



**Report on the Community Association discussions  
on next steps for Recreation and  
Community Services Systems**

**August 20, 2005**

## Executive Summary

In May and June of 2005, meetings were held by City recreation staff and consultants with senior centre staff and board members of the Blanshard, Burnside Gorge, Fernwood and Oaklands community centres; Fairfield Community Place, Fairfield New Horizons, James Bay Community School Centre, James Bay New Horizons, Silver Threads, Victoria West Community Y, Boys and Girls Club, YM-YWCA, North Park, North Jubilee, South Jubilee, and Rockland Associations and the Victoria Curling Club.

The primary purpose was to conclude the Fall's Recreation Renewal community consultations and determine whether any next steps could be agreed upon for moving forward in this process.

### **Concluding the Fall Process:**

At each of the recent discussions with community associations, a review was provided of what was heard and learned from the Fall community consultation sessions and the impact on the recreation renewal process. Key to this process was an understanding that the community associations and organizations had a profound impact on the process since fall.

Specifically, each association reviewed with the facilitators their own key concerns and areas of interest that had been provided to the City as a result of the previous fall consultations. At this point, all groups agree with how their associations' concerns and interests have been reflected and heard through the Fall consultations, with some minor modification of some points with two groups. The Fall process was then concluded, providing a clearer understanding of specific community association concerns and paving the way for discussions regarding change and possible next steps.

### **Moving Forward:**

Another key finding of the discussions suggest that the concerns expressed at the Fall community consultations sessions have been sufficiently allayed for the majority of boards to agree to explore the next steps in the change process. While different associations are at various stages of future planning, there is agreement that an inclusive process needs to be undertaken that involves the community as partners. This is an important shift in perception of the change process in that both short and long term results need to be a product of the community through a highly inclusive and focused process which is a key recommendation of this report.

Throughout the discussions, the majority of association board and senior staff expressed an interest in moving forward by exploring next steps. Association and organizations involved in this process made it clear that they wanted to be part of an ongoing dialogue but there is also an appreciation that this will be complex, especially as associations weigh their own autonomy with a larger system.

### **Next Steps:**

While different associations are at various stages of future planning, there is a level of both excitement and apprehension about moving forward. This report has recommended that the City and its partners consider the following:

1. **Adding to and defining values:** It is recommended that the values outlined in the original *Recreation Renewal Final Report* be added to in order to reflect key interests and concerns expressed in the Fall consultation.
2. **Clarifying the vision:** Associations need to be involved in further clarifying the vision of city wide recreation and community services
3. **Developing a common understanding:** Interested stakeholders, including each centre board and senior centre staff members along with City staff and representatives of Council should be invited to sessions in the fall to:
  - seek agreement on the vision, values and underlying assumptions of a City wide system
  - discuss proceeding with varying degrees of change for each of the stakeholders and the development of associated policies and strategies such as possible partnerships, facility upgrades, replacement strategies co-operation agreements and other elements necessary to meet community needs.

The sessions should provide a continuum of change as well as clear junctures at which to support and further the change process or reject it.

4. **Developing the "Hub":** Proceed with planning for the "Hub" facility using the draft vision and values and underlying assumptions of a City wide system.

# 1. Context and Background

During Fall 2004, a consultation process was held to seek input on and assess community members' concerns and support for recreation renewal. The findings of this process were included in an earlier report to Council (Appendix A) which highlighted a series of required next steps. These included the need to continue the dialogue with key community stakeholders. This report highlights the results of this dialogue.

Appendix A provides an analysis of the gap between community values expressed during the Fall consultation process and those underlying the original *Recreation Renewal Final Report*. The analysis indicated that:

- key values expressed by community groups in the Fall consultation process needed to be further clarified, then added to decision making criteria for recreation renewal
- the key beliefs underlying the recreation renewal proposal needed to be clarified
- many of the original *Recreation Renewal Final Report's* recommendations needed to be modified

A key recommendation found in Appendix A was to go back to community groups through their decision makers including board members and senior staff, to determine whether the concerns and issues expressed by participants during the fall at the community consultation sessions could be sufficiently addressed to move forward and to discuss how that might work for the associations. This current report outlines the general results of these discussions.

