Norfolk County Facilities Review and Master Plan

Re-imagine, Renew, Revitalize – Building Tomorrow

Public Information Open House

June 19, 2025

Norfolk's Facility Master Plan

With a significant population growth expected in the next 20 to 30 years, we need to plan!

This plan will serve as our guide for the future, helping us:

- Streamline operations
- Reduce costs where appropriate
- Improve our corporate culture and collaboration
- Make our facilities better and more accessible for everyone!
- Address the pressures of future growth

We'll be presenting options for strategies to Council based on our current and future needs, with business cases for the best options, and a phased implementation plan that aligns with the Council's Strategic Priorities.



Facilities In Scope

- **Administration facilities** including staff offices, service counters, rentals, leased spaces, and vacant buildings.
- **Operations facilities** including garages, road maintenance, waste management, storage, fieldhouses, clubhouses, and public washrooms.
- **Cultural facilities** including the five public libraries, three museums, art centre, and heritage buildings, community centres and halls.
- **Emergency facilities** including fire and EMS stations.
- **Vacant properties.**

Phase 1 – Current State Review (December 2023 – April 2024)

Phase 2 – Consultation and Engagement (May 2024 – October 2024)

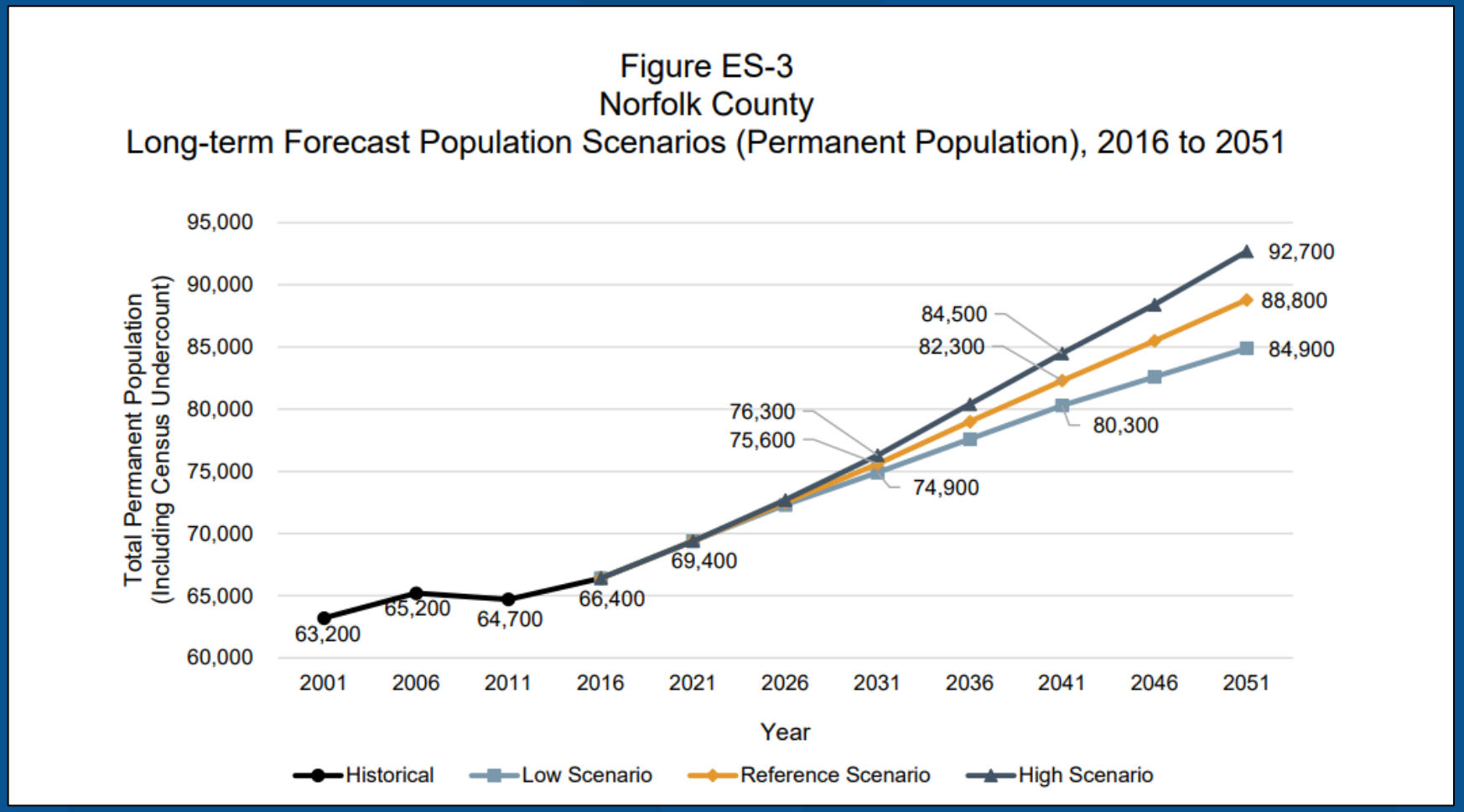
Phase 3 – Strategy Development (July 2024 – June 2025)

