

Appendix 3: Hub Implementation Framework Technical Studies Summaries



Brampton Community Hub | Benefits Summary

HR&A's analysis provided for the City of Brampton considers the Economic Impact of the Community Hub model in the context of the planned redevelopment of the Shoppers World area. The analysis compared traditional development of public services with an accelerated community hub model of providing services.

The study identified fiscal and quality-of-life benefits associated with the Community Hub. The Hub will:

- Increase local property tax revenues by up to \$1.8 million/year by 2035,
- Lower the cost of providing public services by \$30-90 million through the creation of operational efficiencies and avoidance of inflation in land and construction costs, and;
- result in a more inclusive and sustainable local economy through higher diversity of uses in one place.

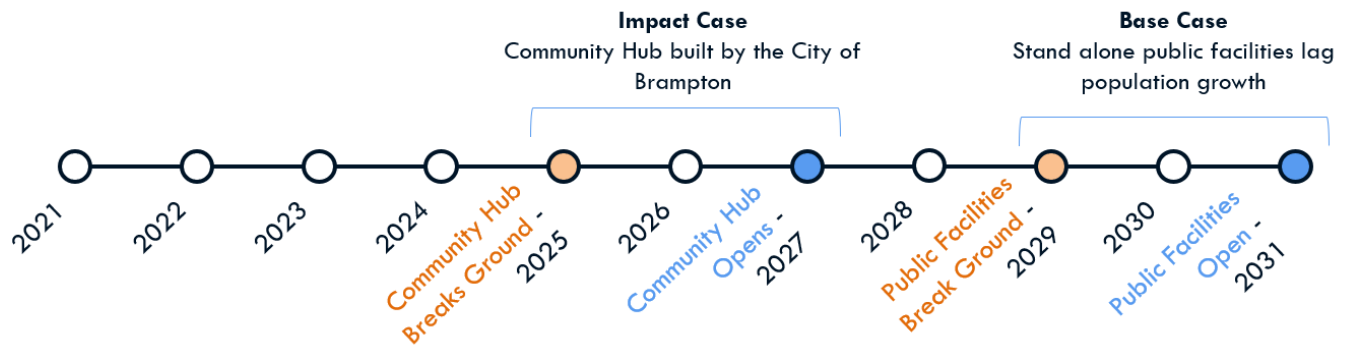
Quality of life benefits include the Hub's support of new transportation, improving access to community facilities by collocating them in one place, integration of services and education within the hub, creation of new businesses and job opportunities from supportive programming, and enhancing inclusive growth.

The study considered an approach in which the City of Brampton would finance the construction of the Hub through municipal debt, which would be repaid through a mix of rent payments and property tax revenues. The analysis suggests that in the context of the planned development surrounding the Shoppers World Community Hub, this is a low-risk approach to the provision of community services.

Both the Impact case of providing the hub and the Base Case of typical service provision produce substantial tax revenue from developments already projected to occur, which can be used to support the Community Hub model. With the government taking the lead in providing space, it will protect service tenants from future rent increases and allow the space to be more flexible to fit local needs. In addition to the available funding support from proposed development, providing the community hub sooner and in tandem with new development will help to avoid cost escalations of a typical delayed service approach, reducing the overall cost of service provision.

From the provincial perspective, community facilities like the Hub contribute to the ability for Ontario to continue recent growth in resident and worker populations in a sustainable way. In addition to tens of millions of dollars in development charges and property taxes that will accrue to the province in the base case, the Hub itself will contribute an additional \$687,000 per year in property taxes due to incremental property value attributable to the Hub. This Hub scenario will allow the province to address local service needs without risk of future increases in costs for leasing space.

HR&A's approach defines a **Base Case** and an **Impact case** to measure potential benefits and costs of developing the Community Hub .



Base Case Process

- The following were used to inform Base Case Analysis:
 - Proposed development plans for the Shoppers World area for expected development over the next 15 years
 - Current cost estimates for service provision
 - Hub Programming as a guide for anticipated service space needed in a base case scenario
 - Historic construction cost trends
 - Anticipated timeline from the city for typical services to be developed
- The above were used to estimate tax revenues, development charges, and costs of building out public services in the future

Impact Case

- The following were used to inform Impact Case Analysis:
 - Proposed development plans for the Shoppers World Study for expected development over the next 15 years
 - Research regarding impact on property values related to public service provision, particularly schools.
 - Hub Programming as a guide for costs allocated to each service provider
 - Historic construction cost trends
 - Alternate Impact scenarios to compare results if the development program does not occur as expected
- The above were used to estimate tax revenues, development charges, and costs of building out the hub which were then compared with the Base Case scenario



Co-Development, Partnerships, and Implementation Framework

Summary

The School of Cities, University of Toronto, has been an advisor supporting the City of Brampton in its development of the vision and implementation plan for the Brampton Uptown transit-oriented community and community hub. The report produced by the School of Cities includes a review of policy levers at all levels of government, case studies of mixed-use development hub projects, and financing and funding tools to support the construction of the hub. The report shows that the Brampton Urban Community Hub pilot aligns strongly with federal place-based infrastructure policy, provincial land use and transportation plans, and local official plans that all emphasize the development of complete, walkable, mixed use communities. The case study examples in the report (Daniels Spectrum, Mount Pleasant Village Library and Elementary School, and Canoe Landing Centre) illustrate how meaningful partnerships and thoughtful operating arrangements enable a mix of uses such as schools, libraries, recreation centres, community meeting spaces and housing to co-locate successfully in the same community hub building. The financing and funding tools for the Urban Community Hub detail various ways to finance the upfront costs of building the hub, and the private and public revenue sources to repay the initial financing and operating costs of the building.

The policy at all levels of government supports the fostering of transit-oriented communities, co-located facilities, and community hubs like that being proposed in Uptown Brampton and Queen Street East, as a project that will create economic development, addresses community needs, spur job creation, and provide access to public services through colocation. In addition, there's an opportunity to co-locate ministerial funded services as tenants aligned with provincial programs. The hub model is implementable with support from existing policies, such as Building Back Better, Green and Inclusive Community Buildings, the Provincial Policy Statement, the Growth Plan, Transit-Oriented Communities Act, Seniors' Advocate Act, COVID-19 Economic Recovery Act and the Regional Transportation Plan, to name a few.

Through the conversion of a shopping mall, this hub aims to bring together the school, library, recreation centre, and entrepreneurial hub at the heart of a major redevelopment project and key transit node. Ambitiously, the hub is intentionally conceived to reimagine the provision of key public services, using shared spaces to foster lifelong learning, cost efficiency, inclusive placemaking and belonging.