## Points for Decision Making:

The purpose, objectives and design of the meetings were based on providing six clear junctures for Council, administration, and community association decision makers to either support or further the change process for recreation renewal, or reject it. These junctures include:

- The case/need for change
- A common future vision
- A set of common values
- Agreement on key assumptions
- General recommendations for Victoria overall
- Specific recommendations for neighbourhoods

These junctures provide a 'continuum of change' that would give community associations an opportunity to determine their own status in relation to this change and allow for a range of options for decision making. For example, one community might determine through this process that retaining the status quo was best for meeting their community's needs. Another might decide to proceed quickly with strongly endorsed neighbourhood specific recommendations. A third could

decide to proceed slowly with neighbourhood specific recommendations agreed to at some point in the future

## 2. Session Purpose and Objectives

The main purpose for the discussions with community association board members and senior staff was to conclude the Fall *Recreation Renewal Final Report* community consultation process and determine whether any next steps could be agreed upon for moving forward.

The specific objectives of this process were to:

- Review what was heard and learned from the *Recreation Renewal Final Report* community consultation sessions held in the Fall of 2004
- Review the impact on the recreation renewal process on those communities and the more inclusive Victoria community
- Review each community / organization's specific focus and service priorities
- Discuss possible next steps
- Agree on next steps - if any - for follow up

Meetings took place with the following:

Blanshard Community Centre	June 7
Burnside Gorge Community Centre	May 24,
Fairfield Community Place	June 6,
Fairfield New Horizons	May 31,
Fernwood Community Centre	June 21
James Bay Community School Centre	May 30
James Bay New Horizons	June 1
Oaklands Community Centre	June 2
Silver Threads	June 7
Victoria West Community Y	June 14
Boys and Girls Club	April 28
YM-YWCA	May 4
North Park, North Jubilee, South Jubilee, Rockland	June 21
The Victoria Curling Club	June 6

John Farquharson (indaba communications) and Cindy O'Regan, Manager of Facilities and Operations, facilitated the sessions.

## 3. Findings

Findings of this process related to five key areas:

- Conclusion for the *Recreation Renewal Final Report* community consultation
- A new draft vision, additional and clarified values, and clarified beliefs
- The need for change
- Next steps in the process
- Possible recommendations

The findings for each of these areas follow, along with a brief description of what was presented to the participants.

### **Conclusion for the *Recreation Renewal Final Report* community consultation:**

An overview was provided in each meeting of the key themes that emerged from the Fall consultation on the *Recreation Renewal Final Report*.

These key themes discussed with centre senior staff and board members included the following, along with each association's specific reaction to these themes. (Specific community association reaction can be found in Appendix A):

#### **1. *A sense of community, place and belonging***

There is a strong indicator that a sense of community, as developed through their centres, provides a sense of place and belonging. This experience and understanding of community is localised and neighbourhood based, recognizing unique characteristics, rather than a broader city wide oriented perspective.

#### **2. *Accessibility and transportation or proximity:***

Easy access to a facility was desired, especially for seniors' groups. For some, accessibility is defined as a short bus ride, for others accessible meant no more than a five to ten minute walk.

#### **3. *Governance, decision making and partnerships:***

This theme highlighted the perceived potential loss of flexible and responsive community decision-making and control along with assumptions about the nature and extent of *centralized* top down service provision, including who would both "own" and implement these programs, how affordable they would be and potential local job loss. The *potential* for innovative partnerships was also a theme at several sessions.

#### **4. *The concept of recreation:***

The concept of social recreation that occurs when members interact at a community facility along with enjoying a sense of place belongs equally with the concept of physical recreation.

#### **5. *The role of the volunteer:***

This theme co-related to issues around governance and decision making.

**6. Projections, financial viability, options and funding sources:**

How do these projects remain financially viable while offering required programming? What is acceptable in terms of partnerships, and what is not?

**7. Benefits of the Hub:**

A facility needs to upgrade the current Crystal Pool, possibly in an alternative location. Underlying this assumption was the sense that while a Hub facility could meet this need; the establishment of it should not detract or take away from the needs of neighbourhoods.