Phase 4 – Final Report (August 2025 – September 2025

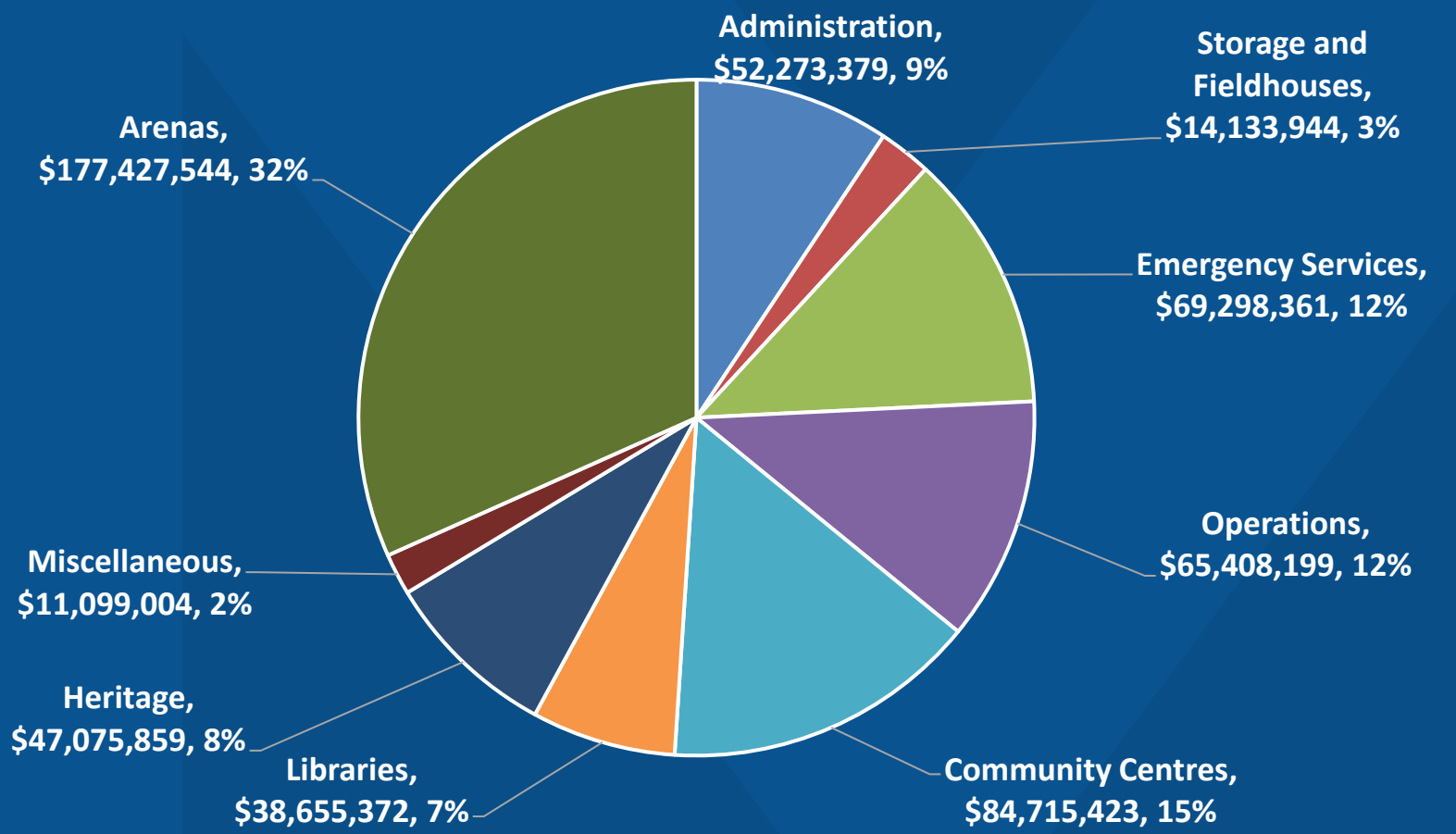
Current Pressures & Challenges



Long Term Growth to 2051



Replacement Value – Facilities in Scope

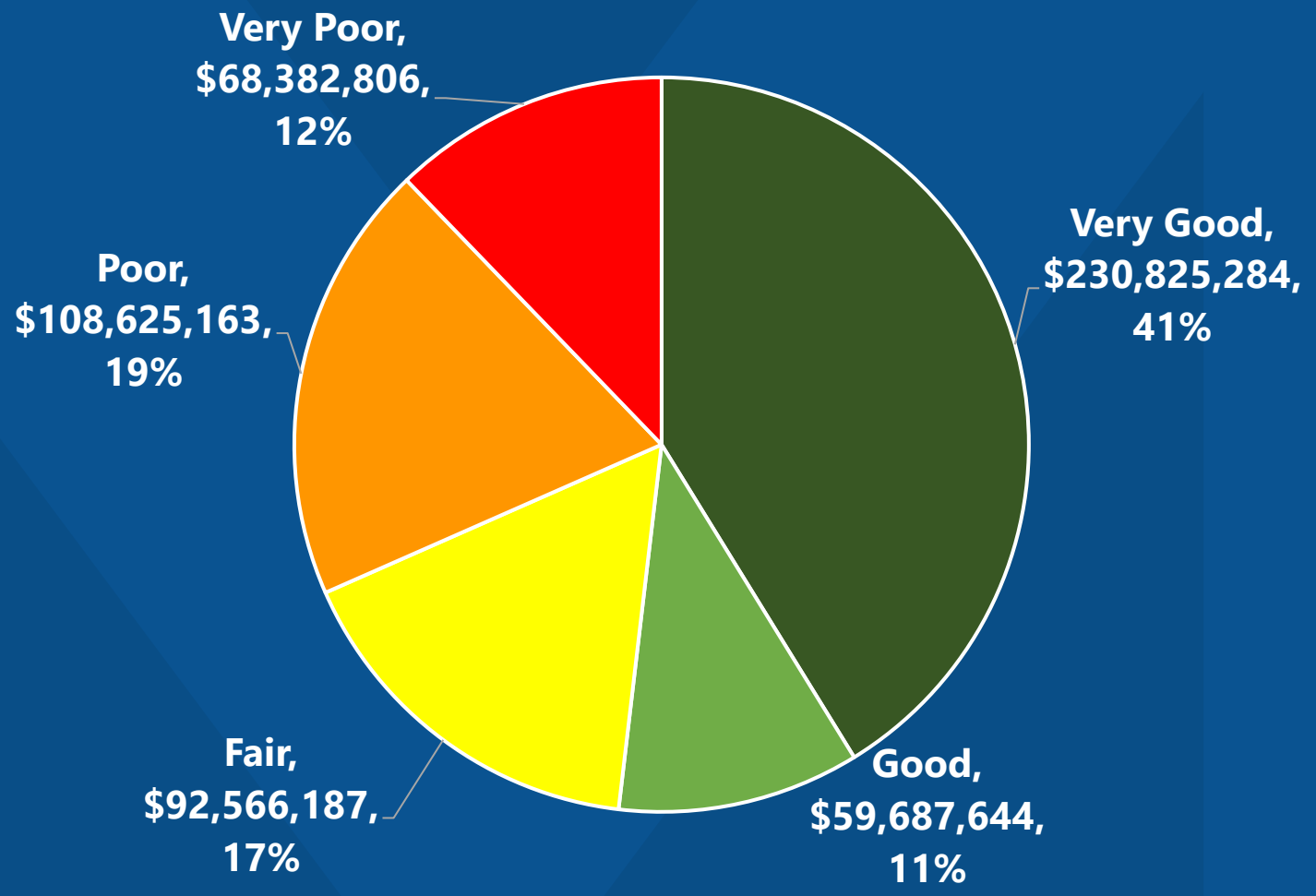


Total Replacement Value of

$560,087,084

Current Condition – Facilities in Scope

Over $177 M or 30% of Buildings are in Poor or Very Poor Condition



10 Year Funding Gap

Facility Condition	Replacement Value	%	Annual Renewal Need	Comment
Backlog (Very Poor)	$68,382,806	12%	$6,838,281	Remove backlog
SOGR (Poor to Very Good)	$491,704,278	88%	$9,834,086	2% annually to maintain SOGR
Total	**$560,087,084**	**100%**	**$16,672,366**	**To remove backlog and maintain SOGR**

Investment Need	Currently Budgeted	Difference
