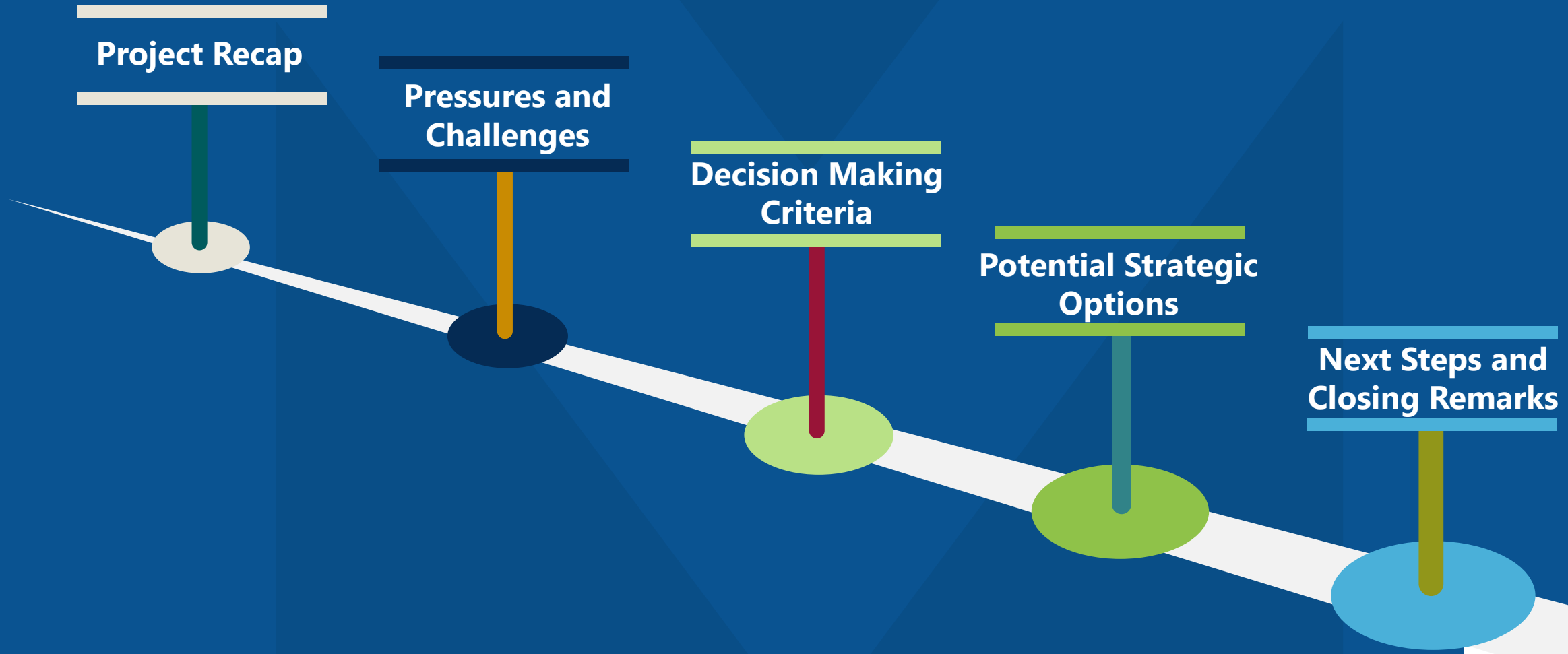
Norfolk County Facilities Review and Master Plan

Re-imagine, Renew, Revitalize – Building Tomorrow

Community Leadership Workshop

June 19, 2025

Agenda


Project Recap
Pressures and Challenges
Decision Making Criteria
Potential Strategic Options
Next Steps and Closing Remarks

Project Recap



Facilities Review & Master Plan

Challenges & Pressures

- Norfolk has over 200 municipally-owned buildings spread out across a wide area
- Service delivery & community needs have changed
- Buildings are aging and more expensive to maintain
- Some facilities are costly & underutilized, while others are highly utilized & could benefit from some upgrades and repairs
- Significant population growth expected in the next 20 to 30 years

Facilities Review & Master Plan

Look for opportunities to:

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

Strategies presented to Council will be based on current & future needs and will include:

- Business cases for the best options
- 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.

