

**Request for Expressions of Interest  
For the "Community Hub Visioning Group for Bloor-Dufferin"**



**Request for Expressions of Interest to Join the  
"Community Hub Visioning Group for Bloor-Dufferin":**

<b>Eligible Applicants:</b>	<p>Not-for-profit or registered charitable community-based organization that is located in or delivers services and/or programming to the Bloor-Dufferin community, or, demonstrates readiness / financial capability to offer services to the community; or can otherwise demonstrate familiarity with the Bloor-Dufferin community and its service/programming needs and opportunities.</p> <p>Organizations must have senior leadership commitment to and availability to fully participate in the process and attend the working group sessions. Organizations must also ensure their feedback represents the views of their members/stakeholders.</p>
<b>Information Session:</b>	<p>Interested organizations are encouraged to attend pre-submission information sessions, which will include opportunities for questions about the REOI process. The meetings will take place in-person on:</p> <ul style="list-style-type: none"> <li>• Thursday December 15<sup>th</sup> from 9:30 a.m. – 11:00 a.m. <ul style="list-style-type: none"> <li>○ Auditorium, College Shaw Library, Toronto Public Library at 766 College St, Toronto</li> </ul> </li> <li>• Thursday December 15<sup>th</sup> from 11:30 a.m. – 1:00 p.m. <ul style="list-style-type: none"> <li>○ Auditorium, College Shaw Library, Toronto Public Library at 766 College St, Toronto</li> </ul> </li> <li>• Wednesday January 11<sup>th</sup> from 9:30 a.m. – 11:00 a.m. <ul style="list-style-type: none"> <li>○ Auditorium, Lillian H Smith Library, Toronto Public Library at 239 College Street, Toronto</li> </ul> </li> </ul>
<b>Submission Deadline:</b>	<p>January 16, 2017 by 5:00 pm. Please note that this deadline is firm.</p>
<b>Submission Requirement</b>	<p>Complete all questions in the Written Submission section of the REOI document.</p>
<b>Attachments / Appendix:</b>	<ul style="list-style-type: none"> <li>• Appendix One: Background on the Bloor-Dufferin Site</li> <li>• Appendix Two: Draft Terms of Reference for the Community Hub Visioning Group at Bloor-Dufferin</li> <li>• Appendix Three: REOI Questions and Answers</li> </ul>

**APPLICATIONS CAN BE SUBMITTED IN ANY OF THE FOLLOWING WAYS:**

<b>EMAIL:</b>	<p><a href="mailto:sonja@snmanagement.com">sonja@snmanagement.com</a></p> <p><i>*All Expressions of Interest (EOI) must be signed. You have the option of scanning EOIs and emailing as a PDF. Your signed EOI shall serve as an acknowledgment and acceptance of the terms of the REOI as contained in the REOI. Once you have submitted your EOI electronically, call 416 953 6552 if you wish to confirm receipt.</i></p>
---------------	--

If you require this document in an alternative format due to accessibility needs please contact Sonja Nerad at [Sonja@snmanagement.com](mailto:Sonja@snmanagement.com) or 416-953-6552. Disponible en Francais.

# **Request for Expressions of Interest For the “Community Hub Visioning Group for Bloor-Dufferin”**

## **1. Introduction**

The Province of Ontario and the City of Toronto (the Requesters) are inviting expressions of interests from not-for-profit or registered charitable community organizations to form an independent, voluntary and time limited task group called the "Community Hub Visioning Group for Bloor-Dufferin ('Visioning Group')".

The Visioning Group is being established to meet the following objectives:

1. Ensure that community groups are meaningfully engaged in the planning for a potential Bloor-Dufferin community hub; and,
2. Develop a vision and governance and service framework for a potential community hub at the Bloor-Dufferin Redevelopment site.

The Visioning Group will be convened and assisted by an independent facilitator retained by the City and the Province. It is anticipated that members of the Visioning Group will meet approximately 6 for 2–3 hour working sessions over February to April 2017. There is no compensation or funding for organizations that participate in the Visioning Group.