$166.7M	$50.6M	**-$116.1M**

Potential Options for Strategy Development



Decision-Making Criteria





Administrative Facilities



Administrative Facilities

There are essentially 8 main buildings that house all of Norfolk County Staff

- **County Admin Building (1,2,3):** Currently houses Council, CAO, Finance, Corporate Services, By-Law and Customer Service Counter
- **Robinson Admin Building:** Currently Houses Public Health, POA Court, and Community Paramedics
- **Culver Operations Building/ Fire & EMS** Currently houses a fire station, and EMS station, Human Resources and IT
- **Cedars Street Admin Building /PS Sta.** Currently houses water and wastewater department administration
- **Gilbertson Admin Building** Currently houses Building and Planning, Engineering, Facilities Admin, Economic Development and Health & Social Services
- **Delhi Admin Building** Currently houses Fire Chief and Admin, EMS Chief and Admin, and Customer Service Counter

Administrative Facilities Strategies

Facility	Strategy
Robinson Administration Building (RAB)	Keep as is: • Public Health • POA and Tax • Revenue Services • Community Paramedics
County Administration Building (CAB 1,2,3)	• Keep Corporate Services Division • No changes to CAO / Mayor areas, Clerks remains in same general area • Keep Finance located in similar area as existing • By-Law and Customer Service
Culver Operations Building (COB)	• Keep Station #1 and EMS#1 entirely separate from other Norfolk staff • Use for Fire and EMS administration HQ • Remove Human Resources and IT

