Report of the Brainstorming Session for RSC 10

(This report is part of the *Building Sustainable Communities with Design Approach*)

Brainstorming Session held on June 19, 2015 at the St. Andrews Arena

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Executive summary

On June 19, 2015 a brainstorming session was held at the St Andrews arena, gathering visionary people from across RSC 10 to discuss ideas for bringing newcomers and employment to the region. Twenty-three people from various entities of RSC 10 attended the session organized by the *Sustainable Communities Partnership*. Numerous concepts and ideas were discussed that can lead to actions by communities, citizens, and governments in bringing people to live and work in the region. The brainstorming session is part of the *Building Sustainable Communities with Design approach* in positioning RSC 10 to attract new-comers (ex. retirees and knowledge workers) to live in the region and create jobs.

Recent trends regarding investments in jobs, businesses and real estate, and the impacts on immigration in the world will provide the context in which RSC 10 must position itself:

- Promote affordability of housing, discourage urban sprawl, protect the green space, and promote resiliency with the communities of RSC 10 are actions that will positively position the region with world's investors in creating jobs and businesses;
- Be competitive in what is perceived highly competitive such as: livability, employment offerings, and recreational and cultural amenities;
- Attract money for world's investments which are available. Global capital is willing to move outside its typical comfort zone, but people who invest want to place their money where they can be sure they can recoup it at an undetermined point in the future.

Furthermore, RSC 10 must also understand and act to raise the quality of life of the communities by offering higher densities for the built environment that incorporate mixed and age-related housing with retail investments, office space, dining, and walk-to-work offices, and respond appropriately to climate change issues.

Considering actions in regard to the world's trends is important, but RSC 10 must also incorporate the ideas that were presented by RSC 10's visionary people in order to position itself in a unique way at the world level when it is time to attract new-comers and jobs in the region.

Through techniques and exercises with people attending the brainstorming session close to 700 ideas were presented at the session. Prioritization of the ideas focuses on a core of 13 ideas (See table below). There is an emphasis on the Government and the communities working together to position the region through marketing and promotion. Marketing and promotion seem to be a key factor for attracting new-comers and jobs in the region. With the help of PETL[1] a plan of action that will consider these important items will guide the implementation for the region. Five main recommendations come from this prioritization:

Table

	Number of Dots	Scoring
Regional positioning through marketing/promotion	1	35
Local food Sources	1	25
Government to support Municipalities	5	21
Marketing & Promotion in a Realistic Way	6	20
Quality of life (cost of living, security, etc.)	1	19
Adapting immigration policy to area	1	17
Tax incentives & grants for new businesses	1	12
Appropriate housing to meet needs	1	7
Ferries (all season, to all areas)	1	7
Seasonal tourism	1	4
Authentic Heritage	1	3
Right to Education in language of choice	1	2
Live where Canada starts	1	1

1. *All levels of governments should work together by co-ordinating their marketing efforts and actions, helping RSC 10 to attract new-comers and create jobs, and authorities should emphasize the high quality of life, and adopt immigration policies that fit the reality of RSC 10.*
2. *Policies and actions should facilitate and encourage people of RSC 10 to have access to local food sources, and housing that is affordable for all segments of the population.*

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[1] Department of Post-Secondary Education, Training and Labour, through the Immigration, Settlement and Multiculturalism Branch

3. *Policies and actions by all governments should facilitate and encourage the use of ferries in all RSC 10 areas, in all seasons.*
4. *An "All season" lens be applied to actions likely to affect the tourism sector and promotion of the unique history and heritage of the RSC 10.*
5. *Actions and promotion of RSC 10 should emphasize the right for residents to receive education in the language of their choice.*

These 13 ideas and five recommendations represent the priority items that transcend all of the ideas expressed during the session, therefore; the team highlighted them as core results of the brainstorming session.

In addition to these 13 main ideas, close to 700 ideas presented during the session were categorized into six general categories and led to a further 17 recommendations.

Categories
1. Local community relations and support
2. Government and local supports
3. Government Policy Support
4. Uniqueness
5. Accessibility & Transportation
6. Amenities: Accommodations & Aesthetics

Provincial and Federal Governments …

- *Must support through policies or actions the efforts of RSC 10 in its development.*

- *Should provide a system to facilitate training or retraining for tradespeople and professionals.*

- *Should respect RSC 10 to incorporate people's ideas and actions with its development.*

- *Should support /provide incentives for physicians and healthcare practitioner to work in RSC 10, and facilitate the relocation and inflow of new-comers in RSC 10 (Ex. make the path to citizenship easier)*

Policies and actions should…
- *Emphasize the importance of seniors housing within the communities and encourage the development of underutilized eco-tourism assets within the region.*
- *Support the production of local food and beverage and promote local "artisanal and craft" producers in the region.*
- *Support economic access across borders as well as within the region and improve accessible accommodation as well as increased walkability and bicycle infrastructure for the new comers and the aging population, while developing affordable, community integrated seniors housing units.*
- *Adopt principles to encourage the creation of new businesses by providing support for actions that provide seed money, investment in complementary infrastructure (ex. Offering public transportation), making zoning application simpler, and applying sustainability practices.*
- *Reduce regulatory barriers to regional bus service and non-vehicular modes of transportation integrated with all other modes of transportation for all areas year round, in a public transportation network.*
- *Use the unique synergy of tourism industries and industrial & commercial activities to complement each other and offer tourists and people who live in the area a more systematic and directed approach for RSC 10. Food quality and uniqueness, as well as places to see and visit should be presented in ways to promote the uniqueness of the region.*
- *Promote the natural scenery and amenities of the area (Ex. Pure air, untarnished natural areas and unique areas) to attract new-comers to live in RSC 10.*
- *Encourage social integration by taking actions such as availability and diversity of ethnic food at the grocery stores, promoting gardening, community picnics and games, as well as community events that welcome new cultures on a regular basis.*

Implementation of these ideas require the involvement of other partners specialized in immigration and jobs creation which will provide the necessary help to bring along the process the new comers and jobs that RSC 10's communities need for their development. Committees from RSC 10 must take the ownership and provide the necessary framework for the implementation.

Introduction

On June 19, 2015 a brainstorming session was held at the St Andrews arena, gathering visionary people from across RSC 10[2] to discuss ideas for bringing newcomers and employment to the region. Twenty-three people representing St. Andrews, Blacks Harbour, St. George, McAdam, Harvey Station, and unincorporated areas of RSC 10 attended the session organized by the *Sustainable Communities Partnership* which represents the Department of Environment and local Government, the Association of Municipal Administrators of New Brunswick, Canada Mortgage and Housing Corporation, and the Urban and Communities Institute of UNB. Numerous concepts and ideas were discussed and built upon by the group, that can lead to actions by communities, citizens, and governments bringing people to live and work in the region (see figure 1).
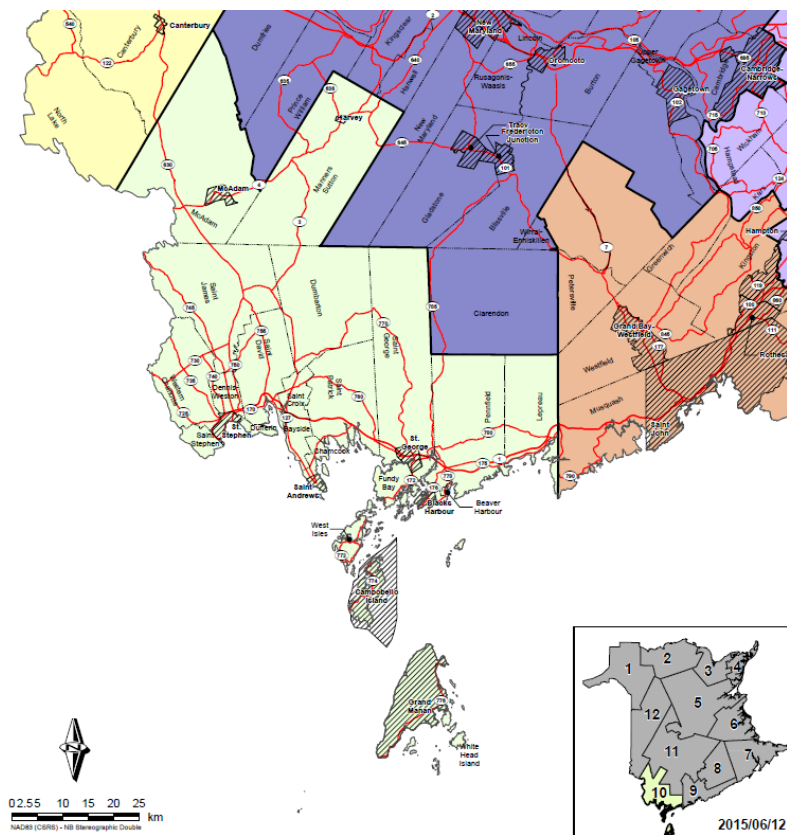
Figure 1 – Territory covered by RSC 10

