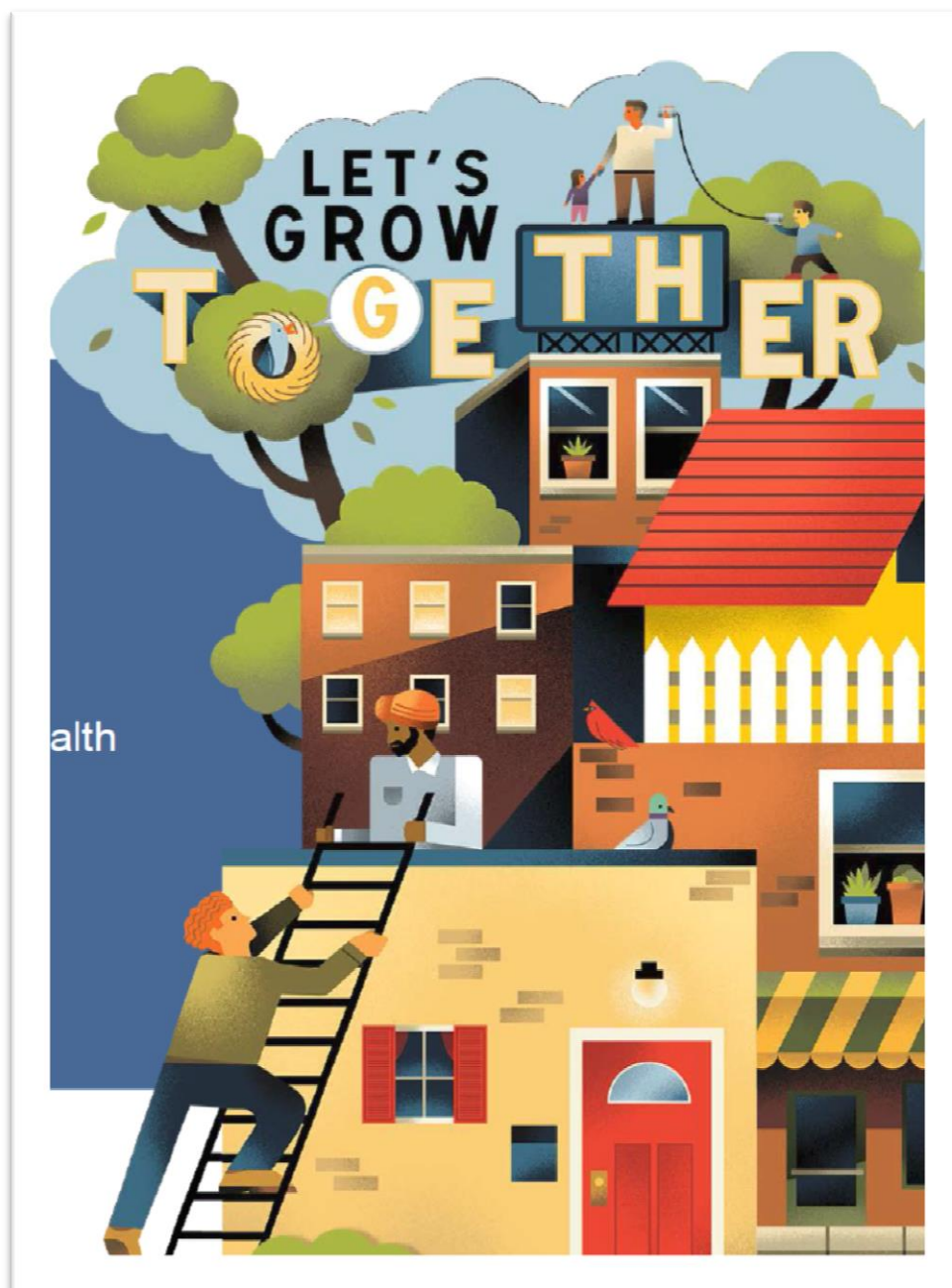




## MALTON HUB OPERATING MODEL 2020



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## PART ONE – BACKGROUND

### 1.1 Description

The City of Mississauga will be converting the decommissioned Lincoln M. Alexander Secondary School pool in Malton into a Community Hub that provides services, programs and/or social and cultural activities that reflect the local community needs. This project is supported by the Peel District School Board and the Region of Peel. The Region of Peel will provide a capital grant to the project and inform the hub development through integrated service development standards. The Peel District School Board will further inform the development, construction planning and programming to ensure it complements the needs of its secondary students.

The Malton neighbourhood is a well-established and mature residential area, located in the northeast quadrant of the City of Mississauga. It has a diverse and community-focused neighbourhood; 2016 census data shows a total immigrant population of 22,835, representing 59.9% of the population, of those, 4,075 are recent immigrants (resident in Canada less than 5 years). There is easy access to some of the many assets in Malton - the library, community centre, schools and transportation are within walking distance of much of the community. However, current community space such as in the Malton Community Centre is very well used with limited capacity for additional programming. The Hub will therefore provide much needed space for the community to gather and participate in programs/services catered to their needs.

The Hub will be a central access point for a wide range of identified health and social services, along with cultural, recreational, and green spaces to nourish the community life in Malton. The Hub will be as unique as the community it serves and will be defined by and in collaboration with local needs, residents, services and resources.

