TO: Mayor and Members  
Committee of the Whole  

WARD(S) AFFECTED:  WARD 15

COMMITTEE DATE:  August 10, 2010

SUBJECT/REPORT NO:  
Proposed New Multi-Use Facility on the Flamborough Town Hall Site  
(PW10074) - (Ward 15)

SUBMITTED BY:  
Gerry Davis, CMA  
General Manager  
Public Works Department

PREPARED BY:  
Rom D’Angelo, A.Sc.T., CFM  
Manager of Corporate Buildings &  
Technical Services  
(905) 546-2424, Extension 7006

RECOMMENDATION

(a) That the City of Hamilton enter into discussions with the Hamilton Public Library Board to construct a new multi-use facility on the site of the former Flamborough Town Hall (163 Dundas Street East) combining the services of the Hamilton Public Library Board, all relevant City of Hamilton services and any community partners that are deemed appropriate by the City of Hamilton in a single facility, subject to funding arrangements of operating and capital costs;

(b) That the City owned lands municipally known as 163 Dundas Street East Flamborough, (the former Flamborough Town Hall) be declared surplus to the requirements of the City of Hamilton in accordance with the “Procedural By-Law for the Sale of Land”, being By-law No. 04-299;

(c) That the Director of Energy, Fleet, Facilities and Traffic or his designate be authorized and directed to make the necessary application for the demolition of the Flamborough Town Hall at 163 Dundas Street East in Flamborough;

(d) That the General Manager of Public Works or his designate be authorized and directed to negotiate and draft a construction agency agreement with the Hamilton Public Library Board, for the design and construction of the new multi-use facility on the site of the former Flamborough Town Hall (163 Dundas Street East), in a form satisfactory to the City Solicitor;
(e) That the General Manager of Public Works or his designate be authorized and directed to negotiate all necessary agreements with the Hamilton Public Library Board for the operation of the multi-use facility on the site of the former Flamborough Town Hall (163 Dundas Street East), including, but not limited to a land lease for a 25-year renewable term for the nominal amount of one dollar per year, and an operating and maintenance agreement, in a form satisfactory to the City Solicitor;

(f) That the Mayor and City Clerk be authorized and directed to execute all necessary documents respecting the design and construction, and the use and operation of the multi-use facility on the site of the former Flamborough Town Hall (163 Dundas Street East), in a form satisfactory to the City Solicitor;

(g) That staff be authorized and directed to exercise the City’s Right of Termination in the following:

   (i) License Agreement between the City of Hamilton and the Flamborough Chamber of Commerce, who currently occupies 694.40 square feet.

   (ii) License Agreement between the City of Hamilton and Hamilton Police Services, who currently occupies 605.41 square feet.

   (iii) License Agreement between the City of Hamilton and Ministry of Health, who currently occupies 248.13 square feet,

(h) That the City-owned property located at 25 Mill Street North, Waterdown (Waterdown Branch Library) be declared surplus to the requirements of the City of Hamilton in accordance with the “Procedural By-Law for the Sale of Land”, being By-law No. 04-299;

(i) That the proceeds from the sale of 25 Mill Street North, Waterdown be directed to the Unallocated Capital Reserve #108020 to be used for the Municipal Service Centre portion (1,000 sq.ft.) of the proposed multi-use facility at 163 Dundas Street East;

(j) That all associated costs to relocate the Municipal Service Centre to 7 Innovation Drive (Hamilton Incubator for Technology) during the construction period plus the costs to furnish and outfit the new centre at 163 Dundas Street East be funded from the Unallocated Capital Reserve (#108020); not to exceed the net proceeds of the sale of 25 Mill Street North;

(k) That staff from the Community Service Department (Recreation) submit for the 2011–2020 Capital Budget process a detailed Capital project for a Senior Centre for Council’s consideration.

EXECUTIVE SUMMARY

Hamilton Public Library has a council approved budget of $5.3 Million for a new branch library in the Waterdown community (Project ID # 7500641101).

In September 2008, the Hamilton Public Library Board passed a motion, “that the City of Hamilton be informed that, after extensive investigations, the preferred site for a new Waterdown Branch is the site of the former Town Hall (also known as 163 Dundas
Street East) and that the Library desires to act in partnership with the City to create a facility that combines Library services with City services”.

