demographics

The Comox Valley was one of BC's fastest growing areas in the early 1990s, but has grown much more slowly beginning in the late 1990s. The population grew only by an average of 1.6% between 2001 and 2006 and reached a total of 60,300 in 2006. Based on the BC Stats computer modeling, the Comox Valley could reach a population of just over 88,500 by 2031 if current trends continue. This translates to 23,000 people over the RGS time horizon.

Historical and projected birth and death rates in the Comox Valley, 1986–2036

An aging population

The population is rapidly aging, with seniors (65+) expected to be the fastest growing age group in the region. The seniors’ population is projected to grow to 26% of the total population by 2031. The very senior population (80+) is projected to increase from 4.6% of the population in 2007 to 7.4% in 2031.

- What services will an aging population require and where should they be located for seniors to best access them?
- How will an aged population travel within the region?
- Will there be a new service industry supporting this older population and what should the region do to support it?

Decreasing youth

The proportion of school aged youth (5-17 years) is forecast to decline before settling out to a forecast level of about 13% in 2031. The proportion of post-secondary school aged youth (18-24 years) is forecast to grow slightly to 8.5% in 2012, and then decline steadily to 6% by 2031.

- How can young families and younger people be attracted to the region?
- What will the decline in school age children mean for schools in the Comox Valley?
- How can students who leave the Valley for post-secondary education be encouraged to return?

Decreasing working age population

With slowing fertility rates and an aging population, the working age populations are also decreasing as a share of the total population.

- Will a shrinking working age population bring with it a shrinking business tax base?
- What types of industries/sectors are likely to attract working age populations to the region?

Comox Valley population by municipality and electoral areas, 2006

<table>
<thead>
<tr>
<th>Area</th>
<th>Population</th>
<th>Population %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtenay</td>
<td>21,940</td>
<td>39%</td>
</tr>
<tr>
<td>Comox</td>
<td>12,136</td>
<td>22%</td>
</tr>
<tr>
<td>Cumberland</td>
<td>2,762</td>
<td>5%</td>
</tr>
<tr>
<td>Electoral A</td>
<td>4,885</td>
<td>9%</td>
</tr>
<tr>
<td>Electoral B</td>
<td>7,219</td>
<td>13%</td>
</tr>
<tr>
<td>Electoral C</td>
<td>7,441</td>
<td>13%</td>
</tr>
<tr>
<td>Total</td>
<td>56,383</td>
<td>100%</td>
</tr>
</tbody>
</table>

FOR QUESTIONS AND INFORMATION PLEASE CONTACT RGS@COMOXVALLEYRD.CA OR VISIT OUR WEBSITE COMOXVALLEYRD.CA/NGS/

Information Panels from the Comox Valley, abridged
Housing & Affordability

Housing is a critical community asset and an important local economic driver. Well-balanced communities provide housing opportunities for people in all stages of life, different family types, a range of financial situations, and for individuals and families with special needs. A diversity of safe and secure housing opportunities, in rural and urban settings, can also help a community retain working families and foster economic development.

Current Situation In the past several years, the Comox Valley area has experienced almost every type of residential development, from multi-family infill in downtown centres, rural suburban subdivisions and large-scale projects that would create entirely new neighbourhoods located outside of existing settlement areas.

Housing Demand
While demand forecasts are more difficult to make in uncertain economic times, BC Stats estimates a demand for an additional 10,000 homes between by 2031 to accommodate the forecast population increase. On average, about 500 new dwellings per year would be needed to provide homes to this increased population.

Housing Supply
The anticipated market housing supply is expected to deliver sufficient new housing over the next 20 years to meet forecast population increases. Less certain is whether this housing will be in the right location, match the needs of the population, or provide sufficient affordable housing options. Of note, current development proposals show that the total number of anticipated units could absorb 20 years worth of demand for new housing.

Housing Choice
Of the Comox Valley’s current 24,000 housing units, 75% are single-family detached residences. In the three municipalities, 60% are single-family detached residences. There is a significant number of low-rise apartments in Comox and Courtenay (14% and 20% respectively). Rental housing accounts for only one-fifth of all housing units in the planning area.

Housing Affordability
Despite affordable housing policies in both Comox and Courtenay, housing affordability remains a major concern in the region. Existing policies have yet to maximize the opportunities that existed during the recent housing boom. Of additional concern is the rising cost of rural housing, where low-cost housing, including mobile home parks, are being replaced by higher-end developments.

Age Appropriate Housing Needs
The population is rapidly aging. Seniors (65+) are expected to be the fastest growing age group, growing from 17% of the population in 2006 to over 25% in 2031. Besides an increased demand for services, this group will be seeking age-appropriate housing (e.g., smaller units, single-floor/no stairs, etc.).

FOR QUESTIONS AND INFORMATION PLEASE CONTACT RES@COMOXVALLEYRD.CA OR VISIT OUR WEBSITE COMOXVALLEYRD.CA/REGS/
Comox Valley
REGIONAL GROWTH STRATEGY

Discussion Points
Now it’s your turn to tell us what you think.
Please take a moment to think about the following questions.
Write down your answers on a sticky note and paste it below.

1. How should the RGS address the need to diversify housing options in the region?
Why? Good growth management policies can further increase the supply and variety of housing while reducing the public costs of providing services and increasing the viability of private and public services. Conversely, the absence of such policies can result in over-supply of a single type of housing with developments isolated from affordable and efficient services or amenities.

2. How should the RGS promote further opportunities for affordable housing in the Comox Valley? Should targets be established?
Why? Affordable housing opportunities are a critical component of more livable, complete communities, providing housing for a diverse local workforce, encouraging economic and social integration, and promoting more diverse and vibrant neighbourhoods. Affordable housing needs should be met for both the rural and urban context.