The March 2018 Community Data Summary Report by the Region of Peel indicates that “Malton has opportunities to provide targeted supports to address the unique needs of this community, in particular services that relate to **youth, income security and health.**” This will be met by providing seamless integration of these service areas, i.e. service navigation provided through common reception areas or warm transfers from service to service.

As the Lead Agency SHIP will:

1. contribute towards developing the Hub's **Operational Model** which will include shaping the vision and strategic directions and the development of the governance, operation model and integrated service delivery model
2. play a role in **selecting complementing agencies** to operate out of the Hub
3. ensure **availability of community** space for use by other organizations, community groups and residents
4. work with the complementing agencies to inform the facility's **design process** which will be led by the City of Mississauga. This also includes a sustainability plan.

## PART TWO – BUSINESS APPROACH

### 2.1 Operational Model

As the Lead Agency SHIP will contribute towards developing the Hub's **Operational Model** which will include:

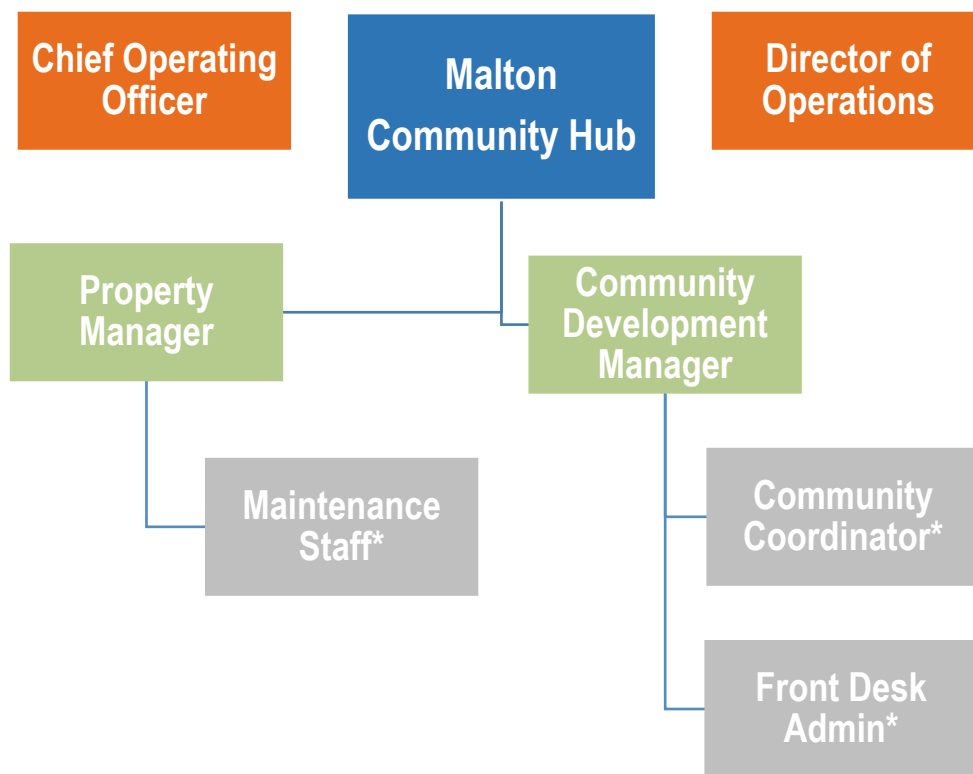
- shaping the vision and strategic directions
- the development of the governance model and
- the development of the integrated service delivery model

#### Operational Model Description

The collective operational model will be centered on 3 key pillars:

Investment ♦ Engagement ♦ Partnerships

The daily operations of the Hub will be overseen by the Housing & Operations and Community Development teams. A strong team will support both the implementation and day-to-day operation of the Malton Community Hub.



\* denotes new staff

SHIP will invest the expertise of the following existing staff in to the Hub.

### **Property Manager**

SHIP's Property Manager is currently responsible for the overall day to day maintenance and capital reserve management of all of SHIP's facilities.

In the Hub, this role will oversee fire safety and preventative maintenance planning as well as all relationships with vendors, suppliers and stakeholders to ensure low vacancy rates, strong fiscal management within our operating budgets and units/spaces that are maintained and repaired in a timely and cost effective manner. Property Services employs a tenant focussed approach while ensuring assets are maintained.

### **Community Development Manager**

SHIP's Community Development Manager is currently responsible for the Social Purpose Enterprises (SPE), 3 community wellness programs, our client and program activity committees and the Living Well ~ Working Well program, an employment supports initiative.

In the Hub, this role will oversee the development of positive partnerships and engagement with both, the Community and the Hub tenants utilizing a collaborative service approach. Additionally, the Community Development Team will provide support and coaching related to vocational goals, employment and wellness.

SHIP will hire the following 3 staff to contribute towards the successful operation of the Hub.

### **Maintenance Staff**

Maintenance Staff will be responsible for the overall cleanliness and maintenance of the Malton Community Hub common space. They will be responsible for completion of repairs and ensuring that service contracts or major repairs are completed as per contractual agreements while ensuring quality service is provided to all tenants and community stakeholders. They will also be a key conduit for any tenant/community related concerns or emergencies in regards to the maintenance/repair of the building.