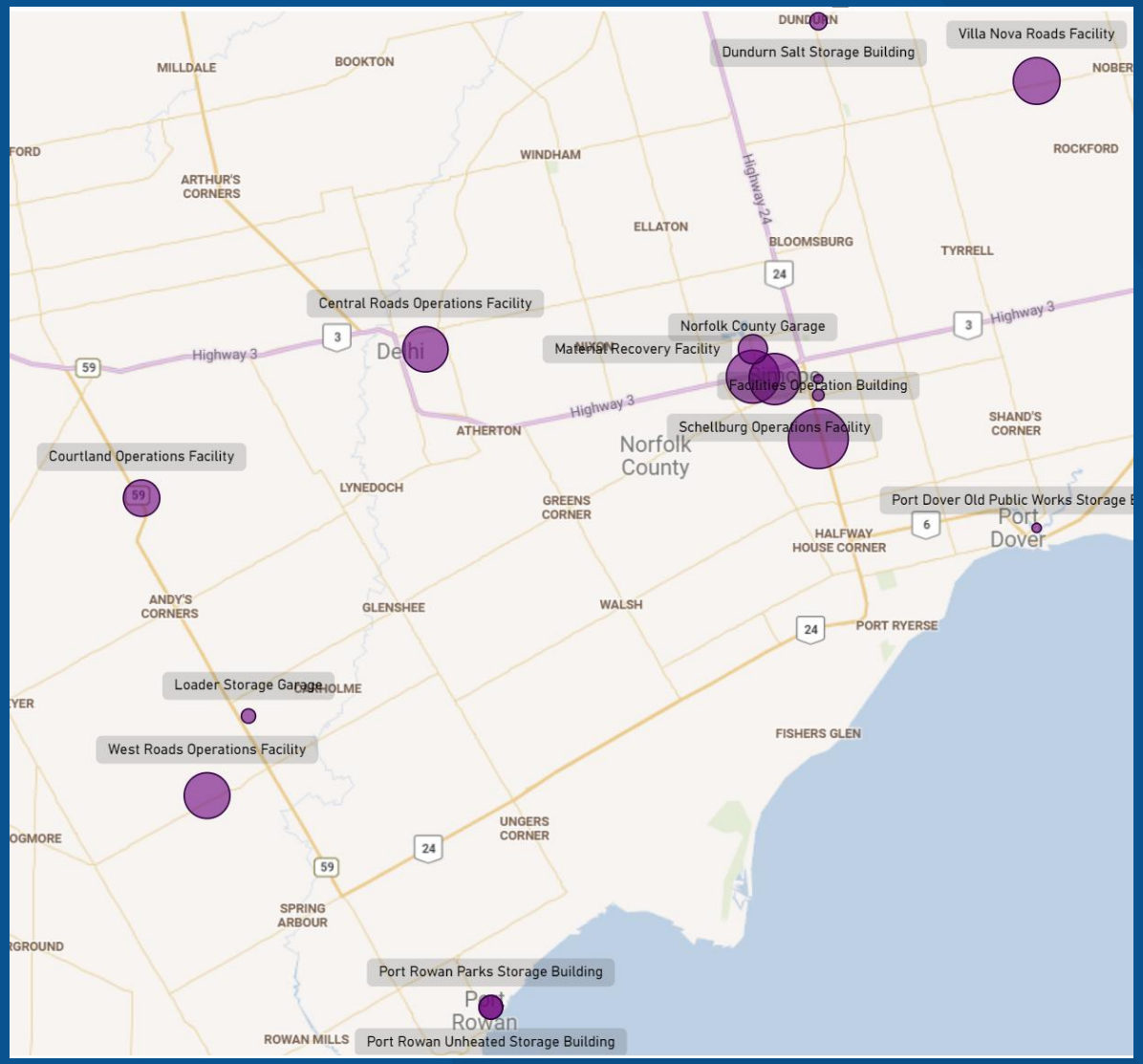
Administrative Facilities Strategies

Facility	Strategy Options	
	1	2
Delhi Administration Building (DAB)	• Relocate Fire & EMS Administration • Retain building and customer service desk • Potential for replacement for Delhi Friendship Centre	Potential to Divest
Gilbertson Administration Building (GAB) ***Recently purchased***	• Keep Public Works and Community & Development Service Include Parks & Facilities • Human Resources and IT • Health and Social Services • Economic Development • Other half of the building for museum and archive storage, possibly future offices	Include Forestry and Cemeteries Roads Admin (if not in FOB)
Facilities Operations Building (FOB)	• Roads Operation yard and staff	Deem surplus if not a good fit for Roads



Operations Facilities

Operations Facilities



Map of all facilities (excludes Parks / Fieldhouses)

9 Operations Facilities that house Roads, Parks, Cemeteries, Water/Wastewater, and Solid Waste Recycling

- There are numerous satellite properties that have Salt/Sand domes.
- There are numerous storage buildings.
- **Roads:** The majority of the road's yards are past their useful life, have very poor facilities for staff, no women's washrooms, etc.
- **Waste Management:** The Material Recycling Facility is operated by a third party and new recycling legislation will mean Norfolk is no longer responsible to collect and sort.
- **Water and Wastewater:** The WWW facility on Cedar Street is part of the pumping station and treatment facility that would not be able to separate.