3. How can the RGS support the creation of senior-friendly communities in the Comox Valley? What features would these have and where should they be located?
Why? Affordable, accessible and appropriate housing for the Comox Valley’s growing seniors population is a major issue for the region. Developing senior-friendly housing opportunities and communities would help ensure an active, healthy and engaged seniors population.

Information Panels from the Comox Valley, abridged
Parks & Natural Areas

The Comox Valley is committed to maintaining the natural processes and biological diversity of our extraordinary region and is developing a regional conservation planning approach where land use decisions will be measured by the extent to which they conserve and restore nature. This is a new approach for us and our work on it is still in its early stages. The RGS provides an ideal opportunity to create a land use framework which positions regional conservation as an integral component of growth management.

Further research
A complete ecosystem and species inventory has yet to be completed. This data is critical to achieving a level of conservation that will sufficiently protect ecosystem and species diversity. Marine ecosystem data is very limited, despite its critical importance.

Comox Valley Parks and Greenways
The CVRD Parks Service is currently developing a Parks and Greenways Strategic Plan for Electoral Areas A, B and C. The project’s objectives are to identify a regional park and greenway network that would protect important ecosystems, connect people to nature, and promote healthy lifestyles.

Nature without Borders
The CVRD Board adopted a report by the non-profit, Comox Valley Land Trust that establishes conservation planning as a core regional planning principal. Additional work is now underway to further detail regional priorities and to determine how existing policies could be better coordinated to protect key watersheds.

Land tenure
Public lands are easily afforded conservation status, however the majority of land in the Comox Valley are privately owned. Priority conservation areas on private land would require purchase, land swap, or voluntary landowner conservation through covenants registered on title.

Community support
A January 2009 household survey found that there is strong support for parks and conservation. About 63% of respondents reported that they visit a regional park at least once a month and almost 75% identified “protecting wildlife habitat and ecosystems” as a key objective.

FOR QUESTIONS AND INFORMATION PLEASE CONTACT RGS@COMOXVALLEYRD.CA OR VISIT OUR WEBSITE COMOXVALLEYRD.CA/RGS/
Discussion Points

Now it’s your turn to tell us what you think.
Please take a moment to think about the following questions.
Write down your answers on a sticky note and paste it below.

1. How can the RGS best support a conservation strategy for the Comox Valley?
   Why? The Comox Valley has experienced a significant loss of natural areas, sensitive ecosystems and biodiversity over recent decades. There is good community support to stop the ongoing fragmentation of natural areas and ecosystems and ensure that planning and development for human activities also leads to an improved natural environment.

2. Should the RGS create new land designations that recognize specific natural area types and either limit uses or establish performance criteria?
   Why? Most priority conservation areas are currently on lands designated as Resource, Rural Settlement or Agricultural Areas. The current designations permit land use activities that are incompatible with the protection of lands for conservation purposes.

3. Should the RGS harmonize regional conservation development guidelines?
   Why? Environmental protection standards and requirements vary across the region. Establishing consistent, appropriate and effective policies will level the playing field and create greater development certainty for landowners and developers.

4. Should the RGS include provisions for land acquisition and management of environmentally sensitive areas?
   It will likely be necessary to acquire lands for conservation in some instances. Some funding ideas include a harmonized Development Cost Charge in Comox Valley for parkland acquisition and a regional park levy similar to those used in the Metro Vancouver, Capital, Nanaimo, Central Okanagan and East Kootenay regional districts.

For questions and information please contact rgs@comoxvalleyrd.ca or visit our website comoxvalleyrd.ca/rgs/
Climate Change

Combating climate change is one of the most critical issues facing our planet. In BC, greenhouse gas (GHG) emission reductions are being addressed through new Provincial legislation and policies, including legislation that commits the CVRD and other regional districts to identify GHG emissions reduction strategies to support the Province in reducing emissions by 33% by 2020. Land use, infrastructure, transportation and building form have immense impacts on the energy consumption and GHG emissions. The RGS will be a key regulatory tool to begin taking action locally in the Comox Valley to address climate change.

Current Situation - With the help of the province a Community Energy and Emissions Inventory (CEE) was recently completed for the CVRD. The CEE provides baseline data on energy use and GHG emissions from buildings, on-road transportation, solid waste and land-use change. This panel provides a summary of the findings for the CVRD.

On-road transportation
On-road transportation accounts for approximately 65% of the region's total GHG emissions. As the region continues to grow, it is important to make transportation "greener," and provide alternatives to using single-occupant vehicles.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total CO2e (t)</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Transportation</td>
<td>199,311</td>
<td>55.1%</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>61,605</td>
<td>17%</td>
</tr>
<tr>
<td>Buildings</td>
<td>33,662</td>
<td>9.3%</td>
</tr>
<tr>
<td>Land Use</td>
<td>67,304</td>
<td>18.6%</td>
</tr>
</tbody>
</table>

Land-use change
The conversion of forested lands to settlement areas is the most significant challenge facing the Comox Valley in terms of GHG reductions. Continued growth and development pressures could result in significant increases in carbon emissions.

Solid waste
Solid waste accounts for approximately 15% of the Comox Valley's total GHG emissions (excluding land use change sector data). There is a need to reduce the amount of waste being generated and the amount going to the landfill.