Subsequently, in October 2008, the Hamilton Public Library Board asked for approval from the City of Hamilton’s Audit and Administration Committee to investigate the feasibility of providing a Library on the former Town Hall site at 163 Dundas Street East. The intention of the motion was for the Library and municipal services to co-exist on the site and it was assumed that this would require either an addition to the existing building or a new facility. As set out in Report PED08241 recommendation (a) states the following;

“That City staff be directed to proceed with discussions with the Hamilton Library Board to explore the potential of the Waterdown Municipal Service Centre being utilized as a multi-use facility that incorporates library services.”

The Audit and Administration Committee granted approval for City staff to work jointly with Library staff to develop a viable solution; Corporate Facilities Management retained the services of a consulting firm (V2PM) to undertake a third-party feasibility study to explore various options for the Flamborough Town Hall site.

The existing municipal building on the property was built in 1975 and is approximately 9,000 square feet with a lot size of approximately 2.15 acres. The library branch requirement is at minimum 18,000+ square feet of programming space. Space within the existing building is inadequate for the needs of the library.

While V2PM concluded that a new library could be accommodated on the site, it was also demonstrated that any new building would awkwardly wrap around the existing town hall (refer to ‘Alternatives for Consideration’ section for various options). Library representatives also expressed a concern that they might wrap a building around the existing town hall site, only to see that building demolished within a few short years.

Following consultation with the area councillors and the Library Board community consultation, there was an agreement that the best solution for the community and for cost efficiency would be to demolish the existing building and build a new multi-use facility in its place.

The anticipated tenants/partners in this proposed multi-use facility include the Municipal Service Centre (including a meeting room or office for use by Councillors and staff), Waterdown Library Branch, Senior Centre, Community Policing, Flamborough Historical Society Archives and the Flamborough Information and Community Services Centre.

The Hamilton Public Library Board has agreed to accommodate the Flamborough Historical Society Archives and the Flamborough Information and Community Service Centre within their footprint of the building due to the synergies that are realized between the Library Branch and the stated community groups.

It was agreed that a source of funding would have to be identified for each potential tenant/partner in a unified facility, and space allocations for each tenant/partner in the new building would be determined based on their needs.

In addition, staff is requesting that the current location of the Waterdown Branch library at 25 Mill Street North be declared surplus and that the revenues be redirected to the
proposed multi-use facility at 163 Dundas Street East. This will offset the capital costs for the portion of space required by the Municipal Service Centre (1,000+ square feet).

Senior Centre

There is a void that currently exists in the recreation programming and services available to seniors in the Flamborough area. The community need for a seniors centre was reflected in the Community Services, Recreation Division’s 2008 “Use, Renovation and Replacement Study for Hamilton Recreation and Replacement Study for Hamilton Recreation and Public-Use Facilities” Report# ECS07068(b)) which was approved by Council on September 10, 2008. The report identified the need for a senior’s centre in the Waterdown area. As well the report recommended that the delivery service for senior’s recreation programming should be integrated with other services where possible. The Recreation Division’s 10 Year Capital Plan includes in 2011 a $1.3 million, 4,000 to 5,000 square foot Senior Centre project for Waterdown.

The senior’s have been advocating for a dedicated seniors centre in Waterdown for the past several years. Flamborough is the only community that doesn’t have a dedicated space for seniors. There are approximately 400 seniors meeting in various locations throughout Waterdown currently. The availability of space is inadequate to meet the overwhelming demand for programs, activities, services and special events. Flamborough Information Services (FIS) delivers the senior programming at two sites. Recreation staff and FIS staff have been undertaking exploratory work around the development of a new senior’s centre for Waterdown.

The opportunity to partner with the Library in one single facility represents a number of key elements worthy of consideration: a location option, the ability to share common space and a dedicated space for the seniors.

The Senior Centre project will be submitted as part of the 2011 Capital Budget process for Council consideration as a partner in the new Multi-Use Facility on the Flamborough Town Hall site.

Relocation of Groups During Construction Period

The principle user of the current Flamborough Town Hall is the Municipal Service Centre (MSC). If the recommendations set forth in this report are approved, during construction, the MSC will be relocated to a City owned facility at 7 Innovation Drive, Hamilton Incubator for Technology which is in close proximity to the major intersection of Hwy 5 and Hwy 6. With some modifications, the MSC will still be able to effectively service the community at large from this location. Staff from Corporate Services Department, Customer Services, Access and Equity Division found the location to be suitable for their needs during the demolition and construction phases of the project. It is estimated that the relocation would take place in early 2011 until the move back in mid 2012.