At this very early stage of potential hub development, the Province and City are supporting a process for community groups to discuss key components for the potential community hub at the Bloor-Dufferin Redevelopment site. The Visioning Group's final vision and governance and service framework for the potential hub will be documented by the facilitator and shared with the Province, City and other community groups for potential use to proceed with community hub planning. More information about the Bloor-Dufferin site and surrounding community is provided in the appendices.

A community hub is being considered as part of a larger redevelopment project at the Bloor-Dufferin site that is expected to also include child care spaces. At this time, many decisions and factors remain to be made and addressed that will influence when/if/how the community hub is realized. The Visioning Group will contribute to creating a vision for the site; and of necessity will be working within a context of unfolding information and opportunities.

## **2. Promoting a Community-Led Process for Community Hub Development**

### *Community Engagement*

A public meeting was held in June 2016 to explore community interest in the future of the entire Bloor-Dufferin site. The meeting was co-hosted by TDSB Trustee Marit Stiles, Toronto City Councillor Ana Bailao and MPP Cristina Martins.

At this meeting, the broader community voiced a range of desired uses for the site including:

- Appropriate facilities for student education;
- Expanded park space, space for indoor and outdoor play;
- Public realm improvements such as benches and landscaping;
- Community programming and art space for all ages;
- Support for small business incubation; and
- Low-density residential, with affordable housing.

There was also an interest in mixed-use development, sustainable green development, community uses for a diverse population, spaces that are accessible and safe, and design for connectivity and context. Interested community groups will now discuss community needs and a

## **Request for Expressions of Interest For the “Community Hub Visioning Group for Bloor-Dufferin”**

vision and governance and service framework specifically for the community hub at this site.

### *Provincial and Municipal Roles*

The Ontario government understands that community hubs improve the everyday lives of Ontarians because they offer multiple services, often in a highly integrated, client-centred way, under one roof. For this reason, the government is committed to making it easier to create community hubs and making the best possible use of public properties.

In Toronto, the community-based sector is a key partner in advancing the City of Toronto's strategic social development and human service goals for all residents. Community hubs are advantageous in Toronto because they present opportunities to align services, bring services and programming directly to residents in their local neighbourhoods and to repurpose publicly held property to respond to changing community needs.

The Province and the City of Toronto have retained an independent facilitator, SN Management, to convene and facilitate a working group of non-profit community-based organizations that have capacity and interest to develop a community hub vision, and governance and service framework that can be used to guide development of a hub moving forward.

### **3. Role and Term of the Community Hub Visioning Group**

With the support of an independent facilitator, the role of the Visioning Group will be to collaboratively develop a vision, and a governance and service framework for a potential community hub at the Bloor-Dufferin site. Topics to be discussed by the group will include:

- Identification of community needs and opportunities associated with the unique landmark Bloor-Dufferin location;
- Options for services to be located in the hub that align with community needs; and,
- Options for a leadership, service model and governance and framework.

The Visioning Group's work will be documented by the facilitator and will provide community-based groups with tools and supports to move forward as the hub development process unfolds.

It is anticipated that the Visioning Group will meet between 6-8 times for 2–3 hour working sessions over February to April 2017.

The proposed meeting dates for the Visioning Group are as follows:

- February 7, 2017: 9:30 a.m. – 12 p.m.
- February 21, 2017: 9:30 a.m. – 12 p.m.
- March 7, 2017: 9:30 a.m. – 12 p.m.
- March 21, 2017: 9:30 a.m. – 12 p.m.
- April 7, 2017: 9:30 a.m. – 12 p.m.

There is no funding/compensation for organizations or individuals participating in the Visioning Group.

Please see Appendix for a Draft Terms of Reference for the Visioning Group. This will be reviewed by the Group at its first meeting in February 2017.