Source: Department of Environment & Local Government

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[2] Regional Service Commission for region 10 to be known as Southwest New Brunswick Service Commission

This brainstorming session is part of the *Building Sustainable Communities with Design approach* (SCD)[3] which includes three main components: 1) Situational studies for local communities to determine the link between their fiscal revenues and the present development policies; 2) Training for builders/developers and municipal/ RSC staff to develop in ways that bring sustainability to communities; and 3) Positioning the region (RSC 10) to attract new comers (ex. retirees and knowledge workers) to live in the region and create jobs.

St. Andrews, Blacks Harbour, and St. George have already received the situational studies for their communities[4]. Further action in order to improve the density policy of their built up environment is in progress and should lead the communities to make amendments to their municipal/rural plans. Other communities have expressed an interest in having similar studies conducted for their area. Implementation of actions to modify local plans in order to help communities to improve their developments densities should follow thereafter.

In addition to these actions by some of the communities of RSC 10, members have expressed an interest to position themselves on the world stage to attract new comers and jobs to their region. The brainstorming session held on June 19 provided the opportunity for the region's visionary people to express their ideas and provide feedback aimed at this.

The world trends

People from RSC 10 may benefit greatly of being aware of some of the recent trends regarding investments in jobs, businesses and real estate and the impacts on immigrations in the world. Numerous reports can give us some ideas on how it is being approached in the world. We have limited the information to the relevant points from the Grosvenor Report and the 2015 *Emerging trends in real estate* from PWC[5] below.

- Lack of social housing brings social tension

- Urban sprawl leads to the over consumption of land resources

- Communities that are the most popular with investors are not necessarily those that will protect capital in the long term

- This statement from the Grosvenor report: 'best approach to creating an internationally diversified real estate portfolio is to select resilient locations and invest in assets for the long term.'

- Investment in green space is helping to address overheating and flood mitigation

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[3] For more information regarding the approach see slides 6 to 9 from Appendix B.
[4] A situational study for a community provides information on how land use activities, densities, and design have an impact on the developers' and communities' revenues.
[5] For reference and source: http://www.grosvenor.com/getattachment/194bb2f9-d778-4701-a0ed-5cb451044ab1/ResilientCitiesResearchReport.pdf and http://www.pwc.com/us/en/asset-management/real-estate/publications/emerging-trends-in-real-estate-2015.jhtml

- Vancouver that is the second most resilient city in the world (after Toronto) has an action plan that turns around carbon, waste and ecosystems. There are benefits for RSC 10 to follow Vancouver's path.

- 'Investors are looking closely at opportunities beyond the core markets.' To be competitive, the region, will need to position itself as highly competitive in areas such as: livability, employment offerings, and recreational & cultural amenities.

- Currently, capital is widely available around the world, and investors are willing to move outside of the typical comfort zone of the core major markets. How can we position the region in ways that investors see long term returns as well as an environment in which they are able to recoup their investments at any point in time?

The following megatrends must also be considered by RSC 10:

o Downtown transformations have combined the key ingredients of housing, retail, dining, and walk-to-work offices to generate urban cores, spurring investment, development and raising the quality of life for many cities.

o Opportunities exist across all housing markets: retirement homes, student accommodation, and high-quality housing close to workplaces.

o Development that embraces liveability (offering access to green spaces), good public realm and built with high standards of sustainability will create long-term value.

o Age-related housing is more urban than rural because people want to socialise and be close to friends and entertainment.

o University 'will attract retirees because of their energy and culture.'

o 'Millennials will drive demand as they seek dense, diverse mixed use urban villages with plenty of retail, restaurants and leisure on their doorstep. And don't forget the bike racks for these eco-conscious consumers.'

o "Office space is becoming less about enabling people to access files and more about enabling interaction."

o Government efforts to increase the resilience of communities to climate change can bring success to RSC 10.

o Developments must be located in the right place and respond to climate change issues.

These are some of the overarching trends in regional positioning around the globe and the purpose of the brainstorming was to supplement these ideas with a local focus as well as to generate new ideas, which may work better for the region. Not all world trends will apply to every situation, therefore it was

important to develop a method of collecting the local ideas, which the visionary people of the area believe to be effective.

Methodology

In order to obtain a diverse and qualified set of ideas from the session's participants it was important for the systematic and orderly collection of the feedback by the logistical team which is outlined below.

The session was led by Daniel Savard from the Department of Environment & Local Government and logistically supported by Tammi McCrum from RSC 10, and Steven Hildebrand from the Urban and Community Studies Institute at UNB of whom made up the main team. Heather Chase, CEO for the Village of Black's Harbour, Penny Henneberry, CAO for the Town of St. George, as well as Asma Regragui-Leclerc from the Department of Post-Secondary Education, Training and Labour have helped the team at different times, making the brainstorming session for RSC 10 a true success.

Throughout the planning and facilitating of the brainstorming session the team kept in mind the uniqueness of the event and as such treated it as a pilot project. It is expected that some exercises, techniques and feedback discussions that were used during the June session in St. Andrews will require some adjustments when other regions of New Brunswick host their own brainstorming sessions.

Evaluations from people who attended the session were positive and constructive for the most part. The session received a score of -A which was encouraging considering this was the first time this session had been conducted. The most pertinent comments received with respect to facilitating a session in other regions are as follows:

- Formal session is the best way to do it;
- Presentation of the information is adequate, but more time should be spent to explain certain techniques used during the session;
- Content of the session is relevant;
- Session should be shortened to keep people interested until the end;
- Dynamic of the room where the session is held should be considered. For the number of participants who attended the session (23), the room from St. Andrews' Arena was appropriate for this type of exercise; and
- Logistical teams must be aware that some individuals do not like brainstorming sessions.