Buildings
Residential, commercial and institutional buildings account for approximately 40% of the CVRD's total GHG emissions (the remaining 60% includes transportation, non-energy-related, etc.). During the next 10 years, portion of advancements in green building and renewable energy efficiency.
Information Panels from the Comox Valley, abridged
APPENDIX D: OUTLINE for a Background Report: An Existing Conditions Analysis of Saint John, NB
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Introduction

As the process for the Municipal Plan and Growth Management Strategy for the City of Saint John moves forward, it is important to have a comprehensive understanding of where the city is now, in order to determine where it wants to go in the future. This Background Report will provide an assessment of existing conditions at the citywide and neighbourhood levels. Such an assessment is an important early step in any major planning process.

The purpose of this document is to provide an analysis of existing conditions for the City of Saint John. This report will serve as the source document for information and data related to a wide range of urban issues, including population, economy, industrial land use, development trends, environment and transportation, among others. Where existing data is available and complete, the Background Report will provide projections and forecasting to help anticipate how the city may change in the future.

A total of eleven technical background studies (chapters) will be completed to form the Background Report. While each study is listed separately, none is mutually exclusive. Each subject area is inherently linked with the next and the findings of each study should be understood in relationship to all the others.

GIS Mapping

GIS mapping will be integrated into the technical studies that form the chapters of the Background Report. Construction of a geospatial (GIS) database is a prerequisite to any mapping and analysis. For each study, customized maps of existing facilities and features will be generated (as deemed necessary by the project team). Subsequent maps will be generated to illustrate projections, forecasts and results of spatial analysis as necessary.
Technical Background Study 1: Population & Demographics

Two of the most important questions that need to be answered as part of the Municipal Planning process are: what is the current population of Saint John and what will the population be in the future? Population trends and characteristics impact the type of services demanded by the population. Understanding the make-up of the city’s population and having insight into how it will change over time is critical to understanding how Saint John will need to adapt its service delivery to meet the needs of its residents.

SCOPE & OBJECTIVE

The technical background study on population and demographics will provide an analysis and graphical summary of population statistics for the City of Saint John. The analysis will focus on population characteristics, such as the city’s age-sex structure, household characteristics and family composition, and population trends.

The report will incorporate Fredericton and Moncton as benchmark comparisons for Saint John. Other potential benchmark communities will be determined by the project team in partnership with City Planning staff.

STUDY COMPONENTS

1.0 Population Change
Over the last few decades Saint John has seen a steady decline in its population, as residents move from the city to neighbouring communities. The city’s population currently stands at 68,000, down from nearly 90,000 residents in the early 1970s. This section will examine the impact of population change on the city’s economy, housing, municipal servicing, etc. Questions to be asked include – are there ways to stabilize the City’s population and hope for future growth, or should the City focus on how to best manage change or continued decline?

2.0 Population Composition
This section will examine Saint John’s population based on a variety of characteristics and will identify some key challenges and issues that can be addressed in the Municipal Plan. Some key characteristics to be analyzed (and contrasted to benchmark communities) include immigration rates, family composition, age-sex structures and household characteristics.

3.0 Neighbourhood (“sub-area”) Characteristics
Saint John has four electoral Wards, numerous census tracts and 18 different and uniquely identifiable neighbourhoods. Through the use of GIS mapping this section of the study will provide an analysis of population trends in different sub-areas of Saint John to understand how neighbourhood growth and decline have impacted different parts of the city. Specific attention will be paid to the City’s Five Priority Neighbourhoods.

4.0 Population Projections
The primary trends that affect population change in Saint John, including birth rates, death rates and migration rates, and employment patterns will be summarized in this section. Two methods will be used to project future population trends: the first, trend analysis, involves projecting the overall trend of a community’s total population, while the second, referred to as the cohort method, and projects the future population of each cohort (age group) of the population. Using existing projections provided by Statistics Canada, this study will highlight key population trends for Saint John. Where required, additional projections may be completed by ADI Limited.
BACKGROUND INFORMATION (EXISTING & REQUIRED)

This study will summarize available information and provide preliminary conclusions based upon the review and analysis of data from Statistics Canada (2001 and 2006 Census), CMHC, and other available reports and statistics. City of Saint John Planning staff will assist in compiling and reviewing data from building permits and property assessments to be reviewed by ADI staff. The report’s conclusions will also incorporate interviews with City staff, CMHC, other governmental agencies, mortgage institutions, residential housing developers and other identified stakeholders as deemed necessary by the project team.

In addition to the list of relevant background documents provided by City staff, additional background reports of interest for this section include:

- Greater Saint John’s Vital Signs (2009)

Technical Background Study 2: Housing

Housing is the most dominant building type in any city and is a critical element of any Municipal Plan as it impacts all residents. In addition to understanding the composition of Saint John residents; understanding where and in what type of housing they live, is of paramount interest.

SCOPE & OBJECTIVE

The housing study will include an overview of demographic and socio-economic data, a review of the City’s existing housing supply and an analysis of how demographic, socio-economic and industrial trends will impact future demand for housing. In addition, an overview of two specific aspects of housing important to Saint John; affordable housing and vacant and abandoned properties, will be presented.

STUDY COMPONENTS

1.0 Demographic & Socio-Economic Review
Building upon the data provided in the technical study on population, this section will review relevant demographic and socio-economic data and trends for Saint John, such as average household size and make-up; average household income; incidence of low income; rates of unemployment; and home ownership versus rental statistics.

2.0 Housing Supply Analysis – Housing Market Review
In order for the Municipal Plan to effectively respond to the housing needs of Saint John residents, it is necessary to first determine the mix and supply of existing housing. This section will review the following:

- dwelling types and tenure rates (renting vs. owning)
- residential building permits (private, not-for-profit, etc.)
- housing starts and completions
- demolitions and conversions
- residential vacancy rates
3.0 Housing Demand Analysis – Housing Forecasting
This section will review demographic and socio-economic trends and determine their expected impacts on demand for housing by type (single-family housing, senior housing, sustainable housing models, etc.). It will also provide a review of the current stock of housing and supply of residential lands in light of population forecasts and demographic trends to determine future demand.