**8. The process:**

The process used for community involvement overall needed to involve groups earlier. Also worth noting is the reassurance many groups wanted from the Mayor and Council that their concerns would be heard and acted upon. Groups needed to know that they would hear back from Council on this issue and that their programs and facilities would not be jeopardized.

**9. "It ain't broke.... " and the need to look at Integrative Services:**

A current system of locally based solutions, undertaken on a neighbourhood by neighbourhood basis, provided the best options for community associations and their members.

**The community response:**

- Overall, participants seemed satisfied that the specific concerns and issues of their community had been heard with only a few minor additions from three groups.

**Vision, values and beliefs :**

**A new draft vision:**

A new draft vision of a preferred future for Victoria's recreation and community services system, based on a reordering of the content provided in the *Recreation Renewal Final Report*, was reviewed and modified:

Victoria is a dynamic city where communities of shared interest, working together, offer quality of life activities and services so people enjoy active, healthy lifestyles. ***(New) The system will be celebrated as a Canadian Best Practice model and will provide a strong link to social programs and community services networks and organizations.***

**The community response:**

- Participants ranged from neutral to positive regarding the visioning process being opened up and a new draft presented for their review. For some, the phrase, "provides a strong link to social programs and community services networks and organizations" seemed to help address the community session issue identified in the Fall consultation which emphasized the need to look at integrative services.
- One group noted that their concern was not with the original vision, but that the vision was subsequently not reflected in the recommendations of the *Recreation Renewal Final Report*.

- Some participants expressed doubt whether common ground on a shared vision could be found among sixteen disparate stakeholder groups with statements like “a system wide vision-based approach to change process is doomed to failure”.
- Most groups expressed a willingness to try to find common ground in a vision statement as part of exploring next steps in the change process. Two groups questioned the necessity for their organization to find common ground within a system wide vision.
- In several of the meetings, the vision statements already established for the community association were provided at the session. A brief review of these revealed several points of overlap with the revised draft vision for the overall system, including statements such as “development contributes to community health” and “seek to create spaces that are vibrant, innovative, inclusive, fluid and fun”.
- In many instances, participants responded that they didn’t see anything in the new draft that precluded them from realizing their own community aspirations.
- Several groups noted that they were commencing a strategic planning process within months and that the outcomes would include a vision and / or values statement.
- The understanding of the nature and function of a vision of a preferred future varied among and within groups. Some perceived it as basically reflecting long term goals and part of a needs assessment or planning process.
- Some of the groups that appreciated the need for a vision for their own community did not see the same process as being appropriate or required as part of changing the City’s recreation system.

**Values:**

The values used as decision making criteria in the *Recreation Renewal Final Report* were reviewed. These original values included:

- accessibility
- balanced
- community involvement
- flexibility
- healthy
- partnerships,
- reflecting the Victoria community
- sustainability
- transparency

An overview was then provided of two values that had become apparent during the Fall consultation process which are now being recommended as additional decision making criteria in future processes:

- Physical Proximity—all segments of population, particularly seniors, are able to walk to local community facility for access to selected key neighbourhood services, activities and/or programs
- Reflecting Neighbourhood Community – Victorians take ownership and show pride in their neighbourhood. There is a strong sense of local community, place and belonging

Finally, two values that were implicit in the *Recreation Renewal Final Report* recommendations were clarified for explicit inclusion in future processes:

- Financial Sustainability – a system for providing services, programs and activities that is financially sustainable over generations. Clarification was provided at several meetings regarding the long term (e.g. 50 years) and system wide (as opposed to a specific program) nature of financial sustainability.
- Inclusion – inclusion of all, regardless of financial ability

***The community response:***

- For some, adding the values of “physical proximity” and “reflecting neighbourhood community” seemed to allay two key concerns that had been expressed in the previous *Recreation Renewal Final Report* community consultation process.
- One group recommended that the definition of inclusion be broadened to include multi cultural and non-ambulatory (mobility challenged).