### **Community Coordinator**

Key aspects of the coordinator's role will include stakeholder engagement and community collaboration with other service providers in delivery of services and programs.

Additionally, they will provide:

- Project coordination including partnership development, MOU's (Memorandums of Understanding), partnership agreements, inventory of services, both formal and informal
- Lead the Community Advisory Committee with responsibilities including development of terms of reference and strategic development of committee partners and projects
- Development, promotion and sustainability of community workshops, events, programs and activities within the Malton Community Hub
- Annual evaluation to collect, analyze and compile data on community input around programming provided to the community.
- Train and support student and community volunteers.
- Responsible for annual community events in collaboration with the community and Hub partners.
- Grant writing to support activities and programming as required.

### Front Desk Administration

This Front Desk Administrative Staff will be the first point of contact for Hub visitors and will work to establish rapport and build community engagement with available supports. Other key aspects of the role include:

- Coordinate services within the Hub
- Work collaboratively with the Community Coordinator to promote the services offered at the Hub and establish referral pathways

SHIP will work with the Steering Committee to ensure the space is designed for current community needs and readily adaptable, as community needs change, warranting corresponding program and service changes. This will include a plan for broader community partnerships that may include a multi-use, inter-generational design. Management of the Hub will include but is not limited to property maintenance, managing multiple tenants, lease agreements and preparing and maintaining an operations budget.

Refer to Governance and Agency Selection sections above for further detail.

### 2.2 Vision and Strategic Direction Development

SHIP recognizes that each community is unique, with a specific set of resources and a combination of service needs and capabilities.

SHIP will use the model below to assist with setting the priorities that will drive the Hub's vision and strategic direction. Through community consultation, this framework provides an ideal mechanism for committing to a long-term shared community vision.

This will be a thoughtful process to elicit information that drives the strategy to achieve the vision.



#### Step One: Analyze - scan

- The environmental scan is an analysis of the conditions, data and risk factors that impact the Hub (use existing resources like MyMalton | MyVision).
- Understand the community
- Understand stakeholders
- Understand potential future risks
- Consultation

**Step Two: Develop - vision**

Initiate a community visioning exercise. The development of clear and concise statements of ideals (vision), and core beliefs (principles).

**Step Three: Set priorities - goals, strategy, plan, measures (gspm) development**

The categorization of issues into functional areas of responsibility with a view to establishing expectations and outcomes for each area of responsibility.

**Step Four: Assess - implementation/organizational capacity assessment**

An assessment of the resource capacity relative to the objectives and goals established in the vision strategic direction.

**Step Five: Communicate - development and release of the vision and plan**

A draft plan will be developed and released for validation.

**Step Six: Evaluate - ongoing performance review**

The development of on-going performance evaluation processes which will support the evaluation of the vision and strategic direction and realization of the Hub goals.

The outcome of this exercise will be the creation of:

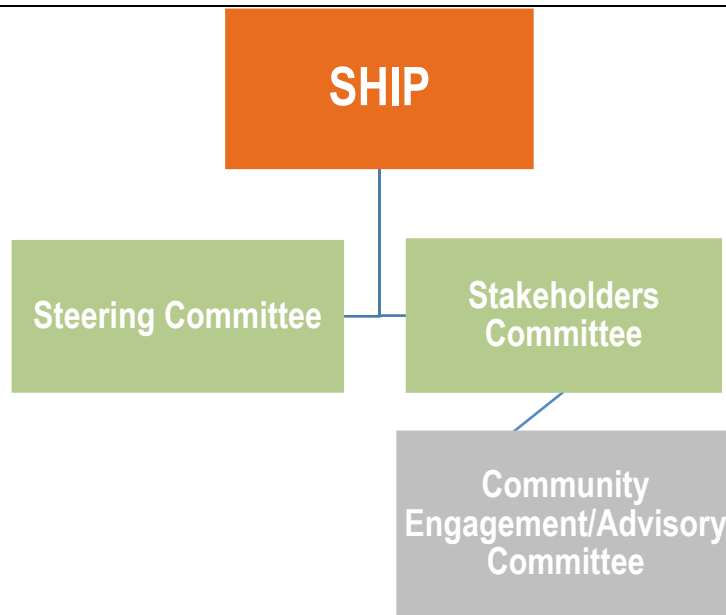
- a shared vision
- a strategic plan anchored in jointly established values and principles

**2.3 Governance Model**

SHIP will serve as the lead organization, in partnership with the City of Mississauga and all identified key stakeholders including but not limited to: the Malton Community Centre and Library; Malton Neighbourhood Services, neighbouring schools; including Lincoln Alexander Secondary School; faith based organizations; not for profit agencies; and Malton residents to ensure and develop a shared vision, a Collective Operational model, an Integrated Service delivery model and a shared Governance model providing strong partnerships and complementary services being for the community and by the community.

A shared Governance model will include the development of a Steering Committee, Stakeholders Committee and Community Engagement/Advisory Committee.