The Recreation office will be accommodated at a City owned facility within the community.

Currently, City staff is looking for adequate space to relocate groups such as; Flamborough Historical Society Archives and Flamborough Information and Community Service Centre.
Staff will continue to work with other groups, such as, Community Policing, Flamborough Chamber of Commerce and the Ministry of Health in assisting them in finding alternative spacing arrangement in order to deliver their services.

Alternatives for Consideration - See Page 10

**FINANCIAL / STAFFING / LEGAL IMPLICATIONS**

Financial:

As identified previously the proposed multi-use facility will support a number of user groups, including Hamilton Public Library, Recreation, and Customer Service. In terms of the cost and associated approved financing, the total capital cost is $6,850,000. The capital cost can be broken down and attributed as per the programs below:

<table>
<thead>
<tr>
<th>Project Cost</th>
<th>Capital Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td>$ 5,300,000</td>
</tr>
<tr>
<td>Municipal Service Centre</td>
<td>$ 250,000</td>
</tr>
<tr>
<td>Recreation – Senior Centre</td>
<td>$ 1,300,000*</td>
</tr>
<tr>
<td><strong>Total (range)</strong></td>
<td><strong>$ 6,850,000</strong></td>
</tr>
</tbody>
</table>

* To be considered as part of the 2011 Capital Budget process.

This proposed project will result in a series of avoided costs, including the capital improvement requirements for both 25 Mill Street North (Waterdown Branch Library) and 163 Dundas Street East (Former Flamborough Town Hall) over the next five years. While these capital projects do not form part of the City’s 10 year capital forecast, they nonetheless present challenges in future years.

The table below summaries the financial forecast of the necessary capital improvements to existing facilities over the next 15 years.

<table>
<thead>
<tr>
<th>Location</th>
<th>Year 1-5</th>
<th>Year 6-10</th>
<th>Year 11-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 Mill Street North (1)</td>
<td>$ 518,150</td>
<td>$ 46,609</td>
<td>$ 51,586</td>
</tr>
<tr>
<td>163 Dundas Street East</td>
<td>$ 497,889</td>
<td>$ 72,265</td>
<td>$ 269,167</td>
</tr>
<tr>
<td>163 Dundas Street East (AODA requirements)</td>
<td>$ 261,000 (2)</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 1,277,039</strong></td>
<td><strong>$ 118,874</strong></td>
<td><strong>$ 320,753</strong></td>
</tr>
</tbody>
</table>

(1) The Waterdown Library is a designated building under Part IV of the Ontario Heritage Act – by-law #78-21. The building is generally in good condition. There are some elements which are under stress and need attention before further deterioration sets in. The building cannot be modified to meet expected AODA requirements or current code requirements for public libraries.

(2) The AODA assessment undertaken at the Flamborough Town Hall was based on today's minimum requirement within the legislation to make this building compliant. Future pressures may see the installation of an elevator and 2 additional washrooms to accommodate all 3 floors. These costs were not incorporated in the stated budget above. The installation of these added features will increase the budget substantially as well as, reducing public space by 10-15% to accommodate these added needs.
In addition, Provincial legislation supports Ontario becoming barrier free. The City of Hamilton undertook an Accessibility Audit Report and Barrier Removal Action Plan to identify all work and upgrades required to make Flamborough Town Hall accessible, meeting the needs of all building users from a “cross-disability” perspective. Accessibility compliance for this building was evaluated based on criteria established within the City of Hamilton’s “Barrier Free Design Guidelines” (2006), containing a variety of code, standard and guideline criteria. This includes the Ontario Building Code (OBC, Section 3.8), the Canadian Standards Association’s “Accessible Design for the Built Environment” (B651-04) design standard, and recognized “best practices”.

To date, Council has approved a budget of $5.3 Million (Project ID 7500641101) for a new branch library in the Waterdown community. Beyond this commitment, there is no additional capital funding committed to this project. However, the potential to realize revenue generated by the sale of 25 Mill Street North may provide funding to accommodate some of the required capital funding, specifically to support the Municipal Service Centre.