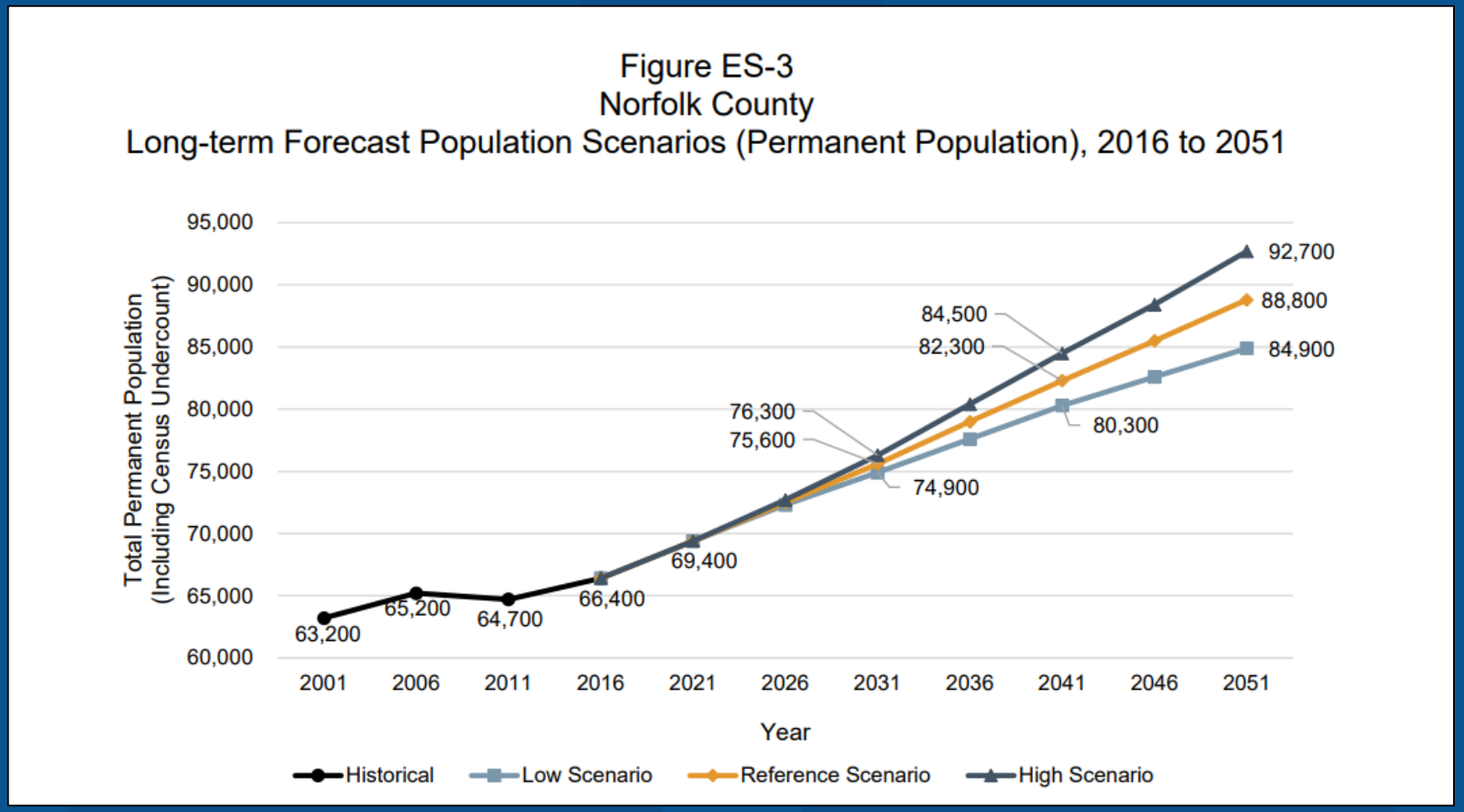
Phase 1 – Current State Review (December 2023 – April 2024)