Historically speaking, Saint John’s housing supply has been intrinsically linked with the ebbs and flows of local industry. As such, the impact of industrial trends on the housing stock, vacancy rates, rental rates, as well as resale and assessment values will form part of this analysis.

4.0 Affordable Housing
Housing affordability is of vital importance to the City of Saint John, yet there is much confusion surrounding the topic. This section will provide an appropriate definition of affordable housing and a brief examination of issues relative to the provision of affordable housing including a review of homeownership and rental affordability, potential “mixed income” housing strategies, and different affordable housing models.

5.0 Vacant & Abandoned Properties
Saint John has a number of vacant and/or abandoned properties concentrated in specific neighbourhoods such as the north and south ends. A discussion surrounding vacant land management should focus on returning these properties to a tax-producing state by making them more attractive to private or not-for-profit developers for residential infill development.

BACKGROUND INFORMATION (EXISTING & REQUIRED)

The technical study on housing will depend upon data from Statistics Canada, CMHC and other available relevant reports and statistics. Interviews CMHC and residential developers in the Saint John Region may also be required. City Planning Staff will gather, compile and summarize relevant documentation and statistics tracked by the City such as building permits, assessment information and the like. In addition to the list of relevant background documents provided by City staff, additional background reports of interest for this section include:

- Saint John Integrated Community Sustainability Plan (2008)
- Vibrant Communities Poverty and Plenty 2 Report (2008)
- Greater Saint John’s Vital Signs (2009)
Technical Background Study 3: Economy

Historically, Saint John’s population growth was associated with the growth of local industry, including pulp and paper, energy and ship building. Understanding the make up of the city’s economy, and how it may change over time, is a critical element of any Municipal Planning process as the economy is a leading factor in determining the city’s future population levels. Recently, many studies have speculated that growth in the energy sector will translate into an associated growth in population. To date, these population projections have not materialized.

SCOPE & OBJECTIVE

This technical study will provide an analysis and graphical summary of the business, labour and economic data and forecasts for the City of Saint John. Data from Statistics Canada, APEC, the Conference Board of Canada, Enterprise Saint John and other Financial Institutions (BMO Scotia Bank, etc.) will be used. The work is essentially interpretive and analytical in nature, with an emphasis on analyzing and comparing data from other select economies, as well as analyzing spatial (sub-area) elements of Saint John’s local economy.

Similar to that proposed in the technical background study on population, the economic study will incorporate Fredericton and Moncton as benchmark comparisons for Saint John. Other potential benchmark communities will be determined by the project team in partnership with City Planning staff.

STUDY COMPONENTS

1.0 Economic Overview

The first section of this study will provide an economic profile of Saint John by summarizing the most recent Census data from Statistics Canada and other sources of economic statistics mentioned above. Topics of interest will include employment and labour income (including average hourly earnings), employment/unemployment ratios and labour participation rates. GIS mapping will be used to map the data, as well as major employment areas throughout the city. This will also allow for a discussion of discrepancies in economic data at the neighbourhood (sub-area) level, including the Five Priority Neighbourhoods.

2.0 Economic Trends & Forecasting

This section will rely primarily on available statistics and economic forecasts from sources mentioned above. Trends for employment by sector will be of particular interest to this study to determine major changes in employment by sector in Saint John. A review and summary of city, regional and provincial economic development strategies and priorities will be included.

Employment sectors of particular interest to Saint John include:

2.1 Commercial/Retail

The commercial and retail sectors have been of growing importance to Saint John as its economy continues to diversify beyond its industrial base. This section will provide an overview of major commercial and retail developments (recent, planned, potential) using the APEC Major Project inventory and historical data related to development permits, as well as data and interviews with City Planning staff, Enterprise Saint John and local commercial/retail developers.

2.2 Tourism

Cruise ships have become an iconic part of Saint John’s image. This section will discuss the benefits and relative importance of the tourism sector by reviewing provincial and regional tourism statistics and trends, as well as city and provincial tourism development strategies and priorities. Cruise ship statistics will also be analyzed. This section will conclude with a review of the national and regional outlook for the tourism sector.
2.3 Natural Resources
Many businesses in Saint John are rooted in the natural resources sector. This section will review historical and regional output and employment statistics for industries such as fisheries, agriculture, forestry and mineral/mining. It will conclude with a review of the anticipated outlook for these respective sectors.

2.4 Industry/Energy
No discussion of Saint John’s economy is complete without looking at the industry and energy sectors. This section will include discussion surrounding the “energy hub” concept and related projects (LNG terminal, Lepreau Nuclear Plant, second Irving refinery, etc.) and the future of the City’s industrial economy. The data collected in this section will serve as the starting point for an expanded discussion on the city’s industrial economy in Technical Background Study 11: Industrial Land Use.

BACKGROUND INFORMATION (EXISTING & REQUIRED)
Relevant studies and documentation will be supplied by Enterprise Saint John and other agencies identified through data gathering stages of the background report. In addition to the list of relevant background documents provided by City staff, additional background reports of interest for this section include:

- Saint John Board of Trade Annual Report (2006-2009)
- Vibrant Communities Poverty and Plenty II Report (2008)

Technical Background Study 4: Environment & Sustainability
As with most cities, the natural environment is one of the defining features of Saint John – the rolling terrain; the rock outcrops; the Bay of Fundy; and the Uptown and West End peninsulas are all fundamentally linked to our image of the city. Ensuring the protection of these features, as well as the quality of the city’s water, land and air, must play a fundamental role in the city’s Municipal Plan.