## **Request for Expressions of Interest For the “Community Hub Visioning Group for Bloor-Dufferin”**

### **4. Limitations**

The sole purpose of this REOI is to request responses from organizations that are interested in and qualified to form an independent and voluntary working group that will develop a vision and governance and service framework for a potential community hub at the Bloor-Dufferin site. Applications to provide services at a future hub or to become a tenant at the hub cannot be made through this REOI. This REOI process is not intended to create a formal legally binding agreement between your organization and the Province, the City of Toronto or the community hub.

Furthermore, this REOI process shall not limit any pre-existing rights of the Province and the City of Toronto. Without limiting the generality of the foregoing, the Requesters expressly reserve the right, at their discretion, to:

- (i) Seek subsequent information or initiate discussions with any organization, including organizations that did not respond to this REOI; or
- (ii) To elect not to take action on any actions/recommendations outlined in the Visioning Group’s final vision/plan for the community hub that is the subject of this REOI.

The Requesters make no representation, warranty or guarantee as to the accuracy of the information contained in the REOI.

The Requesters shall not be liable for any expenses incurred, including the expenses associated with the cost of preparing responses to this REOI.

### **5. Selection Process**

Selection of the Visioning Group Membership will be guided by principles of:

- *Equity, Diversity, and Inclusivity*: Fair and equitable inclusion of diverse constituent interests should be achieved through the selection process.
- *Openness and Transparency*: Information about the selection process, selection criteria and resulting recommendations will be shared with community groups in an open manner.

Expressions of Interest will initially be screened against the Mandatory Eligibility Criteria. Eligible submissions will then be evaluated based on suitability criteria by staff from the Province of Ontario, the City of Toronto and SN Management.

### **6. Mandatory Eligibility Criteria**

Eligible submissions must meet all of the following three Mandatory Eligibility Criteria (assessed on a yes/no basis)

1. The organization is a not-for-profit or registered charitable community based organization that:
  - A) Is located in and/or delivers services and/or programming to residents in the Bloor-Dufferin community; or
  - B) Demonstrates readiness / financial capability to offer services to the community; or,
  - C) Can otherwise demonstrate familiarity with the Bloor-Dufferin community and its service/programming needs and opportunities.

**Request for Expressions of Interest  
For the “Community Hub Visioning Group for Bloor-Dufferin”**

2. Senior leadership commitment to and availability to fully participate in the process and attend the working group sessions.

3. Organizations must also ensure their feedback represents the views of their members/stakeholders.

**7. Qualifications and Scoring Criteria**

Submissions that meet mandatory eligibility criteria will be evaluated for the following qualifications:

<b>A. Experience and Capacity:</b>	<b>/20</b>
<ul style="list-style-type: none"> <li>• Experience with successful partnerships and collaboration</li> </ul>	/10
<ul style="list-style-type: none"> <li>• Wide breadth of perspectives and established experience regarding community needs and relevant service approaches, including community hubs, shared services, back office and governance models.</li> </ul>	/10
<b>B. Design/Planning:</b>	<b>/10</b>
<ul style="list-style-type: none"> <li>• Demonstrated commitment to innovative planning approaches that generate results</li> </ul>	/5
<ul style="list-style-type: none"> <li>• Experience with engaging stakeholders/residents in planning processes</li> </ul>	/5
<b>C. Vision:</b>	
<ul style="list-style-type: none"> <li>• Vision for a hub that fosters inclusivity, collaboration and responds to community needs</li> </ul>	<b>/10</b>
<b>D. Long-Term Alignment:</b> Hub engagement aligns with the organization’s vision and mandate	<b>/10</b>
<b>TOTAL</b>	<b>/50</b>

**Request for Expressions of Interest  
For the “Community Hub Visioning Group for Bloor-Dufferin”**

**8. Written Submission – Please Complete.**

1. Organization’s registered legal business name and any other name under which it carries on business:	
2. Staff Contact Name:	Position:
3. Contact mailing address:	
4. Contact phone:	E-mail:
5. Incorporation #:	6. Revenue Canada Business Registration or Registration Number #:

Fulfilment of Mandatory Criteria

1. Your organization is a not-for-profit or registered charitable community-based organization that (Circle as appropriate): A) Is located in and/or delivers services and/or programming to residents in the Bloor-Dufferin community; B) or demonstrates readiness / financial capability to offer services to the community; or, C) Can otherwise demonstrate familiarity with the Bloor-Dufferin community and its service/programming needs and opportunities.	Y/N
2. Your organization’s senior leadership is committed to and available to fully participate in the process and attend the Visioning Group sessions	Y/N
3. Organizations must also ensure their feedback represents the views of their members/stakeholders.	Y/N

Organization Information

1. Please provide a short profile of your organization's service mandate, scope, client population, and any other details you wish to highlight, including how your organization meets eligibility criteria #1 (maximum one page total).

Qualification and Scoring Criteria

Please answer the following questions #2-4 below (maximum 4 pages total). Note that answers will be scored against the Qualification and Scoring Criteria as outlined in Section 7.

**Request for Expressions of Interest  
For the “Community Hub Visioning Group for Bloor-Dufferin”**

2. Describe your organization’s key partnership/collaboration experiences.
3. Describe your organization’s experience with hubs and/or shared space arrangements, including any experiences where your organization played a key leadership role. What are critical success factors or best practices that you will be able to share with the Visioning Group?
4. What is your vision for a future community hub at Bloor-Dufferin? Why is your organization interested in joining the Visioning Group and working with other agencies to collaboratively develop a community hub vision?

**9. Submission Details**

Submit all information as requested above. All REOI responses must be submitted no later than 5:00 pm on January 16, 2017.

<b>Submission Deadline:</b>	January 16, 2017 at 5:00 p.m. Please note that this deadline is firm. Please give yourself enough time to meet the deadline, even with unexpected occurrences. Submissions received after this time will not be considered.
<b>Submission Requirements:</b>	Ensure all required information is submitted. Responses must be submitted via email or by mail as outlined on page 1 of the REOI.

**Information and Privacy**

*The Municipal Freedom of Information and Protection of Interest Act (the Act)* applies to all Expressions of Interest submitted to the City of Toronto. Expressions of Interests will be received in confidence subject to the disclosure requirements under the Act. Applicants should identify any portion(s) of their Request for Expression of Interest, which contains a trade secret, scientific, technical, financial, commercial or labour relationships’ information supplied in confidence and which will cause harm if disclosed. Questions about the Act should be directed to the Director of Corporate Access and Privacy Office: 416-392-9683.

The applicant consents to the Ministry of Infrastructure’s collection of the information as contemplated under the REOI for the uses contemplated under the ROEI.

Information provided by an applicant may be released in accordance with the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31, as amended. An applicant should identify any information in its submission or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Ministry. The confidentiality of such information will be maintained by the Ministry, except where an order by the Information and Privacy Commission or a court requires the Ministry to do otherwise. The applicant consents, pursuant to subsection 17 (3) of the *Freedom of Information and Protection of Privacy Act*, to the disclosure, on a confidential basis, of this submission by the Ministry to the Ministry’s advisers retained for the purpose of evaluating or participating in the evaluation of this application.

The applicant acknowledges that the Ministry may make public the name of any and all applicants.

**Request for Expressions of Interest  
For the "Community Hub Visioning Group for Bloor-Dufferin"**

**Property of Submissions**

Except where expressly set out to the contrary in this REOI or in the applicant's submission, the submission and any accompanying documentation provided by an applicant shall become the property of the Ministry and/or the Requesters and shall not be returned.

**Confidential Information of the Requesters**

All information provided by or obtained from the Ministry or the Requesters in any form in connection with this REOI either before or after the issuance of this REOI: (a) is the sole property of the Ministry or the Requesters and must be treated as confidential; (b) is not to be used for any purpose other than replying to this REOI; (c) must not be disclosed without prior written authorization from the Ministry or the Requesters; and (d) shall be returned by the applicants to the Ministry or the Requesters immediately upon the request of the Ministry or the Requesters.