The main team did not want to 'reinvent the wheel' with this brainstorming session and so it was decided to use techniques similar to those used by organizations in the business world. The team used approaches and techniques described in *Quick brainstorming activities for busy managers: 50 exercises to spark your team's creativity and get results*[6], as well as *Quick meeting openers for busy managers:*

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[6] https://books.google.ca/books?id=kUV4W-x9W4wC&pg=PA96&lpg=PA96&dq=Quick+brainstorming+activities+for+busy+managers:+50+exercises+to+park+your+team%E2%80%99s+creativity+and+get+results&source=bl&ots=c1lTP0FJr7&sig=Vps_7zmQRAB4_Sw6R3hb99DR5SM&hl=en&sa=X&ved=0CB4Q6AEwAGoVChMInrnqzt3uxgIVFxeSCh19iQox#v=onepage&q=Quick%20brainstorming%20activities%20for%20busy%20managers%3A%2050%20exercises%20to%20park%20your%20team%E2%80%99s%20creativity%20and%20get%20results&f=false

More than 50 icebreakers, energizers, and other creative activities that get results[7] both authored by Brian Cole Miller. Questions considered by the participants were enmeshed into the techniques used during the session (For more information see Appendix A).

Purpose of the session

The purpose of the session was to identify ways to position the communities of the region in a way to find their global niche in attracting new comers in the region, as well as stimulating job creation. In particular, how the communities can attract new comers, retirees, knowledge workers, and have jobs created in the region. The following themes were discussed or used during the session:

- What is the context? Who are we?
- Use of different techniques to get ideas from participants
- Use of grouping techniques to group ideas in main categories
- Use of prioritization technique to determine actions that can be put in place in priority
- Agreement on next steps

Presentation of the results from the session was held in the fall of 2015, and an implementation of the actions should follow shortly after.

Techniques & Questions

The following techniques and questions were presented during the session:

Table 1

Technique	Question
Free writing	What can attract new comers and jobs in the region?
Grid	What do you have that is so different and can be appreciated by people who live here?
Objects	How can you sell your part of the world to people who do not know your region?
Associations	What are the amenities of your region that you can sell to attract people?
Round Robin	What do you think people are looking for when it is time to consider a place to live? How can you meet what they are looking for?
Round Robin	What can you offer that you do not have now but could be presented, built, or thought of that will uniquely position your region?

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[7] https://www.safaribooksonline.com/library/view/quick-meeting-openers/9780814409336/

Round Robin	What type of environment can you offer that may position your region positively with a prospective employer, job seeker, and or investor?
Exaggeration	What do we need to do to attract new comers and jobs in the region to have 50% more population and jobs in RSC 10 in 5 years
Tiny exaggeration	What do we need to do to attract 1% new comers and jobs in the region in 5 years

Participants also took part in a reverse brainstorming exercise, the purpose of which was to encourage different perspectives and change the direction of thinking in order to identify current problems as well as solutions. This was successfully achieved through the following questions:

1) New comers can disturb our way of life, and jobs can be a bother and demanding. Think about what we can do to make sure that no new comers and jobs come to our communities. How could we drive the new comers and jobs away from us?

2) What's the bare minimum we can do to deal with new comers and jobs created in our communities?

Grouping, Prioritization & Questions

Nearly 700 ideas were recorded during the brainstorming session and in order to identify themes and priorities participants were asked to categorize and prioritize the ideas presented. The following symbol method and main headings were used to group the ideas in manageable categories:

Table 2

Method	Categories						
Symbols							
Main Headings	Government Policy	New comers	Health care	Recreation	Sports & Recreation	Location	Environment
	Taxation	Education	Environment	Personal Space (Quality of life)	Culture	Transportaiton	Activity
	Workforce	Language / Policies	Safety	Research	Tourism	Government support	Attractions
	Marketing	Community relations	Quality community life	Transportation	Infrastructure	Energy	Concept/Lifestyle
	Business supports		Miscellaneous		Services	IT Infrastructure	
	Democracy				Miscellaneous	Education	
	Community Services					Business community	

Following the symbol grouping, other methods were used to prioritize, evaluate, eliminate, rank, and decide from the brainstormed ideas which ones will be selected in priority for implementation in the plan of action. Three methods were used sequentially to provide the necessary information for the brainstorming session's results:

Table 3

Method	Purpose
Rotating charts	Assess the viability of alternatives from brainstormed list
Dot Voting	Vote for preferred alternatives from the brainstorming session
Seven Point Split	Comparative ranking

Results

Many ideas were expressed during the brainstorming session and categorization of the ideas helped the main team to provide meaningful analysis that can be used in the action plan for the region, to attract new comers to live in and create jobs. Seven main categories of ideas guided the team to develop recommendations to be adopted in the present action plans report. The participants were able to self-select 13 ideas or actions to prioritize for implementation in the region's action plan. These ideas represent the priority items that transcend all of the ideas expressed during the session, and therefore are highlighted them as core results of the brainstorming session.

Core ideas results

The core ideas lead in priority and provide the perspective for which other ideas and recommendations should be viewed. They deal primarily with coordination of decision makers, quality of life, people's culture and way of life, and link with history. Table 4 presents the results of this prioritization and scoring that were provided during the session:

Table 4

	Number of Dots	Scoring
Regional positioning through marketing/promotion	1	35
Local food Sources	1	25
Government to support Municipalities	5	21
Marketing & Promotion in a Realistic Way	6	20
Quality of life (cost of living, security, etc.)	1	19
Adapting immigration policy to area	1	17
Tax incentives & grants for new businesses	1	12
Appropriate housing to meet needs	1	7
Ferries (all season, to all areas)	1	7
Seasonal tourism	1	4
Authentic Heritage	1	3
Right to Education in language of choice	1	2
Live where Canada starts	1	1

Source: From worksheet *Ideas contributed during the brainstorming session in RSC 10*

The methods of scoring and the number of dots provide a definite link to the idea of the governments and communities working together to position the region through marketing and promotion in order to

attract newcomers and jobs. With the help of PETL[8] this plan of action will consider this important item and will guide the implementation for the region.

Participants at the session also emphasized the following connected items: Quality of life (cost of living, security, etc.), the adaptation of immigration policy to the area and the use of tax incentives and grants for new businesses with all these items considered important by the participants. By connecting all these ideas together we can define an action plan that includes these ideas, therefore, it is recommended that:

Recommendation 1

Governments at all level will work together by coordinating their efforts and actions to help communities of RSC 10 to attract new comers and create jobs. Regional positioning at all levels will be done realistically through marketing and promotion that will give the necessary edge for RSC 10 to demark itself and be promoted on the world and national stages. Furthermore, implementation of the plan will emphasize the high quality of life that exists in RSC 10, and the adaptation of immigration policies that fit the reality of RSC 10, and encourage, through tax incentives and grants, new comers to live in the region and the creation of jobs.

Interestingly, the participants at the session generally ranked the promotion of local food sources among the most important actions to take. In addition, the group felt that appropriate affordable housing should be built and promoted in order to meet the needs of RSC 10 population. Local food sources and products as well as affordable housing that meet the needs of its population are very important for RSC 10. Therefore it is recommended that:

Recommendation 2

Policies and actions taken by all levels of government facilitate and encourage access to local food sources, and to housing that is affordable for all segments of the population.

Ferries are an important mode of transportation for the RSC 10 population to connect their communities, not only to each other but also to the economic and cultural opportunities that exist outside of the region. Communities may feel that limitation or abandonment of a ferry route is a threat to their particular way of life. The functionality and identity of many communities in RSC 10 is dependent on their modes of transportation. Having several communities close to water and connected to the region via ferries it is recommended that:

Recommendation 3

Policies and actions by all levels of governments facilitate, encourage and maintain the use of ferries in all seasons.

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[8] Department of Post-Secondary Education, Training and Labour, through the Immigration, Settlement and Multiculturalism Branch

History and heritage were seen as being important with most participants agreeing that having facilities and amenities that emphasize both could also attract tourists. Often tourism in RSC 10 is very much limited to the summertime and participants at the session highlighted the importance of using history and heritage to extend the shoulder seasons. Communities of RSC 10 will support a statement that encourages tourism all year around and promotes the heritage and history of this unique part of Canada, therefore it is recommended that:

Recommendation 4

An "all season" lens be applied to actions likely to affect the tourism sector and that promotion of the unique history and heritage of the RSC 10 should be encouraged and linked to appropriate activities throughout the region in order to create year round job opportunities and at the same time, preserve and promote the history and heritage of the area.