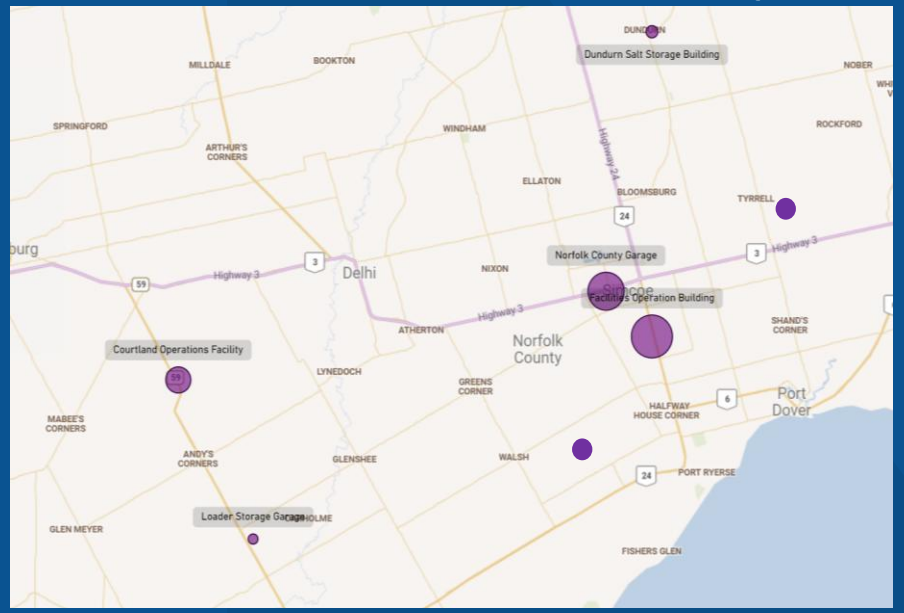
Operations Facilities Strategy

Two Main Yards and Four Satellite Properties:

Main yards: Courtland Operations (West), Facility Operations Building (East)

Satellite properties for salt / sand: Loader Storage on 59, Walsh salt dome, Bonnie Heath vacant property and Dundurn

Divest: Schellburg, Central Yard, West 45 Yard and Villa Nova, MRF, Old Port Dover Works yard



Rationale:

- Courtland close to Delhi (accommodates growth and central to West)
- FOB located in Simcoe (central to East, close to County Garage, in most populous area)
- Eliminates numerous buildings needing major repairs and upgrades (SOGR and staff amenities)
- Schellburg and Central both in residential and property constrained, West 45 and Villa Nova on far outer edges and close to satellites
- Four other properties well situated for salt distribution and some already have domes



Fire and EMS



Fire/EMS Facilities

There are 14 Fire and EMS Station

- **Fire Stations:** There are 8 independent Fire Stations
- **EMS Bases:** There are 3 independent EMS Bases
- **Fire/EMS Stations:** There are 3 joint Fire/ EMS stations
- **Delhi Admin Building** Currently houses Fire Chief and Admin, and EMS Chief and Admin
- Most Fire stations are in average condition with the exception of St. Williams, which is in poor condition and up for replacement
- Most EMS Bases are in poor condition or do not meet EMS' needs

Fire and EMS Strategy

Challenges

- Culver Station #1, not ideal with office staff mixed
- Port Rowan and St. Williams close to each other but have unique coverage areas and capabilities
- Lack of space for EMS at Waterford Fire Station/ EMS Base despite good location (not sustainable)
- Other EMS bases need some cosmetic and staff amenity upgrades
- Regulatory challenges related to requirements for securing drug inventory (EMS)

- Revert Culver Operations back to Fire & EMS HQ for Administration staff
- Replace St. Williams fire hall utilizing the property currently occupied by the St. Williams Community Centre
- Look for permanent solution for Waterford EMS
- Investigate Courtland Yard property as a future EMS base (longer term)
- Improve EMS quarters with updated amenities