**Beliefs:**

An explanation was provided of the differences between the beliefs that have tended to guide thinking in the past (i.e. conventional) and those deemed required by the *Recreation Renewal Final Report* to realize a future vision. The content of the discussion included the following:

<i>Conventional Beliefs</i>	<i>Future Vision</i>
Only conventional revenue sources can preserve the public good	A sustainable recreation system requires tapping all revenue sources and exploring all partnerships
Meeting regional, community, special and self-interests is the primary focus of service planning and delivery **	Meeting neighbourhood, city and regional interests is the primary focus of service planning and delivery

*\*\*In the discussions that followed, examples were provided to clarify the differences between the various types of interests. For example, regional interests would include a broader perspective of the overall needs of a community; community interests may include a group implementing programs to meet their specific neighborhood’s needs; special interests may include a swim team that has a specific interest and comes forward as a group; self interest would include a single facility user “getting more than their fair share” of services.*

***The community response:***

- A suggested proviso to the partnership belief was that in “exploring all partnerships” one partner doesn’t come at the expense of another such as eroding the volunteer base or leveraging funding from other partners. Many groups provided examples of their efforts to

expand the scope and number of their partnerships, including examples of working in conjunction with grocery store chains, financial institutions and providing “clients” with paid services.

- The majority of boards expressed a willingness to act on a broader range of interests (e.g., “we are concerned with the whole city, not just our little neighbourhood centre”) and suggested ways in which it could be done such as cross training volunteer staff in their community facilities or being a sole provider of a service to the region.
- The inclusion of regional interests appealed particularly to those many organizations with regional aspirations.
- In response to the notion of sustainability, some suggested that the assumption should be that “recreation is a fundamental service” of the city, like parks, sewer or police services and therefore not subject to the restrictions or requirements of sustainability, including generating some income.
- In acting on revised partnering and interest assumptions, some groups suggested the proviso that the “identity” of their specific organization not be lost (e.g., “we’ve been in operation for 50 years and we are widely recognized”).

### **The need for change:**

Prior to each of the meetings, participants received an overview of the general service delivery challenges facing their own and other organizations and a list of key questions for their consideration (Appendix B). This material was compiled by the City and used in discussions to review current and future facility needs at the community level.

### ***The community response:***

- In two communities with existing or anticipated social assisted housing, there was some disagreement regarding the projected demographics of a significant decline in the “under 19” category. In one of these, a new development was anticipated to present a large and unique new demographic that the organization could respond to.
- Some boards had inaccurate or incomplete data regarding the general service delivery challenges, including items like the percentage of their capital costs covered by the City.
- In general, participant comments confirmed both the anticipated future demand and the limitations of current infrastructure to meet these needs. This reflected a greatly reduced level of questioning “the numbers” than was expressed in the Fall consultation.
- Satisfaction rates of current users were generally perceived as acceptable. One group cited a City of Victoria citizen survey in support of this.

- The majority of boards were aware of some of the needs of non-users such as seniors. Thoroughly assessing this need was seen as something that would require additional resources.
- Notwithstanding the general satisfaction by current users, it was widely acknowledged that current facilities were maxed out. Whether this constituted the “crisis” and the “non-sustainability” findings cited in the original *Recreation Renewal Final Report* was a point of discussion.
- Some questioned the system wide inefficiencies cited in the *Recreation Renewal Final Report* as they were not apparent to system wide organizations such as the Community Centres Network. Others recognized that “the system” might not work, but that their association did. As well, there was frequently a difference in perspective on this issue between community centre senior staff and board members.
- Competition amongst centres for funding was generally recognized as a problem although it was pointed out that some of this competition for the same funds was “friendly” and “cooperative”.
- The widespread recognition of the need for the rationalization of services, activities and programs was sometimes tempered with *how* it should occur. Related to this was the frequently cited need for the City to do a “needs assessment”. The needs assessment envisioned, however, seemed more the sum of all the separate organizations than the needs of the system as a whole.