An important point, highlighted by the participants was the right to education in the language of choice, which was seen by many as a distinct asset for Canada and the region in global positioning. Whereas education in the language of choice is a right that is viewed as a distinct asset by people who live in RSC 10 and that the promotion of and support for this right will position RSC 10 very well in global competition to attract new comers to the area, it is recommended that:

Recommendation 5

The actions and promotion of RSC 10 emphasize the right for people who live here to receive education in the language of their choice.

The 13 ideas that were prioritized during the brainstorming session can be extracted from or are seen to complement the vast majority of ideas mentioned during the session. A general analysis of the seven categories of ideas discussed during the session, and further recommendations for the action plan follow below.

Categorized ideas

Close to 700 ideas were recorded during the brainstorming session and this vast amount of information is difficult to handle without some division and categorization. The first exercise that provided an opportunity for the participants to group and synthesise through the mass of ideas was the division of the information into six categories. These categories were created with symbols intentionally selected for their lack of implied meaning in order for participants to avoid bias and groupthink associated with words as well as unintentional prioritization with numbers and letters. (See table 2) In analysing the results of the session the team assigned names to the categories and interestingly participants were naturally separating the ideas into six general categories:

1. Local community relations and support
2. Government and local supports
3. Government Policy Support

4. Uniqueness
5. Accessibility & Transportation
6. Amenities: Accommodations & Aesthetics

This report keeps these six main categories for the analysis of information and the following results for each category are recorded below with the appropriate recommendations for the action plan.

1. *Local community relations and support* *(See Appendix C - Tab 'Local com. rel. & Support')*

Participants stated that people in this region are very open to new comers, with the friendly communities. That new comers are telling the participants that the communities in our region are very safe, quiet and easy to access from anywhere and that businesses are supportive in hiring new comers. But what we do have in these communities that need to be promoted more?

While local community relations and support consisted of a diverse set of ideas ranging from economic to beautification, health and marketing, the focus was on social cohesion, and particularly a general theme of retaining or attracting newcomers through existing or expanded social structures. As the session was focussed on two questions, the ideas generally fit into two sub-categories, attracting jobs/industry and attracting newcomers.

Connection to external investment, leveraging people from away (back channelling), retrofitting current infrastructure, and creating employee pools were among the more salient ideas around attraction of jobs, all of which are dependent on community and social involvement.

In addition, recommendation from friends, external advertisement, creating a social connection with newcomers and increasing acceptance of people "from away", and focussing on diversity in community leadership (both age and background) were also cited as important for retaining and attracting people to live and work in the region. The communities of RSC 10 have clearly indicated that the citizens of the region are the key to attracting and retaining people and jobs to the region. Social marketing, recruitment and involvement were cited as key ways to address the challenge of bringing people and jobs to the region, therefore it is recommended that:

Recommendation 6

Communities of RSC 10 adopt a micro focused approach to recruitment and retention of newcomers and industry, involving individual citizens in recruiting friends, family and extended networks in recruiting and supporting newcomers and industry, in addition to external marketing efforts.

2. *Government and local supports* *(See Appendix C - Tab 'Gov & Local support')*

The biggest issue that participants had was that the Provincial and Federal Governments do not promote this region enough. A Regional Development Plan needs to be done, to market growth. In order for more businesses to come to the region, the red tape must be reduced. With a cultural diversity, the government should be trying to bring jobs to this region.

Ideas recorded under Government and local supports were further categorized under the following four main headings:

1. Communication
2. Facilitation
3. Marketing & promotion
4. Resources & Support

Participants reiterated several times that all levels of governments should work together and be on the same page when it is time to attract new comers and bring jobs to the communities. Furthermore, having a competitive tax environment, cutting red tape and supporting municipalities' actions will help in better positioning the region to attract businesses and new comers. Participants remarked that offering renewable energy, resettlement assistance and subsidies for artists may facilitate the transition for people who will settle in RSC 10. They also feel that promotion through government policies and that sustainability of communities can make a difference. Supporting or reducing tax rates, and reducing the size of government to be more consistent with the communities present situation will act in a positive way to attract new-comers to the region and will lead to job creation. A better promotion and support for actions by all levels of governments is required for RSC 10 to influence positively the creation of new jobs or for welcoming new immigrants to come and settle in the area, therefore it is recommended that:

Recommendation 7

All levels of government support the development of RSC 10 in growing the population significantly and promoting supportive actions that encourage the creation or preservation of new jobs such as reducing tax rates, reducing the size of governments, and promoting more efficient government processes.

3. *Government Policy Support* *(See Appendix C - Tab 'Gov Pol. & Support')*

Ideas recorded under *Government policy support* were further categorized under six main headings:

a) Economy & Tourism
b) Education
c) Governance
d) Health
e) Immigration
f) Local support and R&D

a. Economy & Tourism

Ideas recorded under the main heading *Economy & Tourism* relate to facilities such as a casino, or social amenities, such as decreasing welfare dependency or offering retirement benefits. Most of the ideas recorded under this heading relate to;

- Facilitation of local and regional benefits such as legalization of marijuana,
- The offering of the free trade zone in RSC 10,
- The idea of a duty free business area, as well as other ideas around businesses,
- The elimination of double taxations,
- The reasonable price of energy,
- Having access to data that relates to population and development, and
- The stable valuation of money and the keeping of the Canadian dollar at a low parity with the US $.

The Provincial and Federal governments must support RSC 10 in its development. Therefore it is recommended that governments:

Recommendation 8

- *Policies and actions should emphasize additional facilities in the area (ex. a casino) or the provision of retirement benefits that are provided;*
- *Look at the possibility of increasing business opportunities through duty free businesses;*
- *Work to eliminate double taxations, and facilitation of development of non-traditional businesses for the region; and*
- *Keep the Canadian dollar at a level that will help the development of RSC 10 economy.*

b. Education

Participants at the session mentioned that new comers living in RSC 10 appreciate an exceptional education system, with high quality schools, available year round. NBCC trades programs correspond to the wishes of the community, and the right to educate children in the language of choice position the region positively with prospective employers, job seekers or investors. Participants felt that emphasizing training or retraining through subsidies would better position the region. Therefore, it is recommended that:

Recommendation 9

- *Provincial and Federal governments provide a system to facilitate the provision of subsidies for training or retraining that is linked to the Community College or post-secondary educations systems for tradespeople and professionals.*

- *Furthermore, communities' actions and policies need to support an education that matches the requirements of the communities' and employers' needs, as well as encouraging post-secondary graduates to remain in the region.*

c. Governance

Participants at the session indicated their individual preferences on how governance should be done and felt at the local level. Ideas vary from gun control, to service levels from Service NB, or an increase in the French language education. For the most part, it is perceived that people prefer a decentralization of government services, and that governments have an effective administration of the language policy that is positioning RSC 10 positively. They also believe that governments should be collaborative rather than top down and "should speak with people, not to people." Recommendations also referred to the restoration of the long form census and encouragement of additional language classes. Provincial and federal governments can control how they communicate with the people they provide services for, and how they can improve these services and policies, therefore, it is recommended that:

Recommendation 10

Federal and provincial policies and actions in and with respect to the region, effectively incorporate people's ideas and actions. The two levels of governments are also requested to work with the local communities in order to offer more language classes.

