<table>
<thead>
<tr>
<th>BARRIERS TO:</th>
<th>ISSUES IDENTIFIED FOR THE PROVINCE:</th>
<th>RECOMMENDATIONS</th>
<th>CONCRETE ACTIONS (excerpted)</th>
</tr>
</thead>
</table>
| Coordinated Planning | -No cross-ministry table for coordinated community planning  
- Multiple local planning tables, with non-aligned boundaries, reporting relationships, funding relationships  
- Lack of role clarity re: "who leads" hub development | Establish a Central Provincial Lead for Community Hubs  
-Support Integrated and Longer-Term Local Planning | -Require integrated planning to ensure client-focused services regardless of jurisdictional boundaries  
- Work with the municipal sector and local stakeholders to explore levers and legislation to strengthen community hubs |
| Integrated Service Delivery | -Lack of funding for start-up and administration of community hubs  
- Funding silos  
- Inconsistent accountability agreements  
- Inconsistent reporting and measurement  
- Inconsistent rules for sharing/protecting client information  
- Limited local capacity to design the plan | -Remove Barriers and Create Incentives  
- Ensure Financially Sustainable Community Hubs  
- Increase Local Capacity  
- Evaluate and Monitor Outcomes | -Establish incentives for agencies that demonstrated integrated service delivery  
- Work with the Information and Privacy Commissioner re: appropriate and safe information sharing  
- Simplify the capital approval process for community health agencies and offer flexibility in design, funding, and operating requirements to enable programming that reflects community needs  
- Review the liability, security, access, and property management issues for relevant ministries to maximize use of school space by community partners |
| Community Use of Space (Community Infrastructure and Public Properties) | - No accessible comprehensive public properties database; limited circulation list  
- No cross-ministry coordinated capital planning  
- Fair Market Value unaffordable  
- No measures of community use of school space  
- Property management of community use of schools  
- Uncoordinated and inflexible capital funding processes for new builds  
- New facilities are not designed to be multi-purpose/responsive to community change  
- Need for Population/Region-Specific facilities | Develop a Provincial Strategy for Public Properties | - Change the disposition process for public properties to review public needs and explore the feasibility of potential partnerships before a final decision  
- Review the Fair Market Value mandate to sell public properties  
- Develop methodologies for cost-benefit analysis of surplus properties that consider broader social and economic benefits to communities  
- Develop measures of community use of provincially supported properties to better inform decision-making on surplus space  
- Explore how public buildings can be designed for multiple, long-term uses  
- Explore use of innovative financing models for community hubs, including social finance (Social Impact Bonds), social enterprise, public private partnerships, and alternative financing and procurement |