Below is high-level information regarding each committee's proposed purpose, membership and meeting frequency. Each committee will have an associated Terms of Reference that will cover areas such as Committee purpose, objectives, membership, meeting frequency, decision-making, etc. Open and transparent work plans and participation will ensure that engagement is collaborative and effective.



### Steering Committee

<b>Committee Purpose</b>	<p>The Steering Committee (SC) is an advisory group that will be responsible for a number of strategic objectives. Some of which will include:</p> <ol style="list-style-type: none"> <li>1. Shaping the Hub's vision, governance, operation model, integrated service delivery model and the development of its strategic direction</li> <li>2. Play a role in selecting complementing agencies to operate out of the Hub</li> <li>3. Work with the complementing agencies to inform the facility's design process which will be led by the City of Mississauga</li> <li>4. Facilitate communication initiatives related to the project, as required</li> <li>5. Provide Hub oversight</li> <li>6. Facilitate the development of relationships with key strategic community partnerships and elected representatives</li> </ol>
<b>Membership</b>	<p>Proposed members include:</p> <ul style="list-style-type: none"> <li>• SHIP</li> <li>• The City of Mississauga, Malton Community Centre &amp; Library</li> <li>• Lincoln Alexander Secondary School</li> <li>• Community Member(s) and</li> <li>• Participation as required by other key stakeholders, i.e. Councillors, etc.</li> </ul>
<b>Meeting Frequency</b>	Monthly and/or as required as the project moves along.

### Tenant (Stakeholders) Committee

<b>Committee Purpose</b>	<p>The goal of the Tenant (Stakeholders) Committee (TSC) is to work toward supporting aligned activities within the Hub.</p> <p>The committee will meet to discuss valuable initiatives and leading practices that will be beneficial in building community and increasing the quality of services</p>
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	<p>within the Hub.</p> <p>The Committee will review the identified needs, gaps, assets and challenges of the community and work collaboratively and collectively to support and advise on programs, events and activities that address those needs.</p> <p>Additionally, the committee will review, discuss and connect tenants with available resources and funding opportunities that may bring value and enrich the array of services and programs offered at the Malton Community Hub.</p> <p>It is important to note that the development of this committee will evolve as the sub-agency selection process takes place.</p>
<b>Membership</b>	<p>Proposed members will include:</p> <ul style="list-style-type: none"> <li>• SHIP</li> <li>• Hub tenant - TBD</li> <li>• Hub tenant - TBD</li> <li>• Hub tenant - TBD</li> <li>• Hub tenant - TBD</li> <li>• Community Member(s)and</li> <li>• Participation as required by other key stakeholders</li> </ul>
<b>Meeting Frequency</b>	Monthly for the first year or two. Consideration for quarterly after that.

<b>Community Engagement Committee</b>	
<b>Committee Purpose</b>	<p>The goal of the Community Engagement Committee (CEC) is to appropriately represent the interests of the community, develop and maintain good communication within the Hub, and provide opportunities for input into planning services and programs.</p> <p>Committee Objectives will include:</p> <ul style="list-style-type: none"> <li>• Membership that is reflective of the Malton community</li> <li>• Attending meetings on a regular basis</li> <li>• Input and insight into the operation of Hub programs, services and committees as requested</li> <li>• Input into Hub communications</li> <li>• Information sharing in a supportive, non-judgmental manner</li> <li>• Review of Hub focussed forms, brochures and procedures</li> <li>• Outreach</li> </ul> <p>The Committee will review and make recommendations on the Hub's plans</p>

	annually and while they have no direct authority, they can influence the direction of the Hub. Any recommendations, feedback or queries by the Committee will be brought to the attention of the Tenant/Stakeholders Committee through the Community Development Coordinator.
<b>Membership</b>	This group will be made up of a variety of engaged stakeholders grassroots organizations operating with a collaborative Terms of Reference <ul style="list-style-type: none"> <li>• SHIP</li> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> </ul>
<b>Meeting Frequency</b>	Monthly

SHIP will utilize a coordinated system approach with all identified stakeholders that operate with a shared governance model working from an agreed upon terms of reference, mandate, mission, vision, values and shared policies and procedures.

#### 2.4 Integrated Service Delivery Model

SHIP will create an Integrated Service Delivery (ISD) framework. This approach will go beyond co-location towards truly community focused, integrated service delivery. This will provide the opportunity to enhance, coordinate and integrate service delivery to people and the Malton community.

The model will include but is not limited to:

- Design and use of consistent access policies (i.e. a policy for creating a common “front-door”)
- Where possible, the creation of standard forms and systems
- Use of evidence based practices
- Determine resource sharing and ways to leverage resources
- Develop policies on co-location
- Implement necessary MOUs between programs to reinforce integrated service delivery
- Marketing and communication

We envision that the Hub will operate on a continuum of service integration varying from loose networking between agencies through to tighter connections and ultimately full integration. Level of integration will be dependent on community need.