d. Health

Participants at the session recognized that the facilities for health care are integral in attracting new comers to the region. In order to position the region better, participants believe that the Province should look at offering healthcare 24/7 with the appropriate number of physicians and health care practitioners within the communities themselves. The present care facilities in the region can attract new comers. In order to better position the region it is recommended that:

Recommendation 11

The federal and provincial governments look at possibilities for offering regionwide healthcare services 24/7, and offer incentives for physicians and healthcare practitioner to work in RSC 10.

e. Immigration

Adapting the immigration policy to RSC 10 realities, having a more streamlined system for foreign credential acceptance, and providing an easier path to citizenship in low population areas of RSC 10 can be powerful ways of attracting new comers to live in the area. Facilitating the relocation and inflow of new comers from both in and out of country to RSC 10 is important. Therefore, it is recommended that:

Recommendation 12

Provincial and Federal governments to work together with the local communities in order to adapt the immigration policy to the region's needs, and make the path to citizenship easier for people who wish to live in low population centres.

f.   Local Support and R&D

Finally, under this heading participants listed the following ideas:

Tearing down derelict housing and bringing back marine research in the area are elements that the Federal and the Provincial governments can facilitate, and/or encourage together which are seen as valuable to RSC 10. Participants saw the development to sell RSC 10 with emphasis on aesthetics and support for R&D when actions are approached in partnership to promote the region at the world stage. Therefore, it is recommended that:

Recommendation 13

Stakeholders and partners from RSC 10, including all level of governments, should focus on developing and promoting research that is more related to the specificity of the region, such as, marine research, and the development of initiatives and innovations that relate to the uniqueness of the region.

a.   Uniqueness *(See Appendix C - Tab 'Uniqueness')*

Generally the group found that the region has three themes containing ideas which make the region unique: 1) nature and the environment; 2) social cohesion; and 3) economic. Items that fell loosely into the grouping of nature and the environment were often not specific, but provided a very comprehensive base for further brainstorming as well as a list of what the region can utilize. Four distinct seasons, abundant wildlife as well as wild spaces were emphasized, and an overarching theme around the abundance of fresh water as well as access to the sea were indicated. The whirl-pool and "lake utopia monster" were suggested to be underutilized in the promotion of the region.

The ideas around social cohesion seemed to centralize on the region being a uniquely excellent place to raise a family, with small schools, a laid back culture as well as low crime rate and good access to healthcare and freshwater.

Ideas about the uniqueness of the economic climate of RSC 10 seemed to centre on ecotourism opportunities, the cost of doing business and proximity to large markets. Opportunities in locally produced foods such as the seafood and wild-berry industry, and unique items such as fiddleheads and dulse were emphasized. The local research facilities were also mentioned for their uniqueness. Therefore it is recommended that:

Recommendation 14

- *Community development plans emphasize the importance of seniors housing within the communities of RSC 10 in order to attract young families wishing to live closer to aging relatives and to sustain social cohesion as well as encourage the development of underutilized eco-tourism assets within the region, while preserving the unique wild spaces abundant in the area.*
- *Local food and beverage production be supported and encouraged in addition to regulatory frameworks, at all levels, that consider the unique challenges faced by local "artisanal and craft" producers in the region.*

b. *Accessibility & Transportation* *(See Appendix C - Tab 'Accessibility and Transportation')*

Participants in the session generally emphasized the centrality and connection of the region not only physically with infrastructure but also economically with many sessions pointing out the proximity to New England and Saint John markets. The importance of port, rail, road and air access was apparent in the brainstorming session with many suggestions around such infrastructure. The accessibility of services was emphasized with many participants suggesting the need for increased public transportation specifically bus between communities and centres as well as the need for reliable year round ferry access, which was one of the top priorities. Participants generally believe that increased accessibility such as seniors housing and reducing the need for car ownership through year round bicycle and pedestrian systems will increase the population and liveability of their communities as well as jobs. Therefore it is recommended that:

Recommendation 15

- *Economic access across borders as well as within the region be encouraged and supported. In addition, this action plan should emphasize improved accessible accommodation as well as increased walkability, and bicycle infrastructure to attract new comers and serve aging populations.*
- *Regulatory barriers should be reduced for a regional bus service integrated with ferries, and airports for unimpeded access to all areas year-round regardless of mode of transportation (walk, bicycle, etc.)*
- *Effective pedestrian and bicycle networks be established within and between communities to efficiently connect to bus and ferry services.*
- *Reliable year-round ferry and bus service should be established and/or maintained to all areas of RSC10, promoting mobility within the region both physically and economically.*

Whereas the development of accessible and supported seniors housing with multiple levels of care allows people to remain an active part of their communities with families for as long as they

wish and that such development attracts newcomers and retains current residents it is recommended that:

Recommendation 16

Communities work to develop affordable, community integrated seniors housing.

c. Amenities: Accommodations & Aesthetics *(See Appendix C - Tab 'Amenities')*

Over 130 ideas and comments were recorded during the session regarding amenities in RSC 10. These ideas and comments relate to accommodations, aesthetics, natural scenery, creativity, economy & tourism, food, history, local amenity, and sports & recreation.

a. Accommodations

Participants in the session identified many amenities that position themselves very well when it is time for them to attract people to live in their region. RSC 10 has a safe, secure and diverse community of people who can fit with any age groups and interests. People who live in the region have local connections with each other; they respect privacy and are also flexible with each other. It is a "coffee centered culture", that accepts individualism in an environment safe for children, and providing retirement opportunities for seniors.

The group identified a quality of life that is unique, where home, work and services are close to each other, but recognize lack of pedestrian connections. Furthermore, physical amenities such as campgrounds, five international border crossings, and internet access in the area are viewed as assets to attract new comers and jobs in the area. People from the region feel that they can also go a step further by offering amenities such as improved airports, fuel stations on local wharves, and children's activities for people who live there. In light of all the social and local amenities that RSC 10 has, it is recommended that:

Recommendation 17

- *A marketing approach, taking into account the amenities that the region has be developed.*
- *Direct actions highlight existing activities and facilities in order to attract new comers or jobs in the region.*

b. Creativity, Economy & Tourism

Creativity was identified as an asset for people who live in RSC 10, with an abundance of unique artists, they can build on centres of excellence, and they can use their present tools for success. Economically

the fisheries, aquaculture and specialized agriculture business remain important for RSC 10. The uniqueness of the natural area for specialized industries such as tidal power, aquaculture or berry harvesting is a huge advantage. In addition, the proximity with the US border and possible markets for their products open doors and allow RSC 10 to be connected to the world. The culturally diverse workforce and development of unique industries such as craft breweries, port industrial parks that can be developed, and a diversified and stable economy can attract new jobs in the region.

Participants at the session noticed definite social assets such as a reliable, trained workforce that offers skill sets and where specific areas of the region are hubs for scientists and skills. The region is also a unique area for shopping, and offers facilities that can be tailored to the unique tourist experience with cruise ship stopping for a day or others coming longer from around the country and the world. The people within the region are creative and can innovate with unconventional industries, practices and way of life that can attract new comers and jobs in the region. It is recommended that:

Recommendation 18

Tourism industries and industrial & commercial activities complement each other to offer tourists and people who live in the area a unique synergy that can compound the benefits for the area. A more systematic and directed approach is recommended.

c.   Food and Local Amenities

RSC 10 can boast of having some of the most interestingly unique cuisine and culinary experiences in the Province. In addition to being an area where lobster is cheap and seafood is 'fantastic' there is a local restaurant scene that is making a mark nationally and internationally for their cuisine. This asset helps in attracting tourists and jobs to RSC 10.