## Request for Expressions of Interest For the "Community Hub Visioning Group for Bloor-Dufferin"

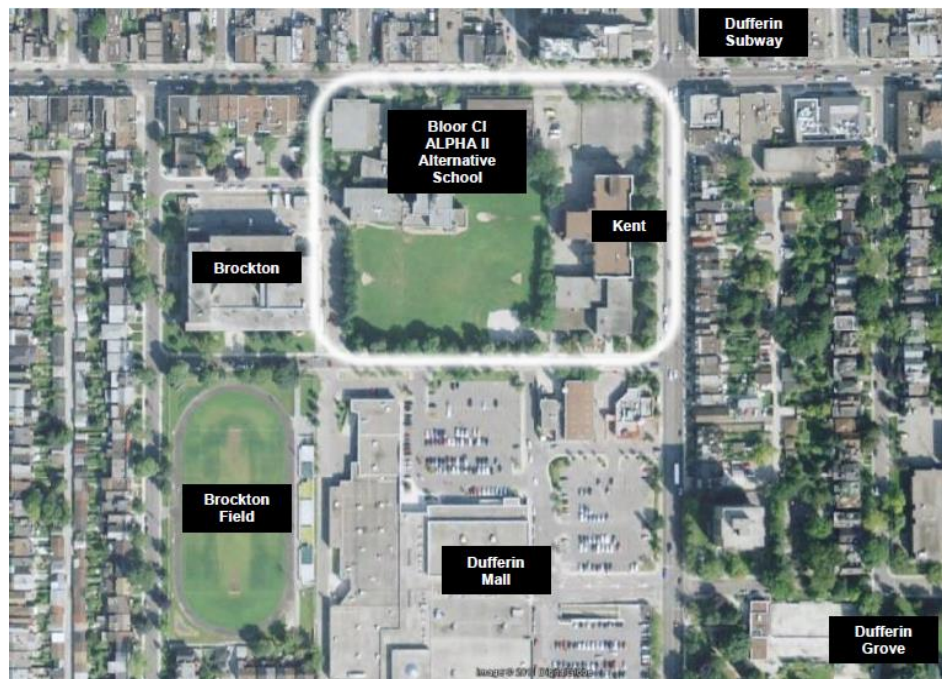
### Appendix One: Background on the Bloor-Dufferin Site

The Toronto District School Board (TDSB) is the owner of a 10.4 acre site on the south-west corner of Bloor Street West and Dufferin Street (see Figure 1). The property is strategically located at a major downtown intersection and is accessible from the Bloor subway and the Dufferin bus routes, making it a highly desirable property for redevelopment. Currently the property contains three school buildings (Kent Senior Public School; Bloor Collegiate Institute/Alpha II Alternative School and Brockton High School) as well as green space/recreation space that is used by the schools and the local community. TDSB has indicated that only 3.1 acres (the area containing Brockton) should be retained by the TDSB and renovated in order to house students from Bloor Collegiate/Alpha.

Given the strategic location of the site, its size, and the adjoining school site, TDSB and Toronto Lands Corporation, the City of Toronto, the Province of Ontario share an interest in seeing the best outcome for the lands that will be sold. In particular there is interest in seeing the development of a community hub (currently estimated at 30,000 square feet) to serve the public onsite, in addition to private development.

The Bloor Dufferin Redevelopment site was brought to the open market by the TLC on behalf of the TDSB on August 8, 2016, in a request for offers (RFO) to purchase from a reputable purchaser who will develop the surplus lands through a co-operative approach with the community, creating a compatible redevelopment that is reflective of public objectives. The preferred purchaser will be required to actively plan a redevelopment of the entire 7.3 acres through the regulatory City process and submit a site plan application to the City for approval including a possible 30,000 square foot community hub. The RFO process closed on October 11, 2016. A preferred purchaser will be recommended for selection by the TLC before the end of 2016. The purchaser is required during the conditional period of the agreement of purchase and sale to have a public meeting with the community and a separate meeting with the school community. Meetings are anticipated to take place between December 2016 and January 2017.