### SHIPs Vision for the Malton Hub's Continuum of Integration

Level of Integration	Benefit – What difference will this make for agency and/or member	Benefit – What difference will this make for community
<b>Networking</b> – an informal or structured communication between autonomous agencies to build local services and support cross referral of clients	<ul style="list-style-type: none"> <li>Increased capacity for agencies to deliver services</li> <li>Services offered better match needs of clients</li> </ul>	<ul style="list-style-type: none"> <li>Possible increased confidence in capacity of service system to respond to community needs</li> </ul>
<b>Co-location</b> – sharing space and back office functions	<ul style="list-style-type: none"> <li>Increased service delivery capacity for agency</li> <li>Easy cross referral due to more detailed knowledge of other agencies operating in the Hub</li> <li>Reduced waiting time for clients</li> <li>Convenient one stop access</li> <li>Familiar location</li> </ul>	<ul style="list-style-type: none"> <li>Greater visual awareness of service delivery site for those who walk or pass by</li> </ul>
<b>Cooperation</b> – sharing space plus small joint projects which supplement the core services provided by the agencies in the Hub such as joint marketing and community engagement to build the client base of each community	<p>As above plus:</p> <ul style="list-style-type: none"> <li>Deeper knowledge of other services in the Hub</li> <li>More intensive support for client moving between services in the Hub</li> <li>Potential to be co-case managed by multiple agencies</li> </ul>	<ul style="list-style-type: none"> <li>Possibly reduce stress and disharmony in neighbourhoods as residents with complex needs can more easily access a range of services in one location</li> </ul>
<b>Collaboration</b> – significant joint projects which expand the service offerings, and/or provide central intake, this requires joint governance, clear leadership and investment in the capacity of agencies to work together	<p>As above plus:</p> <ul style="list-style-type: none"> <li>Increased capacity to respond to new and emerging needs</li> <li>Single entry point for members to access a range of services to meet a range of needs</li> <li>A shared referral or intake process</li> </ul>	<ul style="list-style-type: none"> <li>Possible increased confidence that the community service system is responsive to their unique communities emerging needs</li> </ul>
<b>Integration</b> – seamless service delivery in which the member is not even aware multiple agencies are involved	<ul style="list-style-type: none"> <li>Elimination of barriers to sharing expertise, resources and organizational capacities between all agencies in the Hub</li> <li>Member receives seamless access to multiple professional services</li> </ul>	<ul style="list-style-type: none"> <li>Possible increased confidence that the community service system is responsive to their unique community emerging needs</li> <li>Increased levels of integration will improve social relations and general well-being in the community</li> </ul>

Just as there is an expected continuum of integration to be realized by this Hub, so too will there be a continuum of outcomes that will work collectively to benefit the service system in Malton. Outcomes based on level of integration and community need.

#### SHIPs Proposed Continuum of Outcomes for the Hub

Type of Outcome	Activities: What do the agencies want to be able to do together	Why?
<b>Practical</b>	Financial efficiencies and convenience achieved through sharing facilities (rent, phone, IT, reception etc.) resulting in savings which can be redirected to expanded service delivery	<ul style="list-style-type: none"> <li>• Increase awareness of each other's services and cross referrals</li> <li>• Access to suitable space</li> <li>• Decreased costs</li> <li>• Increased efficiency and convenience</li> </ul>
<b>Creative</b>	New service response developed jointly that cannot be achieved by a single agency. For instance, ease of access to multiple services in one location, supported by "warm" referrals from a worker in one agency to a worker in another agency located in the Hub, sharing unmet client needs that are outside the capacity of an individual organization	<ul style="list-style-type: none"> <li>• Increased profile and usage of each other's services</li> <li>• Improved coordination</li> <li>• Improved access for clients with multiple needs</li> </ul>
<b>Transformative</b>	Individuals, families and communities are connected in ways that build resilience, problem solving, economic participation and social inclusion by providing meeting spaces to build community connectedness and social capital supporting emerging community events	<ul style="list-style-type: none"> <li>• Potential development of new services/service delivery models</li> <li>• Increased social capital and community capacity</li> <li>• Seamless, holistic service provisions</li> </ul>

In short, we envision a Community Hub that focusses on providing and integrating health and wellness services across the continuum from youth to seniors in the Malton Community.

## **PART THREE – AGENCY SELECTION**

Through consultation, SHIP will develop:

- A. A community partner and engagement plan that will include a community scan of programs and services, stakeholder and community and resident engagement plans and
- B. Agency selection process

### **3.1 Engagement Plan**

#### **Inventory of Programs and Services offered in the community**

- Child and Family Learning Centers
- Parent and Family Literacy Centre
- Child and Youth Services
- Day Care Centers and After School Programs
- Emergency Food Services
- Health
- Library
- Places of Worship
- Recreation, Parks and Community Services
- Housing
- Settlement
- Seniors

#### **Stakeholder Engagement**

The Malton Community Hub will be created in collaboration with existing and new partners, residents and community groups. Existing partnerships support collaborative program development around mental health, addictions, wellness, food security, community safety, community networking, event planning, physical and recreational activity, community engagement and focused activities for all community members.