SCOPE & OBJECTIVE
The technical report on the environment and sustainability will provide an overview of environmental planning principles and the regulatory framework within which any sustainable planning strategy must operate; an analysis of existing environmental conditions in Saint John; and recommendations for ways forward. Sustainable planning principles ensure that development is carried out in a way that will mitigate potential environmental consequences, and create and promote a landscape and framework that will enhance and benefit the community’s environmental sustainability objectives.

STUDY COMPONENTS
1.0 Environmental Sustainability & Municipal Planning
This section will provide a high level overview of sustainable planning principles and how they can be integrated into the Saint John context. Of specific interest will be policies related to water resource protection, storm water and sewage effluent management, wetlands protection and greenhouse gas emissions management and reduction.
2.0 Regulatory Framework
This section will summarize the regulatory framework within which all planning policies and principles must operate. It will provide an overview of relevant federal, provincial and municipal legislation, regulations and by-laws. Examples of such legislation include the Water Course and Wetland Alteration Regulations, Wellfield Protection Designation Order, Watershed Protected Area Designation Order, etc.

3.0 Saint John Planning Region – Existing Conditions
This section will provide an analysis of existing environmental conditions in the Greater Saint John Region. This will include reviewing the body of work produced by ACAP and other local organizations, as well as identifying gaps in existing information. Three areas of focus will include:

Hydrologic Architecture:
• rivers; watersheds; wetlands
• urban components & interaction (including flood zones)

Protected Areas:
• valued environmental components (definition & identification)
• parklands and conservation areas
• Environmentally Sensitive Areas (ESAs), Managed Areas (MAs) and Special Areas (SAs)

Land-Use Aspects:
• landfills and dumpsites; industrial lands
• hazardous or potentially hazardous areas (including brownfields)
• NBENV registered and managed sites (risk-based land-use)
• Emergency Response Planning (ERP)
• pollution control and abatement

4.0 Saint John Planning Region – Path Forward
The technical background study on the environment will conclude with a high level discussion of a sustainability strategy for the City of Saint John, including potential objectives, key components and options.

BACKGROUND INFORMATION (EXISTING & REQUIRED)
A considerable body of work exists that has been produced by local environmental groups, in particular the Atlantic Coastal Action Program (ACAP). In addition to the list of relevant background documents provided by City staff, additional background reports of interest for this section include:
• Provincial Beach Sweep (2003)
• Marsh Creek Passive Recovery Project (2003)
• Anti-Idling Reports (2003-04)
• Hazen Creek Watershed Management Plan (2003)
• Marsh Creek Creosote Remediation Project (2004)
• Natural and Cultural Features of Long Island (2004)
• Fish Community Assemblages in SJ Harbour (2005)
• Saints Rest Marsh: A Chronology of Recovery (2005)
• ACAP-SJ Annual Reports (2005-09)
• Effects of Urbanization on the Kennebecasis (2006)
• Swimming In Sewage (2006)
• Detection of Invasive Alien Species (2007)
• Little River Watershed Management Plan (2007)
• Alder Brook Watershed Management Plan (2007)
• Marsh Creek Watershed Management Plan (2007)
• Water Quality Monitoring Program (2008)
• Morphological History of Hazen Creek (2008)
• Climate Change Impacts & Adaptation (2008)
• Watershed Remediation - Implementation (2008)
• Hillcrest Aquifer Carrying Capacity Study (2009)
• Wetlands Water Quality Monitoring (2009)
• Sustainable Communities, Final Report (2009)
• Community Wetlands Project - Final Report (2009)
TECHNICAL BACKGROUND STUDY 5: DEVELOPMENT TRENDS & USE OF LAND

The growth and decline of various neighbourhoods, industries and commercial areas in Saint John relates to the city’s physical, social and economic history as well as emerging influences. This background report will provide Saint John with a rationale and guide to understanding the functional characteristics of the city’s development trends and patterns.

SCOPE & OBJECTIVE

The proposed study will describe the city’s land use needs, opportunities, and constraints and determine the most appropriate and feasible areas to accommodate growth and re-urbanization. Relying heavily upon GIS analysis the study team will define Saint John in terms of its infrastructure components and land use development patterns. The proposed study will also examine land use needs, opportunities, and constraints in Saint John, and determine the most appropriate and feasible areas within the city to accommodate growth and re-urbanization.

The objective of the study is to achieve the following:
- review existing land-uses and land-use structure;
- identify areas of public interest such as lands for waterfront access and public and open spaces;
- identify the location and characteristics of transportation routes and access points, including active transportation, as defined in the technical background study on transportation;
- identify appropriate locations for future land uses or a range of uses;
- identify areas for focused re-urbanization and to accommodate sustainable new growth.

STUDY COMPONENTS

This study will be organized into three separate chapters based on sub-area characteristics – rural, suburban and urban. Each sub-area is defined by the level of development within their boundaries.