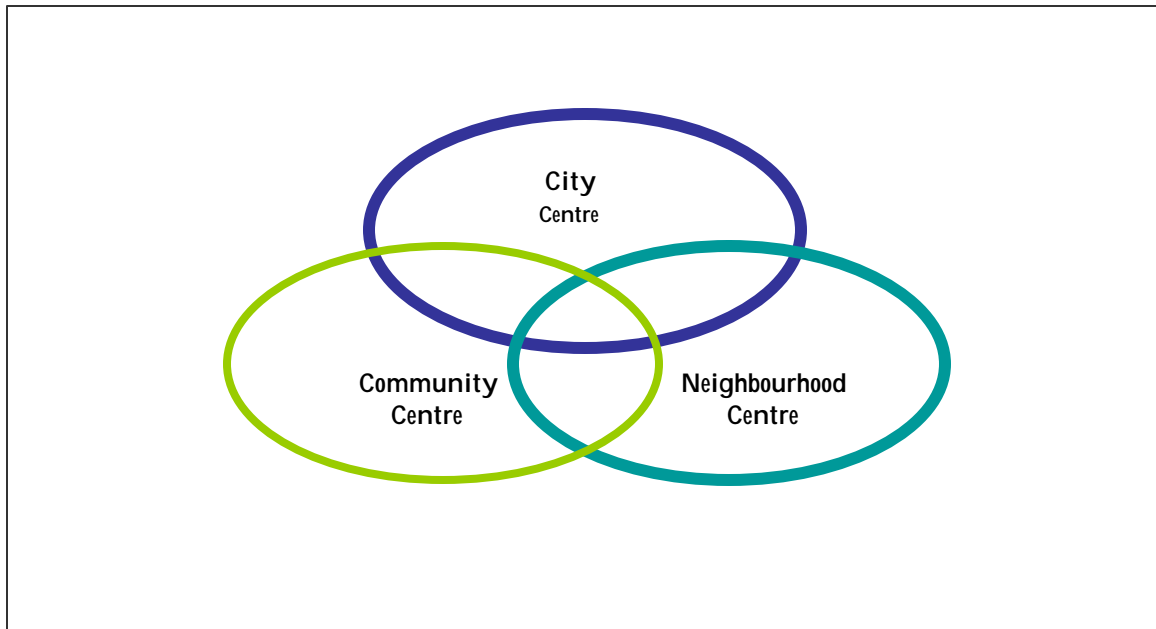
### Next steps in this process:

A revised draft model was reviewed in the sessions which provided an alternative to the original model suggested in the *Recreation Renewal Final Report*. The revised model included the following definitions for facilities:

- **Neighbourhood centres** are smaller facilities that offer neighbourhood programs and services. A neighbourhood community association could be responsible for the operation of the centre or it could be operated as a community centre or City centre.
- **Community centres** are medium size facilities that offer neighbourhood and broader community programs and services. They could potentially provide space/support to adjacent neighbourhood associations. A Community Association could be responsible for the operation of the centre or it could be operated by the City centre. It could possibly be an operator for neighbourhood centres.
- **A City Centre** is a large facility that offers neighbourhood, community and regional programs and services with a wide range of programs and services. It could potentially provide space or support to adjacent neighbourhood associations and would be operated from within. It could possibly be an operator for neighbourhood or community centre. City Centre programs and services would include aquatics, fitness, health and wellness,

artificial turf fields (with some spectator capacity), and possibly curling, seniors programming and other programs and services offered through potential partners.

The following figure was used to illustrate the potential overlap and flexibility in service delivery with the three centres:



***The community response:***

- The revised draft facility model was broadly supported. Of particular appeal was its “flexibility” in meeting the current and possible future needs and aspirations of each unique community (e.g., “we can see it fitting in with our needs”). The scope of “flexibility” became a question for at least one group who questioned if there was enough flexibility in a new City system to allow for a high degree of local autonomy, control and identity, yet still retain the City as a partner.
- Clarification was provided on the original *Recreation Renewal Final Report* recommendation regarding the retention and repositioning of existing facilities. Specifically, discussion included an understanding that actual buildings could remain as neighbourhood amenities under a new operational policy.
- All groups favoured proceeding with the development of the Hub (i.e., city centre). This perspective was in keeping with the benefits of the Hub which emerged from the Fall consultations. One suggestion was that it should include on-site health services. Several groups expressed interest in having input on the development of this facility.