The sub agency selection process will be conducted in consultation with existing Malton groups who have a strong understanding of the current climate. These will include:

- Malton residents
- Internal/external stakeholders
- Local area schools, i.e. Lincoln Alexander Secondary School, Ascension of Our Lord
- Surrounding businesses
- Partnering nonprofits, i.e. Malton Neighbourhood Services, Wellfort
- City of Mississauga, Malton Community Centre and Library
- Faith based organizations
- Grassroots organizations

#### **Resident and Community Engagement**

Engagement is key to building communities. Communication platforms will be created that will include:

- Notice boards
- In person sessions, i.e. town halls, focus groups
- Newsletters
- Social media platforms and organizational websites,
- Resident and community

- Community Advisory / Stakeholders Committee
- Asset Based Community Development
- Community Work plan
- Town Halls
- Social media updates
- Communications centre



### 3.2 Agency Selection Process

With consultation from the Steering Committee, SHIP will propose a Request for Expression of Interest (RFEI) process to assist with the selection of Hub tenants. An overview of the RFEI process if utilized, would include:

- Hub Vision
- Available Space description
- Service priorities
- An opportunity to share how their organization would be a good fit within the Malton Hub

The RFEI process and Selection Criteria would be used to determine appropriate tenant organizations.

Overview of the Selection Process:

1. Through the process, the steering committee will seek appropriate non-profit/charitable community organizations for the Community Space Tenancy Lease
2. RFEIs will be screened against established selection criteria by a review panel, upon conclusion of the evaluation process, a final recommendation will be made by the Review Panel to the appropriate staff members for further assessment to ensure that applicants meet the eligibility criteria

Eligible Applicants:

- Satisfies the criteria for the Malton Hub's Space Tenancy Lease (to be developed)
- Shares the vision and mission of the Malton Hub, have similar or congruent missions, and are willing to agree to work collaboratively for the common good and subscribe to the philosophy and values of the Malton Hub
- Willing to dedicate its resources such as staff and funding towards collaborative service and program delivery
- Willing to practically engage in the development of a collaborative culture
- Agrees to provide quantitative and qualitative data as required for the research and evaluation purposes
- Provides services and programs in Malton
- Agrees to sign Community Space Tenancy Lease, Co-location Agreement, Service Agreement and other Collaborative documents as required

## PART FOUR – BUDGET

To ensure sustainability of the Hub, operational expenses will be shared amongst SHIP and all other Anchor Agencies. Below is an estimated budget for each operational expense. These costs are based on 12,000 sqft and are subject to change based on the final square footage of the Hub.

### 4.1 Proposed Budget

Annualized Budget Item	Associated Costs	Description
Salaries & Benefits	\$229,703.00	Staffing (3 FTEs): Maintenance/Cleaner Community Co-ordinator Front Desk Administration
Administration	\$54,451.00	Infrastructure Support – Human Resources, IT, Finance, Management
Office Supplies	\$2,500.00	
Phone/Internet/Cable	\$1,200.00	
Staff Meeting/Program Expenses	\$9,000.00	
Staff Training	\$3,000.00	
Staff Travel	\$4,800.00	
Staff Cellular Service	\$2,400.00	
Insurance	\$15,000.00	
IT Software	\$1,500.00	
Security System	\$4,500.00	
Equipment maintenance/repair	\$2,000.00	
Janitorial & building maintenance supplies	\$8,000.00	
Heating (Gas)	\$17,000.00	
Electricity	\$43,000.00	
Water	\$8,000.00	
Professional Fees	\$4,000.00	
Operating Reserve	\$10,543.00	
<b>Total Proposed Budget</b>	<b>\$420,597.00</b>	

A Budget Proforma has been included in Appendix 1 that provides a forecast based on the above proposed budget for up to five years taking into consideration an inflationary rate of 1.5%.

#### 4.2 Proposed Start-Up Costs

The Region of Peel and the City of Mississauga have come together to fund the capital costs of the Hub. In addition to the capital costs, there are a number of start-up costs highlighted below that need to be taken into consideration. A funding strategy will need to be deployed to cover these costs. The proposed start up costs may be considered City and/or Region Assets and such, permanent fixtures to the Hub.

Proposed Start-up Costs*	Proposed Costs
Furniture/Decor <ul style="list-style-type: none"> <li>• Common lounge</li> <li>• Dance studio</li> <li>• Décor</li> <li>• Window dressings</li> <li>• Patio furniture</li> <li>• Greenery</li> <li>• Tables, chairs</li> </ul>	\$50,000-\$75,000
Cleaning/Maintenance <ul style="list-style-type: none"> <li>• Commercial floor sweeper</li> <li>• Janitorial supplies, maintenance tools</li> </ul>	\$15,000-\$18,000
Marketing & Communications <ul style="list-style-type: none"> <li>• Signage, name, safe space</li> <li>• Marketing</li> <li>• Smart TV's</li> <li>• Smart boards</li> </ul>	\$20,000-\$25,000
Programming <ul style="list-style-type: none"> <li>• Kitchen start-up kit</li> <li>• Programming costs – arts, etc.</li> <li>• Recreational – foosball, etc.</li> <li>• Garden supplies – raised garden beds</li> </ul>	\$12,000-\$15,000
Administration <ul style="list-style-type: none"> <li>• IT – laptops, printers, cell phones, Blackline</li> <li>• Administration – start up office supplies, photocopier</li> </ul>	\$8,000-\$10,000
Professional fees	\$10,000-\$15,000

\*estimates



## PART FIVE – RISK MANAGEMENT

### 5.1 Interdependencies and Risks

Below are high-level potential interdependencies that have the ability to impact the completion of tasks.