Local amenities such as Crocker Hill, Dulac, Ticklebelly Hill, the Botanical Garden, the covered bridges, the Civic Centre pool and numerous events and activities also attract tourists. Interactions and a good flow of tourists bring people to congregate in areas where activities occur. The people of the region must adopt a more integrated approach when it comes to amenities as well as a common approach to avoid duplicated efforts to attract the visitors and potential newcomers. It is recommended that:

Recommendation 19

A common approach be adopted by all providers of services that complement and support each others efforts in attracting visitors and potential future residents. Assets such as food quality and uniqueness, as well as places to see and visit should be presented in ways to promote the uniqueness of the region. Targeted populations should also be informed of reasonable land prices, reliable infrastructure in the area, and well built houses that provide an added value for new comers, and can create jobs in the area.

d.   Natural Scenery and Sports & Recreation

The uniqueness of the natural scenery for the region is obvious to all who visit the area. Nowhere else in the world can you see bays and islands such as Passamaquoddy Bay, Deer Island, or Grand Manan. As pointed out by the participants at the session, the air is pure and pollution is minimal. You can see the stars at night and everybody can enjoy the scenery, the views, and natural wonder in areas such as McAdam, St. Andrews or St. Stephen. Nevertheless, very few people in the world are aware of the outstanding nature and wildlife that exists in RSC 10, and participants agree that it is time for people of the area to boast about what they have: a coastal scape that does not exist anywhere else in the world, bird watching, views, panoramas that offer an urban escape, all in an area that has unique icons such as McAdam train station, historical buildings, lighthouses, military history, and a community that is embedded in historical traditions. In addition, RSC 10 has facilities and sport activities available in the area that are the envy of many.

People of RSC 10 enjoy unique and important facilities such as the aquarium that facilitates oceanography research. Sports such as hockey, curling, snowmobiling, four wheeling, golf, kayaking, boating, hunting, hiking, and whale watching are just a few activities very popular in the area that were listed during the session. Therefore, a systematic approach to sell the area to visitors which refers to unique recreation opportunities in conjunction with activities such as sculpture events, or sports events can make an impact in inviting visitors to see and visit the area. It is recommended that:

Recommendation 20

Natural scenery and amenities of the area should be presented at the forefront by the community when inviting people to live, visit or create jobs in the area. Pure air, untarnished natural and unique areas and amenities must be presented to possible new comers to attract them to live in RSC 10.

Symbol technique & Results (See Appendix C)

The symbol categorization technique used during the brainstorming session was intended to promote outside the box group based sorting of ideas. Each category was given a symbol rather than a name. This was intended to avoid any connotation with a word, positive or negative, in order to promote a more organic grouping that focussed on the ideas themselves rather than the category definitions, which are subject to groupthink.

While the categorization was in no means perfect with overlap of ideas and concepts, general themes emerged for each of the symbols.

The triangle category ▲ appears to be a grouping of ideas centred on attracting newcomers to the region, through community, and local initiatives. The ideas centred on restricting barriers as well as promoting inclusiveness and community services.

The cloud ☁ was distinctly a category of eco-tourism assets in the region, focussing on natural activities that are attractive to both residents and visitors.

The asterisk * was, while not as clearly as the cloud, a grouping of infrastructure needs to accommodate economic growth. The category tended to centre on the need for reliable technology infrastructure as well as transportation needs.

The hashtag # grouping listed economic assets needed and possessed in order to attract investment, jobs, and newcomers. This included development of sector based hubs or incubators and the promotion of the cold water research facilities the region currently hosts.

The ideas that were categorized under the star ★ heading generally represented policies that attract jobs and investment to the area. This included ideas about improving foreign credential recognition, and providing subsidies to target industry, as well as ideas about reinvesting in some projects such as the St. Stephen ski hill.

The spiral 🌀 grouping was the least clear of them all. It appeared to be a catch-all for ideas that did not fit elsewhere. Generally speaking the ideas in this heading were all loosely based around unique qualities that could or already do attract people to the region with examples such as 24 hour health services, gun control, economic stability and many others about the unique qualities of the natural areas.

The circle ⚪ grouping appeared to be random at first look but after further examination it is a list of ideas associated with the cultural assets of the region. Museums and heritage trails as well as unique scientific attractions such as the aquarium were listed here alongside the festivals and holidays.

Subcategories

Participants were asked to divide the list under a specific symbol into subcategories and then apply a scoring to each idea as feasible, unfeasible, or need work and then provide comments. The subcategorization was to compare like ideas, to rank the best of similar ideas, and to edit the main categorization exercise. Subcategorization also assisted in finding duplicates and synthesizing the list of ideas. This worked well, as the dot exercise showed some concentration on specific ideas (See Table 2 for details).

Scoring *(See Appendix C - Tab 'Symbols with Categories & Subcategories')*

During the prioritization exercise at the session, participants were asked to indicate the ideas, displayed on the wall, that they felt were the most viable. They were also asked to place an X beside the ones they felt were not at all viable. Very few ideas on the total that were posted on the wall were perceived as not at all viable. Table 5 provides a list of the ideas and concepts that were perceived by the participants as being not at all viable. Thirty-one ideas were perceived as not viable. After analysis, we noticed that most ideas rejected refer to implementations that are highly dependent on other organizations outside the communities perceived influence, do not know how they can influence them, or that depend on weather patterns. Ideas such as 'Think big,' 'create innovations incubators,' or improving the roads system or services to senior, which were rejected, can however become reality when the right leaders in the communities can channel the energy and efforts toward a common goal or project. People in the area already think big, and the authors of the report believe that people of RSC 10 can create an environment oriented towards large goals that are achievable and viable for the good of all people who live in RSC 10. We believe that this is attainable and feasible.

Table 5: Ideas and concepts perceived as being not viable

Ideas	Subcategory
ACCESS TO AIRPORTS	Business supports
Create traffic jams	Concept/Lifestyle
Improve the weather	Concept/Lifestyle
Snow	Environment
ALL LEVELS OF GOVT WORK TOGETHER TO ATTRACT NEWCOMERS	Government Policy
CUT RED TAPE	Government Policy
FREE TRADE ZONE	Government Policy
INDEPENDENT MUNICIPALITIES	Government Policy
MODERN MEDICAL FACILITY	Health care
Data centre – cooling	IT Infrastructure
Data centres	IT Infrastructure
Increase French language policy	Language/Policies
Loosen/flexibility language requirements	Language/Policies
No war	NONE
Think big	NONE
Create innovations incubators	Research
Harvest	Research
Resource rich	Research
Sector hubs	Research
Democracy	Safety
Year round Access to all areas of Region	Sports & Recreation
Casinos	Tourism
Magic Kingdom	Tourism
Military Archives	Tourism
Airport Improvement	Transportation
Extended runway to St. Stephen to get jets	Transportation
Lack of Transportation – Public	Transportation
Paved highway and bike lane	Transportation
Service Housing for seniors, Disadvantaged, Handicapped people	Transportation
LACK OF STRATIFICATION	Workforce, Community Services
STABLE VAUATION OF MONEY	

Reverse brainstorming technique & Results (See Appendix C)

More than 60 ideas were recorded during the reverse brainstorming session. The reverse brainstorming session is unique compared to the other techniques that were used during the brainstorming session. The main purpose of the session when using this technique is for participants to brainstorm for the opposite of what they really want or need. As mentioned previously, it encourages different perspectives, but it does not mean that the ideas mentioned here cannot trigger actions that can counter what was mentioned.