- In response to questions regarding the role of the downtown YM/YWCA, it was noted that the Y's vision for its physical building was currently not aligned with that of the community's vision for the Hub.
- Some associations have moved ahead in their planning process and are at the point of having to make very concrete decisions soon, such as building purchases. Concern was expressed that these present opportunities would be lost if they had to await the outcome of an overall system change.
- Recreation improvement is a priority in several upcoming strategic planning sessions. Several expressed an interest in tying in their strategic planning process with exploring next steps in the change process.
- At least one group expressed a need for financial assistance for future strategic planning and assessing current needs including perspectives of non-users.

The responses and ensuing discussions brought forward an opportunity to clarify and expand on elements of recreation renewal that have the potential to meet the needs of community groups. In considering opportunities to move forward on this issue, a number of key areas emerged:

- an examination of how draft facility models may work for the associations
- the role of leadership in this process
- the opportunities and challenges that moving forward could bring

#### **Neighbourhood specific recommendations in relation to the draft facility model:**

In response to the new draft definitions, participants were asked some general questions about how they saw themselves working within this draft model now, or in the future. It should be noted that while not all participants could speak definitively on behalf of their whole board, the following outlines an initial response as to where they might "fit".

These initial responses do *not* constitute an agreement or commitment and will likely be modified. Their primary value at this point is to illustrate the capacity of the new draft model to accommodate a broad range of options and aspirations:

#### ***The community response:***

##### **Neighbourhood Centres:**

- ***Blanshard Community Centre*** wants to be part of continued discussions with respect to future directions and will still require financial and janitorial/maintenance assistance from the City.
- ***Fernwood Community Centre*** wants an arms length relationship with the City. They feel they may be able to function without City financial or maintenance assistance and they wish to focus on the delivery of child care services with a minor role in the provision of recreation services.
- ***Oaklands Community Centre*** would like to explore the change process further. They see the need for change. They will still require financial and janitorial/maintenance assistance from the City and possibly administrative support.

- **Fairfield New Horizons** want to remain as a stand alone seniors' centre. They would like to expand by 2,500 square feet (\$285,000) and will need a financial commitment of approximately \$142,500 from the City to do so.
- **Fairfield Community Place** would like to explore the change process further. The Gary Oak Room and Coreen's kitchen are new and are meeting neighbourhood needs. They also see the need for out of school care programs. They understand the challenges with the aging annex building and need time to explore change. They will still require financial and janitorial/maintenance assistance from the City.

#### Community Centres:

- **Burnside Gorge Community Centre** will serve a future population of approximately 12,000 people. They want to focus on a community services and recreation services. Their partnership with the City needs to be defined.
- **Victoria West Community Y** would like to explore the change process further. They would like to be a larger centre that serves the needs of a growing community. They will still require financial and janitorial/maintenance assistance from the City
- **James Bay Community School Centre** would like to explore the change process further. They would like to do a community needs analysis to assist them in creating a vision for the future. They will still require financial and janitorial/maintenance assistance from the City
- **James Bay New Horizons** would like to explore change process further. They will explore a combined James Bay Community Centre and James Bay Seniors Centre, with the possibility of some program space for the James Bay Project.
- **The Boys and Girls Club** does not see themselves, due to the nature of their programs and services, as being part of a City Centre or a larger Community Centre. They are willing to look at other partnerships within the community that will better suit their needs.

#### City Centre:

- **Silver Threads** are willing to explore the change process further. They like the vision of being part of the City Centre, but as a partner with their own identity. They can also see the need for the inclusion of health services in the City Centre.
- **The Curling Club** is willing to explore the change process further. They like the vision of being part of the City Centre, but as a partner with own identity.
- **North Park, North Jubilee, and South Jubilee** are supportive of the concept of the City Centre and would like to be involved in the planning process.

#### The role of leadership:

Questions arose at three meetings about the leadership of the City in the previous phase. There was still concern and fear regarding any next steps in the change process. These concerns were part of the legacy of the previous process in which community associations focused on what they could lose as a result of recreation renewal.

In one multi-facility community, the board offered to help the City by playing a leadership role in furthering the process within their own community

### **Moving forward:**

The focus at the end of each meeting was posing the last key question from participants' pre-meeting material (Appendix B) which asked what the association saw as recommended next steps for their association.