1.0 Rural Saint John
2.0 Suburban Saint John
3.0 Urban Saint John

Each chapter will contain the following topics:
- Municipal Plan Designations and Zoning Status
- Permitted Uses and Existing Land Use Inventory
- Development Applications / Amendments/Re-Zonings
- Activities Related to Building Permits / Subdivisions / Variances
- Properties Identified For Potential Development
- Mapping and GIS analysis for land uses (residential, commercial, institutional, recreational, industrial) and vacant land

Each of the three chapters (rural, suburban, urban) will also include a review of the following elements:
1. Land Use Structure – how is the land organized in spatial terms, focusing on large geographic areas of analysis and the unique attributes of the location such as transportation corridors, infrastructure and topography.
2. Land Use Density - encompasses both residential and employment densities,
3. Land Use Mix - encompasses the character and range of land uses found within an urban structure.
BACKGROUND INFORMATION (EXISTING & REQUIRED)

In addition to the list of relevant background documents provided by City staff, background reports of interest for this section include existing land use mapping and reports at the city and neighbourhood level. City Planning staff will be asked to gather, compile and summarize relevant documents, especially those related to development applications, rezonings, amendments, building permits and subdivision applications. The summarized documents will then be sent to ADI staff for review and analysis. City Planning staff will be available to discuss and verify findings.

Technical Background Study 6: Municipal Servicing

Municipal Servicing consists of two major elements: infrastructure that is largely invisible to the average resident (including sewer and water systems), as well as community facilities that often help define a community (including schools, police stations, libraries, etc.). Both “invisible” and visible services significantly influence patterns of growth and need to be inventoried as part of any Municipal Plan.

SCOPE & OBJECTIVE

The purpose of this technical study is to provide an overview and inventory of municipal servicing infrastructure and facilities in Saint John.

WATER, WASTEWATER, SOLID WASTE & UTILITIES

This portion of the study will develop a municipal servicing strategy for the city’s “underground systems” for water distribution, sanitary sewers and storm water management within the new Municipal Plan for the City of Saint John. The scope of work will see a review of all available pertinent background information, updating and or development of municipal servicing mapping and recommendations for servicing strategies within the City. Solid waste management will also be included in the discussion. Facilities directly related to servicing infrastructure, such as pumping stations and water treatment plants, as well as utility corridors, will be inventoried and mapped.

INSTITUTIONAL FACILITIES

This half of the technical report will map and provide spatial analysis for the municipal facilities that impact the lives of Saint John residents on a day-to-day basis and that ensure the smooth operation of the city. Facilities to be included in the scope of this inventory include fire and police stations, hospitals and schools.
STUDY COMPONENTS

1.0 Municipal Servicing Infrastructure – Water, Wastewater, Solid Waste & Utilities

1.1 Background Servicing Reports
This section will include a review of previously undertaken servicing reports in order to establish a new baseline for the Municipal Plan. These reports will assist in the development of creating a coherent direction for improvements to the municipal servicing system, including solid waste management.

1.2 Policy Review
The project team will review the current Municipal Plan and relevant documentation to identify gaps and needed changes to municipal servicing given the vast undertakings currently underway in Saint John. This section will provide recommended modifications to select current policies based on this review.

1.3 Infrastructure Mapping
Infrastructure mapping will need to be updated and consolidated. This section will review the current master mapping in place for water distribution, sanitary sewer collection and treatment systems, as well as storm water management systems. Based on these reviews, recommendations will be made and updated mapping completed.

2.0 Institutional Facilities

2.1 Educational & Cultural Facilities
Although schools and post-secondary institutions fall under provincial jurisdiction, they are nonetheless important facilities to include in any facilities inventory. Elementary and secondary schools can serve as important neighbourhood anchors, while universities can provide post-secondary educational opportunities for residents close to home. This section will map elementary and secondary schools as well as post-secondary institutions, such as universities and colleges, libraries and museums. A brief review of the locations of these facilities will conclude this section.

2.2 Health & Safety Facilities
Fire and police services are both municipal institutions that are legislated and regulated through their respective federal and provincial acts. Saint John is home to the largest police force in New Brunswick and the second highest number of police officers per capita in Canada. This section will map the location of police and fire stations as well as hospitals and health care centres.

2.3 Other Facilities & Institutions
This portion of the facilities inventory will include items such as cemeteries and crematoria, and other municipal facilities deemed necessary by the project team. Recreational facilities, such as community centres and arenas, will be included in Technical Background Study 8: Parks and Recreation.

BACKGROUND INFORMATION (EXISTING & REQUIRED)
In order to properly complete this technical report, the project team will require documents from the last twenty years related to waste water, storm water and sewer systems at the citywide and area-specific levels. While it is understood that a comprehensive list of such documents exist, the project team will work in conjunction with City Engineering staff to obtain full access to such documents, without which an effective update to the municipal servicing infrastructure will not be possible.
TECHNICAL BACKGROUND STUDY 7:
TRANSPORTATION & CIRCULATION

An effective transportation system links people and communities together with goods, services and employment opportunities. In the past few decades, this has been achieved by giving priority to motor vehicles over all other forms of transportation. More recently, however, alternative methods for planning transportation systems have emerged that focus on inter-modal opportunities and integrating transportation with land-use planning. Understanding the state of the current system is the first step in moving the city’s transportation system in a new direction.

SCOPE & OBJECTIVE

The objective of the technical background study on transportation is to create a base of transportation data that can be utilized as input to the preparation of the Municipal Plan for the City of Saint John. The technical report will involve a high level review of existing transportation infrastructure and characteristics.

STUDY COMPONENTS

1.0 Review of Existing Street System
Through the development of a classification for existing streets, this section will identify traffic levels on key roads and sidewalks, complete an analysis of existing levels of service and planned road and sidewalk improvements, and identify network deficiencies. Once complete, ADI’s transportation engineers will identify potential improvements to address existing deficiencies based on key locations where data is available.

2.0 Review of Transit Operations
This section will identify routes and service coverage of Saint John’s public transportation system and, through discussions with transit staff, will identify existing deficiencies in the network. Analysis will allow for recommendations of increased or decreased services to meet future needs.