Ideas and comments recorded during the activity can be categorized under two main headings: 1) that relates to economy, and 2) that relates to social actions. Actions or ideas recorded here could be targeting present practices; however, the session did not differentiate between present practices or fictive ones.

a. Economy

Under the heading of Economy, participants at the session mentioned that cutting subsidies or services or getting rid of it (Ex. Public transportation) will have a negative impact on the job market or the welcoming of new comers to live in the area. Similarly, when communities don't encourage the establishment of industries, or offer jobs to people "from away" rather than local born people, it will also have the similar effect on the creation of jobs or the welcoming of new comers.

Further deterrents to the economy that were mentioned included rigid zoning, such as zoning for residential use only, limiting the operations of commercial activities (Ex. Open bars at irregular hours), limiting land ownership for non-residents, or raising fees or taxes in general on owners 'from away.' Actions which are also perceived negatively for RSC 10 economy are raising the minimum wage, making the acquisition of citizenship or resident's status less affordable, or in having toll booths along the highway, making housing more expensive, or making vehicle ownership mandatory with the design of our built environment. Not taking foreign currency, not marketing the area, and finally doing nothing are going to influence negatively the economy or the welcoming aspect of the area for new comers. Actions and reactions to RSC 10 economy are very much dependant on creating a climate where the region invites investments in the local economy and is welcoming to new comers to come and live in RSC 10 communities. Therefore it is recommended that:

Recommendation 21
- *The region adopt principles where they will actively encourage the creation of new businesses by providing support for actions that help in the establishment and continuity of business, such as seed money, investment in complementary infrastructure (ex. Offering public transportation), making zoning application simpler and leading more on sustainability.*
- *Furthermore, a close partnership with PETL should be pursued to find meaningful ways of inviting and helping new comers to live and stay in the area.*

b. Social

Participants at the brainstorming session expressed ideas that have negative effects on people, and directly or indirectly on the economy or the establishment of new comers in RSC 10. Attitudes towards new comers, and present immigration policies are limiting the social connection of people with the local communities and discourage the new comers to come and live in RSC 10. The following ideas were recorded during the session: arrogance toward people, lack of friendliness, lack of openness to change, letting crime flourish, not respecting people, increasing discrimination or racism, spreading rumours, keeping your distance from ones neighbours, and avoiding cultural inclusion act in stopping or limiting immigration. Furthermore, labelling people as 'from away people,' promoting fear of wildlife, and restricting access to natural areas are all actions that also limit or discourage new comers to visit or live in the area. Finally, limiting the number of doctors in RSC 10, not being proud of your communities, and not keeping the communities well-kept and inviting will furthermore limit the interest of people to invest in businesses or to live in the area.

People of RSC 10 realize how important the welcoming of tourists, new comers, and investment in jobs creation are important for the communities within the region. Therefore it is recommended that:

Recommendation 22

Social integration can be facilitated by making available at the grocery stores a diversity of ethnic food, and by creating or facilitating activities or actions such as gardening, community picnics and games, as well as community events that welcome new cultures on a regular basis. Church-based and social organizations in RSC 10 will play a crucial role in promoting the integration of new comers in the existing communities of RSC 10. Furthermore, investment in infrastructure will improve the region's position at the world stage, and can be part of the economic investment of the region.

Conclusion

We have synthesized and presented the ideas discussed during the brainstorming session in St Andrews. We believe the process, while not perfect, succinctly captured unique and actionable ideas and presents an accurate reflection of the priorities for the people of RSC 10 in driving population and job growth. While the process has been informative and may have provided participants with a positive networking opportunity, the point was to come away with a plan for moving forward.

In order for any plan to move forward or goal to be reached there must be buy in from the community. Attracting newcomers and jobs will not happen without the engagement participation of the local governments, community groups, businesses and citizens of RSC 10. Therefore the team suggests that in order to implement the recommendations from the brainstorming session two committees be struck in the region, one to focus on population growth and the other to focus on driving local economic growth.

It is not our place, as facilitators, to tell the members of the region what to do. The implementation of the recommendations from the session will hinge on the commitment of the people of RSC10 and the methods used to achieve these goals will be as unique as the region itself. We have presented an idea of how we see the next steps; however, we support whatever system works best for the region. What is important is that there is a plan for moving the region forward, and that those responsible for the execution of the plan are from the region itself. This is not to say that all the recommendations can be met by the region independently. It is to say that the driving force pushing outside agencies and governments will need to come from within. We encourage the visionary leaders within RSC10 who gave their time and energy to present their ideas for the future to take ownership of this project in order to meet their goals of bringing jobs and people to their region.

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Appendix A

Brainstorming session for RSC 10 –

Logistical notes for the June 19, 2015 session held at the St. Andrews Arena.

Session's purpose

Position the communities of the region to find their world niche to attract retirees and knowledge workers to live in the region, and bring jobs.

Invitation

People who would be the best fit to provide feedback for this session are

- Mayors and elected officials
- Appropriate communities' individuals, staff or professionals who have a vision for their community
- Representatives from appropriate interest groups and industries
- Bankers, lawyers and professionals who can facilitate the immigration process or bring jobs

Focus question (activities to use)

What can attract new comers and jobs in the region?

Seven perspectives (Putting it all together)

Consider the topic from seven different perspectives

RSC 10 needs people to live and create jobs in our communities. Think about what would be a great way for selling your community to another place in the world in order to attract prospective knowledge workers or retirees (pause) Go ahead, let your mind wander, and see the possibilities and opportunities you offer to people. Let's list all the great ideas you have.

1) How can you sell your part of the world to people who do not know your region?
2) What are the unique qualities of your region that make it interesting for people to look at and consider when it is time to decide to live somewhere in the world?

3) What are the amenities of your region that you can promote to attract people?
4) What do you have that is so different and could be appreciated for people who live here?
5) What do you think people are looking for when it is time to consider a place to live? How can you meet what they are looking for?
6) What can you offer that you do not have now but could be presented/built/thought of that will position your region in a unique way?
7) What type of environment can you offer that may position your region positively with a prospective employer/job seeker/investor?

Feedback from the event

Introduction RSC 10
    A. What is the context?
    B. Who are we?

Set up the activities (Providing the feedback)
    A. Use of different techniques
    B. Grouping
    C. Prioritizing

Agreement on next steps
    A. Presentation of the results/feedback and action plan
    B. Implementation of the feedback

Exercises of the brainstormed session

Through brainstorming techniques, give as much feedback as possible in order to define the ideas that will lead to possible actions that RSC 10 can take to accomplish the goal of bringing new comers and jobs in the region.

Grouping

Purpose: Bring the list of ideas into 3-10 categories. It will help communities of RSC 10 to eventually prioritize ideas in order to eliminate, rank and decide which one are going to be performed in the short, medium or long term.

Prioritization

Purpose: to assess the viability of alternatives from the brainstormed list.

Materials needed for the brainstorming session

Materials needed	Total needed
Maps	2
Laptop + Power Point projector	1
Screen	1
8 flip charts	8
9 pads for flip charts	9
Butcher paper	1 roll
Dots for prioritization (3/4'' in diameter)	3 pack (at least 150 dots)
Markers Black, Blue and Red	2 boxes (12 markers per box)
Painter's tape Tape	2 rolls
Fun-Tak (mounting putty)	4 packs

Thumb tacks	1 box
Index cards 4'' X 6'' or 5'' X 8''	300
Large stickies (4'' X 6'' or larger)	
Sheets (8 1/2 X 11)	300
Steno book (optional)	350
Timer	1
Box (for slips of paper) 2 different sizes (box shoes size and 1ft3)	2
Magazines with pictures (Don't need to be new – Ready for discarding)	
Objects to gain inspiration	As many as you can bring

Context and boundaries (rules of brainstorming)

Context

St. George, Blacks' Harbour and St. Andrews have gone through the fiscal Impacts information session and have received the situational study information. The next step of *Building sustainable communities with design's approach* is to determine how the region is going to position itself at the world stage to attract retirees and knowledge workers, and bring more jobs.