Community Centres, Museums, Libraries, and Halls

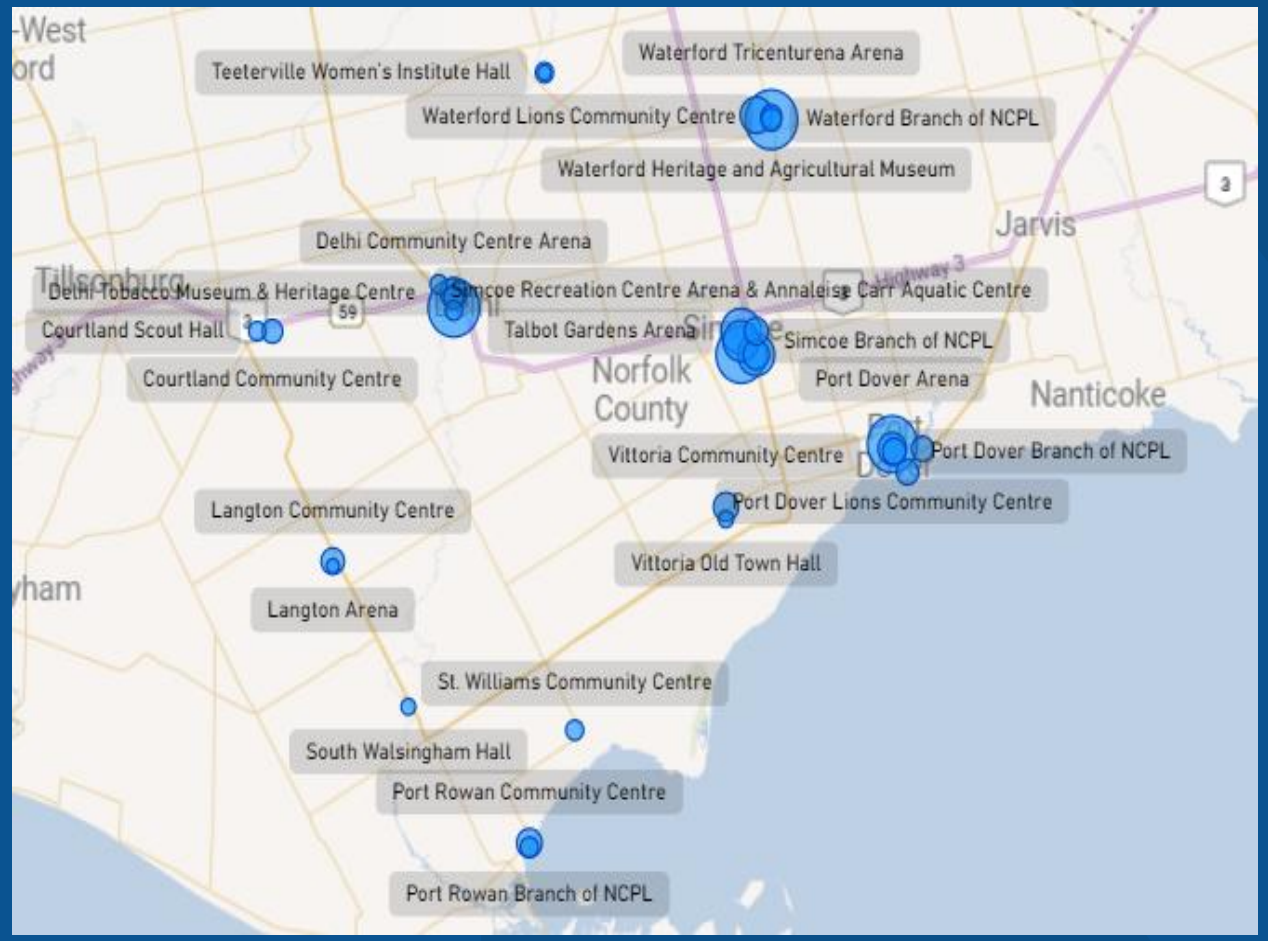
Community Centres, Museums, & Libraries Strategy

- Divest
  - Waterford Lions Community Centre
  - Delhi Friendship Centre
  - South Walsingham Hall
- Decommission
  - Port Dover Scout Hut
  - Port Dover Kinsmen Hall
  - St. Williams Community Centre (Re-purpose the land!)
- Retain the remaining facilities
- Establish a central location for artifact storage at Gilbertson Administrative Building, to allow for more exhibit rotations.