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

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

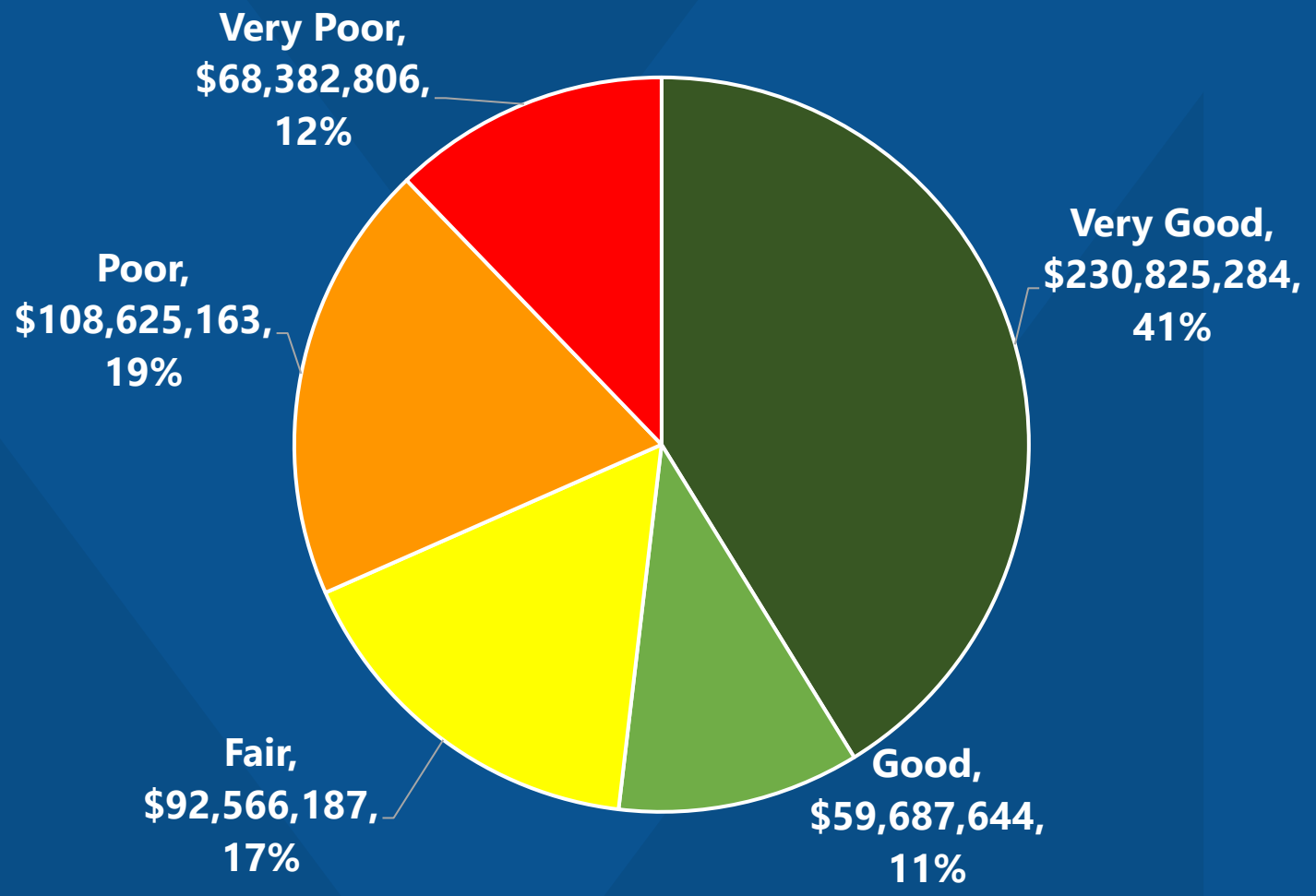
Phase 4 – Final Report (August 2025 – September 2025

Long Term Growth to 2051



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**

What We Heard

Two facilitated sessions on Sept 23rd , 2024

Key Themes:

- Desire for change & action (no more plans without action)
- Lack of physical accessibility at facilities
- Lack of communication & coordination between County and service clubs
  - Opportunities for partnerships, collaboration
- Low facility utilization could be due to red tape
  - Additional fees, permits, permissions etc.
- Challenges with County customer services

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

What We Believe – Discussion

What do we believe are the implications of this strategy?