3.0 Active Transportation
Active transportation has garnered an increasing amount of attention in recent years as municipalities and regions around the world have started to recognize the negative impacts of automobile-dependant communities. This section will explore opportunities to strengthen Saint John’s active transportation network and improve the transportation modal split of Saint John residents.

4.0 Goods Movements
Commerce, industry and trade are vital elements of Saint John’s prosperity. Ensuring an efficient movement of goods into and out of the city will help secure Saint John’s place as a major economic centre into the future. Building upon previous transportation studies, this section will identify existing truck routes as well as potential future truck routes, such as the One Mile House interchange.

5.0 Parking Characteristics
The final section of the transportation study will build upon existing parking reports and discussions with city staff and the Saint John Parking Commission. Focus will be on parking supply and demand issues in the Uptown area. Parking deficiencies and opportunities for improvement will be identified.
BACKGROUND INFORMATION (EXISTING & REQUIRED)

To complete the baseline transportation study as outlined in this section, ADI Limited will draw upon the findings of the following reports:

- Traffic Impact Study for a Retail/Commercial Development on Westmorland Road (2004)
- Saint John Transportation Strategy (1999)

ADI Limited has been involved in several traffic impact studies that include the collection of traffic data, especially at intersections, and will draw upon these available traffic counts. In addition, the provincial Department of Transportation maintains a traffic counter program along provincial highways. Traffic counts on highways that run through Saint John will be available to the project team.

Technical Background Study 8: Parks & Recreation

A community’s quality of life and attractiveness is often evaluated on the quality of its open spaces and the range of leisure programs and opportunities it affords its citizens. The City of Saint John boasts a wide range of recreational opportunities for its 68,000 residents, including community centres, arenas, parks, playgrounds, sports fields and a variety of services and programs. While it is important that a community has a wide range of park space and recreational facilities, it is more important to understand whether or not this infrastructure is meeting the changing needs of the community.

SCOPE & OBJECTIVE

The parks and recreation technical study will build upon recently-completed parks and recreation studies by incorporating the Infrastructure, Facilities & Programming Inventory Study, the Trails & Bikeway Strategic Plan, and the Sandy Point Road Planning Study (Rockwood Park), all of which are currently underway and due to be completed in early 2010. The chapter will provide an overview of existing open spaces and recreational infrastructure, commentary on current recreational trends in the city, an analysis of the parks and recreation system’s strengths and weaknesses and a preliminary discussion on opportunities for the future.

CHAPTER COMPONENTS

1.0 Parks and Recreation Overview

This section will summarize the findings of relevant background documents related to parks and recreation, with a specific focus on the soon-to-be-completed documents mentioned above. The goal of this section will be to summarize existing data in a coherent format to determine where to go from here.
2.0 Parks and Recreation Inventory
This section will use GIS mapping to consolidate the findings and recommendations outlined in the Bikes and Trails Strategic Plan and the Sandy Point Road Planning Study with those of the Infrastructure, Facilities & Programming Inventory Study. The final map will include an inventory of recreational facilities and open spaces, as well as the existing and proposed trails network.

3.0 Opportunities for the Future
This section will summarize the findings of the above sections and include focused discussion surrounding a few key recreational topics of particular importance to Saint John, to be determined through further research. Potential topics include:
- the role of community centres
- consolidating open space networks
- potential opportunities to program Partridge Island
- Rockwood Park
- centralized facilities booking and enhanced use of The Active Network’s Class 6.0 Software

BACKGROUND INFORMATION (EXISTING & REQUIRED)

In addition to the list of relevant background documents provided by City staff, background reports of interest for this section include:
- Saint John Infrastructure, Facilities & Programming Inventory Study (forthcoming - 2010)
- Saint John Trails & Bikeway Strategic Plan (forthcoming - 2010)
- Sandy Point Road Report (forthcoming – 2010)
- Shamrock Park Master Plan Final Report (2009)
- Saint John & Area Multiplex Community Centre: Needs Confirmation Study (2007)
- Recreation & Open Space Strategy (1992) – and Background Report
- Rockwood Park Master Plan (1987)
Historic and cultural resources are one of Saint John’s strongest features – a natural result of being Canada’s “original city.”

SCOPE & OBJECTIVE

The principal objective of the Historic & Cultural Resources technical report is to identify and develop contextualized policies that will assist in the conservation and enhancement of significant cultural heritage resources as the City continues to develop and intensify. This technical report will summarize the City of Saint John’s historic and cultural resources by mapping heritage properties and sites of archaeological significance. It will review and analyze the City’s current policy approach to heritage conservation and culture; and accompanying strengths and weaknesses. Such an analysis presents an opportunity to identify the program areas, tools, and policy provisions that warrant further research and possible inclusion into the City’s Municipal Plan.

STUDY COMPONENTS

1.0 Heritage & Archaeological Sites of Significance
The first section of this report will include an inventory of the city’s heritage properties and archaeological sites of significance. Data will be gathered using existing research as well as through a cursory field survey of properties as deemed necessary by the project team and City staff. GIS-mapping will be used to illustrate where these properties are located.

2.0 Current Policy Approach to Historic and Cultural Resources
This section will provide an overview of current municipal and provincial heritage preservation policies and programs, as well as policies and programs related to culture. It will identify gaps in the promotion of historic and cultural resources and conclude with an analysis of findings.

3.0 Identifying a Range of Strategies for Enhancement Based on Best Practices
This section will look to other jurisdictions to determine best practices in heritage and cultural policies. Evaluation criteria will be established to assess the effectiveness of current policies, followed by recommendations for policy and program directions.