There are identified interdependencies with the proposed Hub and the impact to roll out based on timelines:

- Funding
- Permits
- Strikes
- Construction
- Zoning
- Staff Retention/Turnover

Below are potential risks associated with the business case and how they will be mitigated.

	<b>Risk</b>	<b>Contingency Plan/ Mitigation Strategy</b>
1	Project timelines (3 year build)	Project Manager to keep project moving
2	Resistance from Community Partners to collaborate	Engage, invest, partner
3	Funding cuts due to competing priorities	Seek Federal Funding, Seek Private Donors
4	Change in local MP representation resulting in changing priority	
5	Vacancies	Strong tenancy communication, continued community outreach
6	Operational costs are high	Appropriate tenders, cost savings, annual review of annual operating costs and budget, ensuring a contingency/ operating reserve is available

## PART SIX – SPACE ASSUMPTIONS

See **Appendix 2** for physical space assumptions.

SHIP will work with Peel Regional Police and the City of Mississauga to conduct a Crime Prevention through Environmental Design (CPTED) during the design phase.

## PART SEVEN – SUSTAINABILITY MODEL

Sustainability is key to the success of the Hub model. Anchor and Itinerant partners will be financial and community contributors to the Malton Community Hub.

**Anchor Partners** are agencies that operate collaboratively under one roof to deliver coordinated services that are committed, community-based, and value driven. These agencies will pay an operating fee toward the operational expenses of the building and occupy permanent space within the Hub.

**Itinerant Partners** are agencies that travel from place to place providing programs and services. These partners can be grass roots organizations, resident-led programs, and charities/not for profit organizations that provide valuable programs to the community but do not have permanent space within the Hub. Depending on their funding they will pay a nominal fee to occupy temporary space within the Hub which will be added to the Hub's operating reserve.

### 7.1 Proposed Operating Fee Structure Methodology

The proposed operating fee structure for Anchor Agencies will be as follows:

- unit based cost per square foot
- shared portion of the operating cost per square foot

Operating Fee Structure	Cost per Sqft	Annual Cost
Unit based cost per square foot	\$30 (1500sqft x 4 units)	\$180,000
Shared Operating Cost per square foot	\$5.50 (12000sq x 4 units)	\$264,000
<b>Total Operating Cost</b>		<b>\$444,000</b>

At the end of each fiscal year, any unspent revenue will be added to the Operating Reserve.

### 7.2 Other Revenue Generating Opportunities

In order to ensure the sustainability of the Hub, additional avenues for revenue will be explored such as:

- Grants
- Business partnerships
- Community donors
- Fundraising
- Sponsorships
- Opportunities to be entrepreneurial within the space
- Opportunities to rent out various spaces within the Hub
- Opportunities for shared resources (e.g. Ontario Telemedicine Network, equipment, students)

**Malton Hub**  
**5-Year Proforma**

11.2.

	2021	2022	2023	2024	2025	2026
Operating cost per sqft based on 12,000 sqft	\$35.50					
<b>Revenue</b>						
Operating Fee Revenue	\$ 426,000.00	\$ 432,390.00	\$ 438,875.85	\$ 445,458.99	\$ 452,140.87	\$ 458,922.99
Vacancy Loss	\$ 4,260.00	\$ 4,323.90	\$ 4,388.76	\$ 4,454.59	\$ 4,521.41	\$ 4,589.23
<b>Total Revenues</b>	<b>\$421,740</b>	<b>\$ 428,066.10</b>	<b>\$ 434,487.09</b>	<b>\$ 441,004.40</b>	<b>\$ 447,619.46</b>	<b>\$ 454,333.76</b>
<b>Expenses</b>						
Salaries & Benefits	\$229,703.00	\$233,148.55	\$236,645.77	\$240,195.46	\$243,798.39	\$247,455.37
Administration	\$54,451.00	\$55,267.77	\$56,096.78	\$56,938.23	\$57,792.31	\$58,659.19
Office Supplies	\$2,500.00	\$2,537.50	\$2,575.56	\$2,614.20	\$2,653.41	\$2,693.21
Phone/ Internet/Cable	\$1,200.00	\$1,218.00	\$1,236.27	\$1,254.81	\$1,273.64	\$1,292.74
Staff Meeting/Program Expenses	\$9,000.00	\$9,135.00	\$9,272.03	\$9,411.11	\$9,552.27	\$9,695.56
Staff Training	\$3,000.00	\$3,045.00	\$3,090.68	\$3,137.04	\$3,184.09	\$3,231.85
Staff Travel	\$4,800.00	\$4,872.00	\$4,945.08	\$5,019.26	\$5,094.55	\$5,170.96
Staff Cellular Service	\$2,400.00	\$2,436.00	\$2,472.54	\$2,509.63	\$2,547.27	\$2,585.48
Insurance	\$15,000.00	\$15,225.00	\$15,453.38	\$15,685.18	\$15,920.45	\$16,159.26
IT Software	\$1,500.00	\$1,522.50	\$1,545.34	\$1,568.52	\$1,592.05	\$1,615.93
Security System	\$4,500.00	\$4,567.50	\$4,636.01	\$4,705.55	\$4,776.14	\$4,847.78
Professional Fees	\$4,000.00	\$4,060.00	\$4,120.90	\$4,182.71	\$4,245.45	\$4,309.14
Equipment maintenance/repair	\$2,000.00	\$2,030.00	\$2,060.45	\$2,091.36	\$2,122.73	\$2,154.57
Janitorial & building maintenance supplies	\$8,000.00	\$8,120.00	\$8,241.80	\$8,365.43	\$8,490.91	\$8,618.27
Heating (Gas)	\$17,000.00	\$17,255.00	\$17,513.83	\$17,776.53	\$18,043.18	\$18,313.83
Electricity	\$43,000.00	\$43,645.00	\$44,299.68	\$44,964.17	\$45,638.63	\$46,323.21
Water	\$8,000.00	\$8,120.00	\$8,241.80	\$8,365.43	\$8,490.91	\$8,618.27
Operating Reserve	\$10,543.50	\$10,701.65	\$10,862.18	\$11,025.11	\$11,190.49	\$11,358.34
<b>Total Operating Expenses</b>	<b>\$420,597.50</b>	<b>\$357,886.46</b>	<b>\$363,254.76</b>	<b>\$368,703.58</b>	<b>\$374,234.13</b>	<b>\$379,847.65</b>
<b>Operating Surplus</b>	<b>\$ 1,142.50</b>	<b>\$ 70,179.64</b>	<b>\$ 71,232.33</b>	<b>\$ 72,300.82</b>	<b>\$ 73,385.33</b>	<b>\$ 74,486.11</b>

