

**APPENDIX A: BARRIERS/SOLUTIONS FOR COMMUNITY HUBS, Summarized from "Community Hubs in Ontario: A Strategic Framework and Action Plan"**

BARRIERS TO:	ISSUES IDENTIFIED FOR THE PROVINCE:	RECOMMENDATIONS	CONCRETE ACTIONS (excerpted)
<b>Coordinated Planning</b>	<ul style="list-style-type: none"> <li>-No cross-ministry table for coordinated community planning</li> <li>-Multiple local planning tables, with non-aligned boundaries, reporting relationships, funding relationships</li> <li>-Lack of role clarity re: "who leads" hub development</li> </ul>	<ul style="list-style-type: none"> <li><b>Establish a Central Provincial Lead for Community Hubs</b></li> <li><b>-Support Integrated and Longer-Term Local Planning</b></li> </ul>	<ul style="list-style-type: none"> <li>-Require integrated planning to ensure client-focused services regardless of jurisdictional boundaries</li> <li>-Work with the municipal sector and local stakeholders to explore levers and legislation to strengthen community hubs</li> </ul>
<b>Integrated Service Delivery</b>	<ul style="list-style-type: none"> <li>-Lack of funding for start-up and administration of community hubs</li> <li>-Funding silos</li> <li>-Inconsistent accountability agreements</li> <li>-Inconsistent reporting and measurement</li> <li>-Inconsistent rules for sharing/protecting client information</li> <li>-Limited local capacity to design the plan</li> </ul>	<ul style="list-style-type: none"> <li><b>-Remove Barriers and Create Incentives</b></li> <li><b>-Ensure Financially Sustainable Community Hubs</b></li> <li><b>-Increase Local Capacity</b></li> <li><b>-Evaluate and Monitor Outcomes</b></li> </ul>	<ul style="list-style-type: none"> <li>-Establish incentives for agencies that demonstrated integrated service delivery</li> <li>-Work with the Information and Privacy Commissioner re: appropriate and safe information sharing</li> <li>-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</li> <li>-Review the liability, security, access, and property management issues for relevant ministries to maximize use of school space by community partners</li> </ul>
<b>Community Use of Space (Community Infrastructure and Public Properties)</b>	<ul style="list-style-type: none"> <li>-No accessible comprehensive public properties database; limited circulation list</li> <li>-No cross-ministry coordinated capital planning</li> <li>-Fair Market Value unaffordable</li> <li>-No measures of community use of school space</li> <li>-Property management of community use of schools</li> <li>-Uncoordinated and inflexible capital funding processes for new builds</li> <li>-New facilities are not designed to be multi-purpose/responsive to community change</li> <li>-Need for Population/ Region-Specific facilities</li> </ul>	<ul style="list-style-type: none"> <li><b>Develop a Provincial Strategy for Public Properties</b></li> </ul>	<ul style="list-style-type: none"> <li>-Change the disposition process for public properties to review public needs and explore the feasibility of potential partnerships before a final decisions</li> <li>-Review the Fair Market Value mandate to sell public properties</li> <li>-Develop methodologies for cost-benefit analysis of surplus properties that consider broader social and economic benefits to communities</li> <li>-Develop measures of community use of provincially supported properties to better inform decision-making on surplus space</li> <li>-Explore how public buildings can be designed for multiple, long-term uses</li> <li>--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</li> </ul>