BACKGROUND INFORMATION (EXISTING & REQUIRED)

Working closely with the City’s Heritage Officer, City Planning Staff will gather compile and summarize data related to the City’s historic and cultural resources including: applications to the Preservation Heritage Board, relevant documents from New Brunswick Museum and archives, historical data from Records Management and other additional information related to the City’s heritage properties and archaeological sites. The summarized documents will be forwarded to the project team for analysis and staff will be available for discussions with the project team to verify findings.

In addition to the list of relevant background documents provided by City staff, additional background reports of interest for this section include:

- By-Law HC-1 A Law to Amend The Saint John Heritage Conservation Area (2009)
- City of Saint John Planning Fees and Development Incentive Programs Review (2010)
Urban form refers to the physical layout and design of a city. A city is shaped by a myriad of forces, including ecosystems, urban morphology and built form, population, transportation, job markets and employment areas, and social structure, to name just a few. As an example, the Greater Saint John Region has seen rapid development in peripheral communities, while the urban core has shrunk. This pattern of growth has resulted in transportation infrastructure consuming a large portion of land in the City of Saint John in order to service outlying communities.

SCOPE & OBJECTIVE

This technical report will analyze the City’s form and structure. It will review the City’s current policy approach to urban form and discuss associated strengths and weaknesses. This analysis presents an opportunity to identify the program areas, tools, and policy provisions that warrant further research and possible inclusion into the City’s Municipal Planning and Policy framework.

The principal objective of the Urban Form and Structure report is to conduct effective research and analysis which will lead to the identification of potential new policies to promote preferred development design (e.g., mixed uses, transit-oriented development, infill/intensification, green corridors, etc.) and potential new implementation tools to facilitate high quality, sustainable and innovative urban design standards as the City continues to develop and intensify. Innovation in urban design standards will help Saint John develop more liveable urban spaces. This includes such strategies as enhancing the City’s existing potential for placemaking by using a place-centered approach to helping citizens improve public spaces and make great communal spaces. Another example of urban design innovation would be the development of Saint John’s green corridor potential, which can greatly enhance the landscape and provide opportunities for walking and cycling whether for leisure purposes or travel and opportunities for wildlife migration.

STUDY COMPONENTS

1.0 Existing Conditions in Saint John

This section will include an analysis of the evolution of built form in Saint John in order to understand the causes and effects of the City’s development. In addition, it will include a summary of the analysis of existing urban form in Saint John that will cover the following areas:

- Coherence
- Circulation
- Diversity
- Safety
- Open Space Network
- Human Services
- Preservation
- Ecological Environment
- Scale
- Sustainability
- Enhancement
- Land Use Compatibility

This section will conclude with a discussion of the existing urban environment with an identification of local strengths and weaknesses.

2.0 Review of Best Practices in Urban Form & Structure

This section will discuss innovative urban form policies which are relevant to Saint John. In addition, this section will (based on our assessment of the built and natural environments), establish evaluation criteria for the effectiveness of current policies which influence urban form.
3.0 Policy & Program Recommendations
Based on the analysis of Saint John’s existing urban form and a review of relevant best practices, this section and chapter will conclude with policy and program recommendations which will address the enhancement of the City’s urban form.

BACKGROUND INFORMATION (EXISTING & REQUIRED)
In addition to the list of relevant background documents provided by City staff, additional background reports of interest for this section include a series of reports and projects from the UNBSJ Community University Research Alliance (CURA) Project:
• The Waterfront in Transition: 1785-2010
• Visualizing Rural-Urban Boundaries: Where Does one Begin and the Other End?
• Twentieth-Century Saint John: The Built Environment (Dr. Greg Marquis)

As well, historic maps (fire insurance maps) detailing building footprints and GIS mapping will be required to complete this study.

Technical Background Study 11: Industrial Land Use
Industrial development has been a part of Saint John’s history since the early days of its settlement by Europeans. This has included the development of ship building industries, pulp and paper mills, oil refineries, power plants and potash mines. Recently, a new heavy industrial development was added to Saint John’s economy – the construction and operation of the Canaport LNG plant and its associated Brunswick Pipeline.

SCOPE & OBJECTIVE
The proposed study will examine current and future industrial land use needs, opportunities, and constraints in Saint John, and determine the most appropriate and feasible areas, districts, and corridors for industrial use within the city.

Industrial Classification
Saint John has a wide variety of industrial uses including an oil refinery, paper mill, brewery, among others. The study team will classify the industrial businesses into categories heavy, medium and light industrial uses and organize the report’s findings according to these classifications.

CHAPTER COMPONENTS
The study will consist of seven major components:
1.0 Overview & History of Industrial Saint John
2.0 Inventory of Industrial Lands (Growth and Land Consumption)
3.0 Industrial Demand for Transportation Infrastructure
4.0 Industrial Demand for Municipal Infrastructure
5.0 Environmental Concerns and Legacy
6.0 Existing Industrial Land Use Plan and Policy
7.0 Industrial Land Use Planning in the Greater Saint John Area
GENERAL OVERVIEW OF THE STUDY

The industrial inventory work for Saint John will be completed through a combination of select site visits, the compilation of industrial data compiled in Technical Background Study 3: Economy and a review of existing industrial policies and regulations, including zoning by-laws pertaining to the City’s industrial areas. The information will be analyzed, prepared and presented using GIS mapping.

BACKGROUND INFORMATION (EXISTING & REQUIRED)

In addition to the list of relevant background documents provided by City staff, additional background reports of interest for this section include:

- Saint John Port Authority – Annual Reports (2004-08)
- Experience Energy – Business Park Newsletter, City of Saint John (2007-09)
- Benefits Blueprint – Energizing Sustainable Communities (2007)
- The Industrial City in Transition – A Cultural and Environmental Inventory of Greater Saint John (2008)