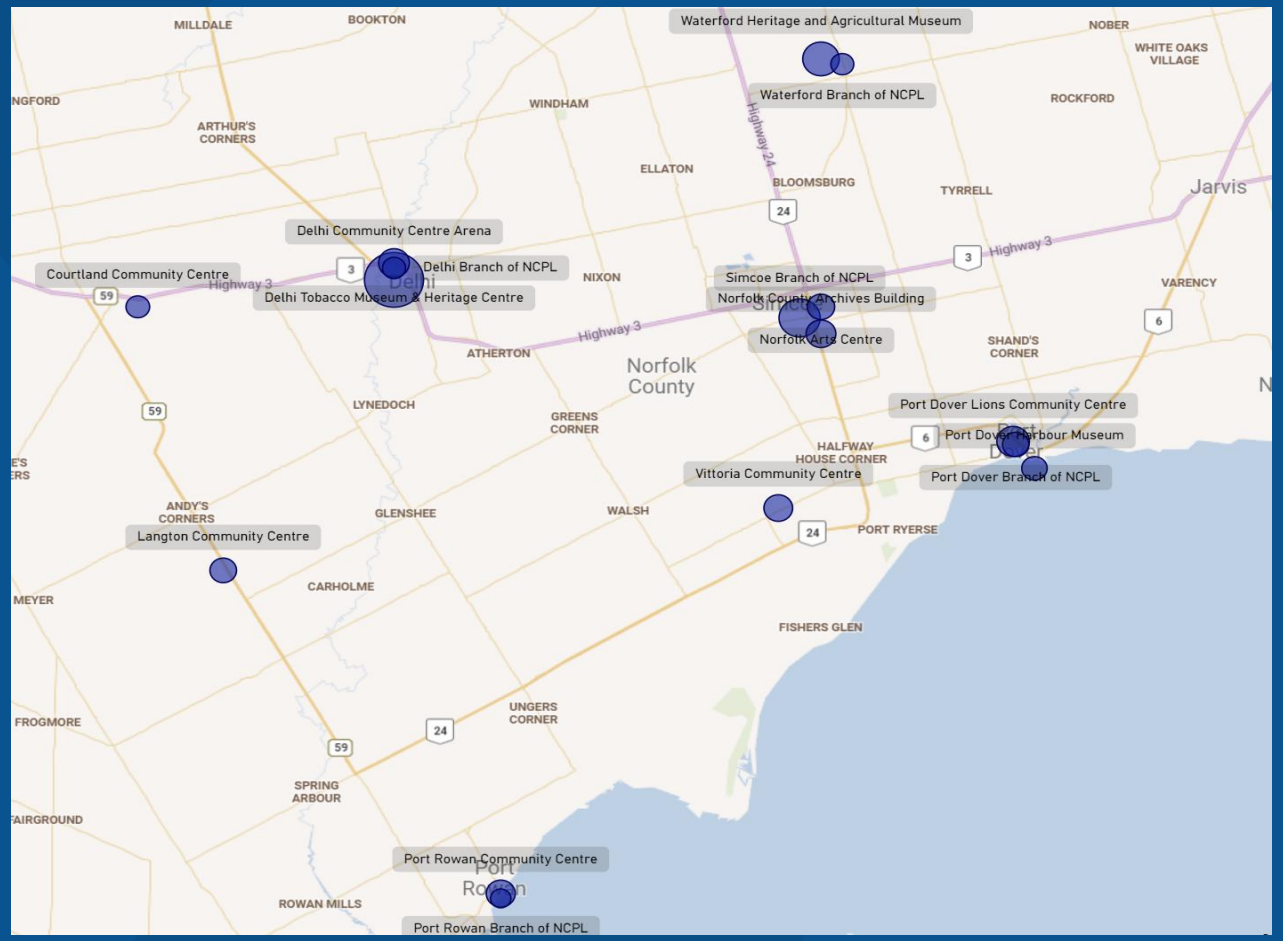
- **Implementation plans would include suitable relocation of existing programming.**
- **Re-model the Delhi Administrative Building to serve as a place for Senior Programming to replace the need for the Friendship Centre.**
- **Build a new fire hall on the St. Williams Community Centre property.**

Map of Facilities

Current State



Proposed Strategic Future State



Map includes Arenas Community Centres, Museums and Library Branches

Map does not include Arenas

Project Next Steps

- Continue refining the strategy based on feedback
- Continue developing the financial business cases to support the strategies
- Present the final strategy with an implementation plan to Council in September



We Want to Hear From You!

If you have any questions or wish to share comments and feedback, please speak with a Norfolk County staff member or our consultants from MVU.

In addition a survey will be available on the project's engage Norfolk Page and that paper copies will be made available at Service Norfolk counters, libraries, and the PIC. Survey is open until 7 July, 2025.