**Figure 1:  
Aerial View  
Bloor-Dufferin  
Redevelopment Site**



## **Request for Expressions of Interest For the "Community Hub Visioning Group for Bloor-Dufferin"**

### **Appendix Two: Bloor Dufferin Community Hub Visioning Group Terms of Reference – Draft – November 25, 2016**

#### **Background**

The preferred purchaser selected by the Toronto Lands Corporation to redevelop the lands at the Bloor-Dufferin site will be required to submit a site plan application for approval including a placeholder for a possible 30,000 square foot community hub. At this very early stage of hub development, the Province and City are supporting a process for community participation in planning related to the future development of a potential community hub. The facilitator will convene and support non-profit or charitable community-based organizations that have capacity and interest to develop a vision and governance and service framework for a possible community hub. The facilitator will document the Visioning Group's final vision / report and share it with the broader community for use as the hub development process moves forward.

#### **Objectives**

The Visioning Group is being established to meet the following objectives:

1. Ensure that community groups are meaningfully engaged in the planning for a potential Bloor-Dufferin community hub; and,
2. Develop a vision and governance and service framework for a potential community hub at the Bloor-Dufferin site.

More specifically, the Visioning Group will answer the following questions:

- What is the vision for the community hub?
- What are the community needs/service gaps to be addressed by the community hub and what are the opportunities presented by the unique landmark Bloor-Dufferin location;
- What services and activities should be provided in the hub and how are they a good fit?
- What are governance and service model options for the community hub?

#### **Membership**

The Visioning Group will include senior management representatives from eight to twelve community based non-profit or charitable community based organizations.

#### **Responsibility of Members**

1. To attend all Visioning Group meetings at a frequency that is sufficient to achieve its objectives and meet the time-line that has been established for completion of its objectives.
2. Abide by any ground rules and procedures established by the Visioning Group.
3. Review materials developed for Visioning Group sessions before meetings.
4. Ensure feedback represents the views of their members/stakeholders.
5. Provide regular feedback and advice to the Visioning Group facilitators.

#### **Duration and Meetings**

Approximately six meetings will be held between February and April 2017. Each meeting will be approximately two – three hours in duration. A regular meeting schedule will be confirmed at the start-up meeting for the Visioning Group. In addition to regular meetings, additional means of communication, such as responding to e-mails will be necessary to conduct the business of the group.

## **Request for Expressions of Interest For the "Community Hub Visioning Group for Bloor-Dufferin"**

The proposed meeting dates for the Visioning Group are as follows:

- February 7, 2017: 9:30 a.m. – 12 p.m.
- February 21, 2017: 9:30 a.m. – 12 p.m.
- March 7, 2017: 9:30 a.m. – 12 p.m.
- March 21, 2017: 9:30 a.m. – 12 p.m.
- April 7, 2017: 9:30 a.m. – 12 p.m.

### **Decision Making**

Decisions will be made by consensus that reflects the discussions of the Visioning Group. Where this is not possible, for example, due to time restraints, and a decision must be made, the decision will be brought to a vote and the record of decision will reflect the differences of opinion expressed in the Group.

### **Confidentiality**

Visioning Group members will keep confidential and not disclose any information, knowledge or data which they receive during the course of this work, except as required in the performance of Visioning Group objectives.

### **Accountability**

The members of the Visioning Group are accountable to each other for their participation and decisions.

### **Resources**

The Visioning Group is supported by a third party facilitator. Visioning Group members are asked to resource any constituent engagement activities. Best practice research on community hubs will also be made available.

**Request for Expressions of Interest  
For the “Community Hub Visioning Group for Bloor-Dufferin”**

**Appendix Three: Request for Expression of Interest Questions and Answers**

**Q: What is the purpose of the Bloor Dufferin Community Hub Visioning Group (“Visioning Group”)?**

A: The Visioning Group is being established to meet the following objectives:

1. Ensure that community groups are meaningfully engaged in the planning for a potential Bloor-Dufferin community hub; and,
2. Develop a vision and governance and service framework for a potential community hub at the Bloor-Dufferin Redevelopment site.