### ***The community response:***

- The overwhelming majority expressed an interest in moving forward by exploring next steps in a change process with statements like “we want to be part of an ongoing dialogue” and “Let’s go! Lights, camera, action”. However, it should be noted that the participants could not formally commit without going back to their entire board.
- A couple of groups suggested a one day session to establish common ground on vision, values and assumptions. One group suggested reviewing alternative delivery systems.
- There was some fear expressed that in “committing” to participate in the larger system wide process, the community will put at risk what it currently has.
- To whatever degree neighbourhood had been pitted against neighbourhood in the past, there was widespread agreement that this could not continue if there was to be a move forward.
- In a couple of meetings, questions arose regarding the implications of “not playing” or not participating with other associations in exploring next steps. The response from those representing the City was that it was the prerogative of community associations to participate as and when it was appropriate to do so and that groups would continue to have options in this process. The door would not close after this round of input.
- Several groups felt that the governance and decision making structure will be the major challenge in the change process (e.g., “how will funding be distributed”). Previously cited questions arose in discussion of this issue including the degree to which governance and decision making process will accommodate autonomy and control interests of an association, with opting out provisions and a degree of flexibility in the larger system.

## **4. Recommendations and Next Steps:**

The primary purpose of the community association discussions was to determine whether the concerns and issues expressed by residents at the Fall 2004 community consultation sessions could be sufficiently addressed to move forward on the change process. The findings suggest that these concerns have been sufficiently allayed for the majority of boards to explore the next steps. Although the decision to engage in this exploration is not without some apprehension and conditions, there is also a degree of excitement about moving forward.

### **1. Adding to and defining values:**

During the meetings, the addition of the values of “neighbourhood community” and “proximity” as decision making criteria were particularly well received. Broadening the definition of “inclusion”, as suggested by participants, to include cultural and ambulatory considerations would be in keeping with the intent of the value.

In addition expanding the current definition of “flexibility” (as a value and decision making criterion) to “being able to adapt to changes and to accommodate the requirements of both individual communities and the overall system” would clarify the community’s intent.

### **2. Clarifying the vision:**

Clarifying the “vision required” assumptions regarding partnerships and interests revealed considerably more alignment with community thinking than was initially suggested at the broader Fall community consultation sessions. Incorporating participant suggestions for “fine tuning” these assumptions, such as ensuring that one partnership doesn’t come at the expense of another, could be easily accomplished. The discussion of partnerships suggested that they were central to the existing system. The degree to which recreation needs to meet the needs of sustainability, unlike police services, requires further dialogue.

The flexibility of the new draft model enabled all boards to see how their current and potential future needs could be accommodated within the system. Whether sufficient flexibility can be incorporated into the system’s governance and decision making process to accommodate the autonomy and control needs of various boards will need to be part of the development of specific recommendations.

Although most boards are familiar with the process of visioning and documenting values and principles, there is varied understanding of their nature and function. A common understanding of how these would apply to a City wide recreation and community services system would need to be developed before the exploration of next steps

Another requirement, prior to exploring next steps, is to ensure that all participants have complete and accurate data related to service delivery challenges. Whether this data reflects a “crisis” no longer seems to be an issue, given the widespread recognition that the system is maxed out.

A final consideration for the immediate future is how best to integrate the next steps in a City wide system development with the upcoming strategic planning being planned by some of the community association boards and the current decision facing others regarding immediate infrastructure needs.

### **3. Developing a common understanding:**

Interested stakeholders, including each centre board and senior centre staff members along with City staff and representatives of Council should be invited to sessions in the fall to:

- seek agreement on the vision, values and underlying assumptions of a City wide system

- discuss proceeding with varying degrees of change for each of the stakeholders and the development of associated policies and strategies such as possible partnerships, facility upgrades, replacement strategies co-operation agreements and other elements necessary to meet community needs.

The sessions should provide a continuum of change as well as clear junctures at which to support and further the change process or reject it.

#### ***4. Developing the "Hub":***

Because there is largely agreement on the need, proceed with planning for the Hub facility using the draft vision, values and underlying assumptions of a City wide system.