It is estimated that the Market Value Assessment of 25 Mill Street North is $464,500. A market value appraisal shall be conducted to determine the market value of the land prior to its disposition.

Further, while Council has not approved funding for a Senior Centre, the Recreation Division’s 10 year capital plan includes $1.3 million in the 2011 budget, to support a 4,000 to 5,000 square foot Senior Centre project for Waterdown. At this time, it is not apparent if the 2011 discretionary capital budget will be sufficient to support this level of funding request.

As per the table below, approved and/or available funding may amount to about $5,710,800.

<table>
<thead>
<tr>
<th>Funding Source:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>7500641101 – Waterdown Library</td>
<td>$5,246,296 (approved)</td>
</tr>
<tr>
<td>Market Value Assessment of 25 Mill Street North</td>
<td>$464,500 (one-time revenue)</td>
</tr>
<tr>
<td>Total</td>
<td>$5,710,796</td>
</tr>
</tbody>
</table>

Further to the capital impacts as identified above, this proposal will result in forecast operating impacts. The table below identifies current operating costs for affected user groups, as well as corresponding 2010 operating budget figures.

<table>
<thead>
<tr>
<th>Current Operating Cost</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Flamborough Town Hall</td>
<td></td>
</tr>
<tr>
<td>Square Feet</td>
<td>9,831</td>
</tr>
<tr>
<td>2010 Operating Budget</td>
<td>$62,210</td>
</tr>
<tr>
<td>$/sq.ft.</td>
<td>$6.33</td>
</tr>
</tbody>
</table>
The table below identifies the projects operating costs of the proposed Multi-Use Centre. Staff project that the proposed Centre will result in an annual operating pressure of $30,470.

<table>
<thead>
<tr>
<th>Library</th>
<th>Square Feet</th>
<th>Operating Budget</th>
<th>$ / s.f.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterdown Library</td>
<td>3,412</td>
<td>$34,740</td>
<td>$ 10.18</td>
</tr>
<tr>
<td></td>
<td>13,243</td>
<td>$96,950</td>
<td>$ 7.32</td>
</tr>
</tbody>
</table>

The table below identifies the projects operating costs of the proposed Multi-Use Centre. Staff project that the proposed Centre will result in an annual operating pressure of $30,470.

Projected Operating Cost
(based on 23,000 square feet)

<table>
<thead>
<tr>
<th></th>
<th>Square Feet</th>
<th>Operating Budget</th>
<th>$ / s.f.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td>18,000</td>
<td>$99,720</td>
<td>$ 5.54</td>
</tr>
<tr>
<td>Municipal Service Centre</td>
<td>1,000</td>
<td>$5,540</td>
<td>$ 5.54</td>
</tr>
<tr>
<td>Recreation – Senior Centre</td>
<td>4,000</td>
<td>$22,160</td>
<td>$ 5.54</td>
</tr>
<tr>
<td>Total (range)</td>
<td>23,000</td>
<td>$127,420</td>
<td>$ 5.54</td>
</tr>
</tbody>
</table>

* cost per square feet is lower due to projected energy improvements (savings) and shared common space

The Hamilton Library Board’s preferred building design for the Waterdown location would be similar to the Turner Park Library on Hamilton South Mountain, approximately 25,000 square feet at an operating budget of $138,350 annually ($5.54/s.f.). The proposed multi-use facility/Waterdown Library will be designed slightly smaller at 18,000 - 20,000 square feet in order to meet the maximum footprint of the land at 163 Dundas Street East. At an operating rate of $5.54/s.f. the operational budget for the Waterdown Library will range from $99,720 - $110,800.

Relocating the Municipal Service Centre to 7 Innovation Drive (Hamilton Incubator for Technology) will require minor modifications to the office space to be utilized, and improved signage, at an estimated cost of $25,000 - $30,000. Any costs relating to the modifications will be funded from the Unallocated Capital Reserve Fund #108020.

**Staffing:**

There are no staffing implications as a result of the recommendations in this report being approved.