Boundaries

The main goal is going to help the region to sell itself for prospective immigrants.

- Brainstorming is a tool used to generate creative/innovative solutions to a problem.
- It brings creativity, friendship and teamwork. It neutralizes authority.
- People are free to think outside the box.

Rules of brainstorming: Free everyone to be as creative as possible

1. Focus on quantity at first, not on quality (for now)
2. Withhold evaluation for now. Evaluation will come later. No criticism of ideas.
3. Encourage wild crazy ideas (nothing is too extreme now)
4. Combine or build on ideas from others (synergy means 1+1=3)

Set up the activity

Before using the technique

Free writing (to gain inspiration)

- Paper and pen for each participant
- Tell participant to write nonstop for 4 minutes once the Focus question is asked (if use computer not more than 2 seconds without a click of a key)
- Participant writes ideally about the question but can write anything
- After 4 minutes they have to stop writing and we begin with the brainstorming technique selected below

Objects (to gain inspiration)

Gain inspiration by associating random things with the topic

- Distribute objects to the participants
- Purpose is to associate object to the focus question
- Objects can be anything (The more varied the objects, the better)

Pictures (to gain inspiration)

- Distribute the magazines to the group
- Flip through the magazines and use visual images to park ideas for input
- 5-second rule – The page must be turned within 5 seconds of seeing it

Reverse brainstorming (encouraging different perspectives)

- Use the focus question to create a new one that is exactly opposite
- Ask opposite focus question you created beforehand and start the clock
  1) *New comers can disturb our way of life, and jobs can be a bother and demanding. Think about what we can do to make sure that no new comers and jobs come to our communities. How could we drive the new comers and jobs away from us?*
  2) *What's the bare minimum we can do to deal with new comers and jobs in our communities?*
- Brainstorm with the technique we selected

Brainstorming techniques (15-20 minutes)

Traditional

- Need flip chart and markers
- Record the responses on the board (can also be done with assistant)

Grids

- Need one large board and markers
- Offer the group to come up with more responses to fill the grids
- Draw a grid on the board
- Create a six columns and rows table with the following labels: Who; What; Where; When; How; Why (Can divide in 6 different teams if we have enough people)

	Who	What	Where	When	How	Why
Who						
What						
Where						
When						
How						
Why						

- Ask the focus question
- We will want to do 2, 3 or 4 individual grids with also ideas (Ex. Column headings: Expand; Shrink; Deviate; Combo or draw cards with random headings)

Paper swap (Vary in time) - Good option for larger group

- At least one sheet of paper per participant with pen or pencil for each participant
- Participants write their input on separate pieces of paper; then they swap papers and continue to add input.
- Ask the focus question (Vary 20, 60, 90 or 120 seconds) then put paper face down and swap down paper (10 seconds to swap (includes shuffle))
- Ask the focus question and participants read what is on the paper and combine or build upon those ideas
- Can have the idea for one round that is derived from what is already written on the paper
- Stay silent and write

Round Robin (25-30 min) - Good option for larger group

- One flip chart and one marker per topic to be brainstormed (Scribe stays)
- Label each board with a different topic
- Ask the focus questions (7 min. per issue)
- Participants move from one board to another and brainstorm different issues at the same time

Creativity exercises (to spark and encourage greater creativity)

Associations (Per participant 5 – 15 min.)

Participants get inspiration by forcing associations between the topic and some random, unrelated concept

- One slip of paper and one pen per participant
- Have the participants write one random noun (places or make-believe) on a slip of paper, then fold it in half (Can write as many slips of paper and put it in a box where people pick randomly to make the association)
- Exchange the slip of paper until we tell them to stop. They open the slip of paper and associate the nouns on their papers to the focus question
- Exercise 5-15 minutes

Exaggerations

Participants explore an exaggerated aspect of the topic

- One board and a marker
- Ask the Focus exaggerated question such as

- *We want to attract new comers and jobs in the region to have 50% more population and jobs in RSC 10 in 5 years (From 26,549 people in Charlotte County (2011) – to 39,100 (2020)*

Note: In 1931 Charlotte County Pop was 5.2% of NB which should be at 39, 100 at the current NB Pop.

Tiniest incremental

We want to attract 1% new comers and jobs in the region in 5 years (From 26,549 people in Charlotte County (2011) – to 26,814 (2020)

Reverse Brainstorming

Purpose: Participants brainstorm for the opposite of what they really want or need. It encourages different perspectives

- One board and a marker
- Ask the Focus question such as

1) *New comers can disturb our way of life, and jobs can be a bother and demanding. Think about what we can do to make sure that no new comers and jobs come to our communities. How could we drive the new comers and jobs away from us?*

2) *What's the bare minimum we can do to deal with new comers and jobs in our communities?*

Grouping methods

To group or sort long lists of brainstorming ideas

- Send participants on a 10-20 minutes break while we think to a sorting activity that may best suit the brainstorming results
- Clean-up the room and rearrange the seating

Symbols (teams exercise)

Purpose: Categorize brainstormed results first and label the categories

- Group options without being limited by category label
- Put each option on Index card
- Identify two cards that clearly belong in the same category
- Assign a label for the new category (No word) (should have 3 to 10 categories)

Alphabet categories (Sub-categories)

Participants sort the results from the brainstormed session into defined categories that they create

- Need flip chart and marker
- Review the results from the brainstorming session
- Have the group create a category name for each item on the list
- Record the category name on a separate chart and label it A, and place A next to the matching item on the original list, if not an A, label it B and place B next to the matching item on the original list, and so on (should have 3 to 10 categories)

Prioritizing the brainstormed lists

Activity to evaluate, eliminate, rank, decide, or otherwise prioritize ideas generated in a brainstorming session

Rotating charts

Small teams of participants assess the viability of alternatives from the brainstorming session.

- Need large stickies (4''X6'' or larger) for each team, one marker per team and as many flip charts as there will be teams
- Divide the group into teams (up to eight)

- Each team get 5 min to review and evaluate the input
- Team
    A. put a check mark next to any item they feel is a viable option
    B. put a X next to any item they feel is not a viable option
    C. put a sticky next to any item they feel could be altered to become viable, and they write on the sticky how to improve it
- Teams move to the next chart and repeat until all stations have been reviews
- Can use different colour of stickies to differentiate each team
- Can have team to rank instead of using check marks

Dots

Use of adhesive dots to vote for preferred alternatives from the brainstorming session

- Need adhesive dots (3/4'')
- Can give one Dot or several ones depending how many options we need
- Participants stick their dot(s) next to the option they prefer. Option with the most dots wins.

Seven (works well for large group)

Participants write their preferences on cards and swap them for individual ranking.

- One index card for each participant, a marker and a flip chart
- Participant or logistic team write one option per card
- Distribute one index card to each participant and let them swap the card with each other for 15 seconds
- Start clock for 1 minute in order to find a partner and they determine quickly how to distribute 7 points between the two cards and write the allocation on each card

Process the lists of ideas generated (and later date)

1. Presentation of the results/feedback and action plan (Fall)
2. Implementation of the feedback (work with PETL, and other organizations – Up to date this fall)

Agreement on next steps

Appendix B

Brainstorming session for RSC 10 –

Power Point Presentation presented at the June 19, 2015 session held at the St. Andrews Arena.

Appendix B

Appendix C

Brainstorming session for RSC 10 –

Ideas from the participants from the June 19, 2015 session held at the St. Andrews Arena.

Appendix C