**NOTES**

Operating reserve 2.5% of total revenue

Vacancy loss 1% of total operating expenses

Utilities estimates assumed

Inflation rate at 1.5%

Preventative Maintenance/Life safety to be completed by City of Mississauga

BUDGET BASED ON SPACE ASSUMPTIONS of 12,000 sq. ft.

### MALTON HUB - SPACE ASSUMPTIONS - 12000 square feet

No.	Component	NSF	Quantity	Total NSF	Description
<b>1.0 Common Area</b>					
	<b>Net Area</b>			<b>3,620</b>	
	Entrance Lobby	140	1	200	Includes entrance vestibule (40sf) & lobby (100sf), welcoming, provision for Smart TV's/Boards, signage
	Reception Desk	140	1	180	Space for 1 reception staff and administrative equipment, computer, printer, storage, shelving, promotional/resource displays
	Waiting area, charging stations, gallery and Chill Space (combined)	600	1	400	Space for 10 people, comfortable furniture, open space, bar design, wall space for cultural artwork
	Green Space/Living wall				Include green space window, water source, consideration for external light sources
	Multi-Purpose Room 1 (75-100 people)	1000	1	800	Multi-purpose space that can be divided for meetings, programs, events and social gatherings; include space for storage of materials, chairs, tables, etc.
	Multi-Purpose Room 2 (25-50 of people)	500	1	500	Multi-purpose space to use as dance studio, recording studio, performance space, visual arts/storage; consideration for sound proofing, art use (easy clean up), stage (raised area)
	Computer Lab (Resource Room)	600	1	500	Space to accommodate individual study and study groups. Smart tv, projector, charging areas, easy access to electrical - strong wifi
	Café (Social Purpose Enterprise)	300	1	250	Close proximity to commercial kitchen. Seating areas for customers; staff to have full access to the commercial kitchen
	Quiet Room	100	1	100	Multi-purpose space to use for spiritual practices, meditation, counselling - consider monitoring/safety
	Washroom, Family	90	1	90	Gender Neutral
	Washroom, Public	300	2	600	One male/one female

<b>4.0 Commercial Kitchen</b>					
	<b>Net Area</b>			<b>1,100</b>	
	Central Kitchen	500	1	450	Support community cooking classes, food literacy, workshops and a social purpose enterprise café, teaching kitchen
	Mirror for cookshops				
	Tray Area	40	1	40	
	Cold Prep Area	40	1	40	
	Hot Prep Area	40	1	40	
	Dishwashing	150	1	100	
	Potwashing	60	1	60	
	Cooler, Walk-in	80	1	80	
	Freezer, Walk-in	80	1	80	
	Dry Storage	150	1	100	
	De-Casing Area	60	1	60	
	Window (sliding/garage)				Secure access to the café
	Loading / Staging Area	60	1	50	

**3.0 Agency - Program Space**

	Net Area			6460	10k
	Shared Office Space				
	Admin, Workstation	70	4	300	Shared Space
	Admin, Print area	40	1		Shared Space
	Admin, Storage Area	40	1		Shared Space
	Staff Lounge			120	Kitchenette, seating area for staff
	Washroom, Staff	40	1	40	Gender Neutral
	Anchor Partner #1 (eg. Early On!)	140	1	1,500	
	Anchor Partner #2	140	1	1,500	
	Anchor Partner #3	140	1	1,500	
	Anchor Partner #4	140	1	1,500	

**5.0 Facility Support Space**

	Net Area			820	
5.1	Maintenance Office	120	1	220	
5.2	General Storage	400	1	500	
5.3	Main Garbage Room	200	1	100	
5.4	Mechanical and Electrical Service Rooms				

**12,000**