**Legal:**

Legal Services will be involved in all stages of the planning and negotiation of this project. The following agreements are anticipated to be negotiated and drafted:

A. Construction agency agreement, defining all cost-sharing and payment structures during planning, design and construction of the multi-use facility;

B. A long-term lease agreement, between the City (owner) and the Hamilton Public Library Board (tenant), for not less than a 25-year renewable term for the nominal amount of one dollar per year; and

C. A shared-use agreement, between the City and the Hamilton Public Library Board for the use of leased space by the City.
The community of Waterdown has a growing population of approximately 20,000. It is currently served by a library branch that is housed in a two-storey, 3,412 square-foot heritage building. The current building is not capable of providing an adequate level of library service to the community and cannot be modified to meet expected AODA requirements or current code requirements for public libraries.

Given the current population of Waterdown, standards call for a library branch of at least 15,000 square feet. Ideally, it should be closer to 18,000 square feet. Both figures are exclusive of any meeting room space. The current library branch does not meet community needs. More than 5,000 Waterdown area residents use the Burlington Public Library, since the existing library branch is inadequate.

The Hamilton Public Library has negotiated a reciprocal borrowing agreement with the Burlington Public Library which provides residents of Hamilton (Waterdown) with free library service in Burlington and provides Burlington residents with free use of Hamilton libraries. Burlington residents tend to use the Central Library.

The administration of the Burlington Public Library has made it clear that, while they support the principle of free reciprocal use, they are providing service to Waterdown residents as a goodwill gesture to assist HPL as it plans for and builds an appropriate Waterdown facility.

The Hamilton Public Library Board now has a Council approved budget of $5.3 million for this project.

The Hamilton Public Library Board has investigated multiple locations in the Town of Waterdown. Appropriate commercial land occasionally becomes available but the purchase of any such land is far too expensive.

In December, 2008 the Hamilton Public Library Board asked for approval from the City of Hamilton’s Audit and Administration Committee to investigate the placement of a library on the former Town Hall site at 163 Dundas Street East. The intention of the motion was for the library and existing municipal services to co-exist on the site and it was assumed that this would mean either an addition or a separate building. The Audit and Administration Committee gave its approval.

Several City of Hamilton and community agencies occupy space in the former Town Hall. These include:

- Community Policing
- Councilor’s Office
- Culture and Recreation Office
- Flamborough Historical Society Archives
- Flamborough Information and Community Service Centre
- Flamborough Chamber of Commerce
- Ministry of Health
- Occasional use of former Council Chambers for official meetings such as Assessment Review Board hearings.
It was agreed by the Library Board and Portfolio Management Committee that if a unified facility were to be formally proposed, then the issue of tenants and their “right” to space would have to be addressed. It was agreed, as well, that a source of funding would have to be identified for each potential tenant in a unified facility. It was also agreed that many of the agencies who currently book space in the current building have already made alternative plans to occupy other space (e.g. Community Policing and Culture and Recreation). It was also agreed by the Library Board and Portfolio Management Committee that the space that might be needed by community groups that provide services in the new building should be based on objective measures of need and not be based on the amount of space they may currently occupy. Through the process City staff will continue to work with the various groups to understand their needs and assist where possible.

POLICY IMPLICATIONS

The recommendations are consistent with the City’s Real Estate Management Portfolio Strategy Plan as approved by City Council on November 24, 2004, to lease property for other than market value if such an arrangement is deemed by Council to be in the public interest.

RELEVANT CONSULTATION

- Public Works, Transportation, Energy and Facilities Division
- City Manager's Office, Legal Services Division
- Corporate Services, Financial Planning & Policy Division
- Corporate Services, Customer Services, Access and Equity Division
- Community Services, Recreation Division
- Community Services, Culture Division
- Planning & Economic Development Department, Real Estate Section
- Hamilton Public Library Board
- Public Library held three Public Consultation Sessions
- Ward and Area Councillors
- Portfolio Management Committee

ANALYSIS / RATIONALE FOR RECOMMENDATION

Waterdown Branch Library (25 Mill Street North)

The building is not large enough to serve the growing community of Waterdown. The building requires ongoing maintenance and significant capital improvements over the next five years. The building cannot be modified to meet expected AODA requirements or current code requirements for public libraries.

The land value of the sale of 25 Mill Street North (Waterdown Branch Library), as well as the avoided operational and capital costs, will help offset the costs for the Municipal Service Centre.

Flamborough Town Hall (163 Dundas Street East)
The building is awkwardly placed on the landscape making it very difficult to expand to the existing structure. Capital improvements over the next 5 years and modifications to meet expected AODA requirements will be significant.