Items to be discussed by the group include:

- Identification of community needs;
- Options for services to be located in the hub that align with community needs; and,
- A leadership, service model and governance framework.

**Q: How will the work of this group feed into the preferred developer’s planning process?**

A: The Toronto Lands Corporation, on behalf of the TDSB, is seeking a reputable purchaser that will work co-operatively with stakeholders towards a future vision for the Bloor-Dufferin site. This vision includes a community hub, an integration of affordable housing units, urban design, provision of open space, height and density as well as other planning matters.

Once selected, the preferred developer is required to have a public meeting with the community and a separate meeting with the school community. It is anticipated that Visioning Group members will attend the public meeting to provide feedback, and the developer will be invited to participate in Visioning Group meetings, as appropriate. All partners are committed to work together to ensure the redevelopment of the site meets the communities’ needs.

**Q: Who is the facilitator and what is their role in this process?**

A: SN Management has been retained through a competitive process as an independent facilitator by the Province and the City of Toronto to:

- Support the establishment of the Visioning Group through overseeing the REOI distribution and selection process.
- Convene and facilitate all meetings of the Visioning Group including managing collaborative planning and decision making exercises to assist in developing a vision for the hub.
- Prepare background materials, including options for discussion to support effective and productive planning and decision making.
- Write up a summary of the Visioning Group’s agreed upon vision and governance and service framework for the community hub that could be used

**Request for Expressions of Interest  
For the “Community Hub Visioning Group for Bloor-Dufferin”**

by community groups for future stages in hub development, and to capture the planning and decision making processes.

**Q: What is the role of the Province and the City of Toronto?**

A: The Province and the City of Toronto have retained an independent facilitator to help community groups develop a shared vision for a potential community hub.

The facilitator has worked collaboratively with both organizations to develop the REOI and selection process in a fair and transparent manner. Both organizations will participate in the evaluation of the REOI proposals, and will participate as observers in the Visioning Group meetings.

***Technical Questions (Eligibility and Evaluation)***

**Q: Who is eligible to participate in the Visioning Group?**

A: Visioning Group members must meet the following mandatory eligibility criteria:

1. Be a not-for-profit or registered charitable organization that:
  - A. Is located in and/or delivers services and/or programming to residents in the Bloor-Dufferin community; or
  - B. Demonstrates readiness / financial capability to offer services to the community; or,
  - C. Can otherwise demonstrate familiarity with the Bloor-Dufferin community and its service/programming needs and opportunities.
2. Senior leadership commitment to and availability to fully participate in the process and attend all working group sessions.
3. Organizations must also ensure their feedback represents the views of their members/stakeholders.

**Q: How was the REOI distributed, and who was it distributed to?**

A: The REOI was distributed to a wide range of approximately 1,000 non-profit and/or charitable community based organizations in Toronto (e.g., United Way, Ontario Non-Profit Network) and organizations currently located in/delivering services to the Bloor-Dufferin community.

**Q: Who is evaluating the EOIs and how are they being evaluated?**

A: Eligible submissions will be evaluated by staff from the Province (Community Hubs Division), the City of Toronto (Social Development and Finance & Administration) and SN Management (the independent facilitator).

**Request for Expressions of Interest  
For the "Community Hub Visioning Group for Bloor-Dufferin"**

Expressions of Interest will initially be screened against the three Mandatory Eligibility Criteria and then scored against additional qualifications and scoring criteria (see the REOI document for additional details).

**Q: How many organizations will be selected to be a part of this Visioning Group?**

A: In order to ensure focused discussion and effective management of the group/project, it is anticipated that between 8 and 12 organizations will be selected to participate in the Visioning Group.

**Q: What if I'm not selected to be part of the Visioning Group? Are there other opportunities to provide input to the hub vision and plan?**

A: As part of their role as a Visioning Group participant, organizations will be required to ensure their feedback represents their members/stakeholders interests.

Organizations not selected to participate in the Visioning Group may also email their input to the facilitator, Sonja Nerad at [sonja@snmanagement.com](mailto:sonja@snmanagement.com) to be discussed with the Visioning Group.