The Library Board’s budget, while sufficient to cover construction and design, does not contain funds for the purchase of the property. Use of the Dundas Street site allows for the renewal of a City property while avoiding additional costs.

(Financial implications - See Pages 5 and 6)

Council support for the recommended options in this report will address the aging infrastructure concern in this situation by building a new multi-use facility that meets the long term needs of the client departments and the community.

ALTERNATIVES FOR CONSIDERATION

V2PM was hired to conduct a third party investigation. The original mandate asked the consultant to determine if a new library would fit the property. V2PM presented its findings to City of Hamilton staff and Hamilton Public Library staff on August 4, 2009.

While V2PM concluded that a new library could be located on the site, it was also demonstrated that any new building would awkwardly wrap around the existing town hall. Library representatives also expressed a concern that they might wrap a building around the existing town hall site, only to see that building demolished within a few short years. Below are the options provided from the consultant’s report.

Option 1
Option 2

At the meeting, City of Hamilton representatives stated that the existing 1975 building is incapable of meeting AODA building requirements without major expenditures. City representatives also commented that the existing building was too large for current City of Hamilton needs. Library representatives commented that the Library Board’s Principles, listed in their Facilities Master Plan, called for the library to establish multi-use facilities whenever practical in order to establish appropriate relationships and in order to ensure that expensive requirements necessary to meet accessibility standards can be shared, reducing costs. It was also recognized that new buildings with shared features can be far more energy efficient.

The Hamilton Public Library Board had already recognized the potential of a shared facility and passed a motion at its September, 2008 meeting expressing a desire to partner with the City of Hamilton.

All parties agreed that the best solution for customers and for cost efficiency would be to demolish the existing building and to build a multi-use facility in its place. V2PM was authorized to consider this option and to provide a second draft of their report. City of Hamilton and Hamilton Public Library representatives agreed to consult with City partners, including the Ward Councillor, about this possibility.
V2PM submitted the following schematic, showing how a multi-use facility could fit on the existing site.
Option 3

Using a figure of $225 per square foot construction cost, V2PM determined that the Hamilton Public Library Board’s approved budget could accommodate a 14,000 square foot facility, exclusive of a desired 1,000 square foot community meeting room space. City of Hamilton Municipal Services staff estimated a need for 1,000 square feet.

Option 4 - Status Quo

If the status quo is maintained, there will be a need to invest significant capital dollars in the next five years to sustain both properties (163 Dundas Street and Mill Street N.). The most significant pressure is the legislative requirements, such as the AODA standards.

With a portfolio of 132 corporate facilities, limited funding, and legislative requirement deadlines to meet, it is a challenge for Corporate Facilities Management to ensure the sustainability of the City’s assets. Based on the annual block funding model that Corporate Facilities Management receives, maintaining the status quo at these two properties is clearly unsustainable over the long term.

The status quo option would also result in higher per square foot operating costs, relative to the new building.

Therefore, staff does not recommend this option. It would be far more sustainable and cost-effective to replace the two aging buildings with a new multi-use facility that will better serve the community in the long term.
Option 5 - Other Waterdown Locations

The Hamilton Public Library Board has investigated multiple locations in the Town of Waterdown. Appropriate commercial land occasionally becomes available but the purchase of any such land is far too expensive.

The Library Board’s budget, while sufficient to cover construction and design costs, does not include funds towards the purchase of property. Using the Dundas Street site for a new multi-use facility would allow for the renewal of a City property while avoiding additional costs.

**CORPORATE STRATEGIC PLAN**


**Skilled, Innovative & Respectful Organization**
- More innovation, greater teamwork, better client focus
- An enabling work environment - respectful culture, well-being and safety

**Financial Sustainability**
- Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner
- Address infrastructure deficiencies and unfunded liabilities

**Effective Inter-governmental Relations**
- Maintain effective relationships with other public agencies

**Growing Our Economy**
- An improved customer service

**Social Development**
- Residents in need have access to adequate support services
- People participate in all aspects of community life without barriers or stigma

**Healthy Community**
- Plan and manage the built environment
- Adequate access to food, water, shelter and income, safety, work, recreation and support for all (Human Services)

**APPENDICES / SCHEDULES**

None