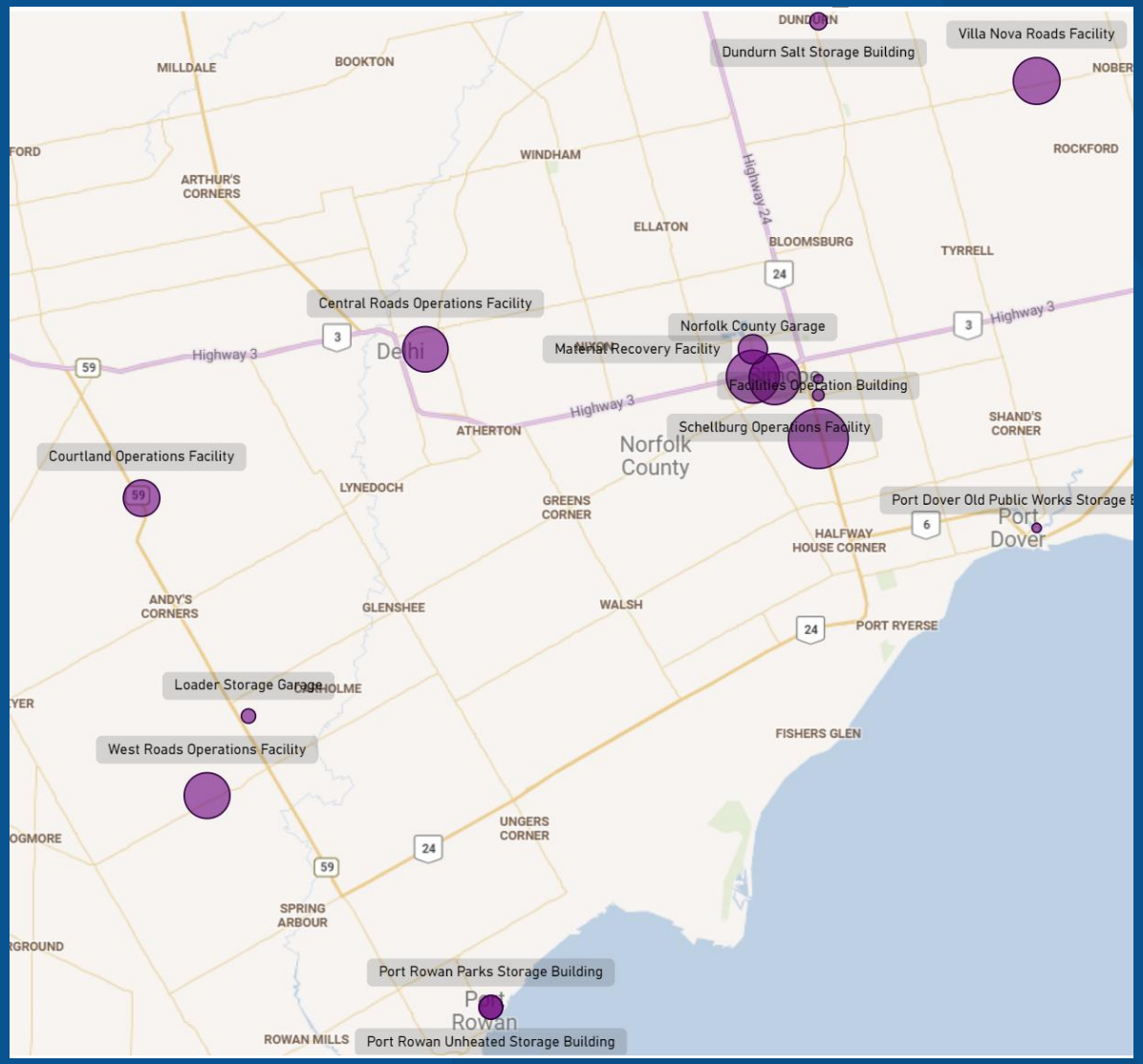


1. Overall, do you think that the community will support these strategies?
2. What are the positives or benefits?
3. What are the issues or drawbacks, if any?



Operations Facilities

Operations Facilities



Map of all facilities (excludes Parks / Fieldhouses)

9 Operations Facilities that house Roads, Parks, Cemeteries, Water/Wastewater, 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.

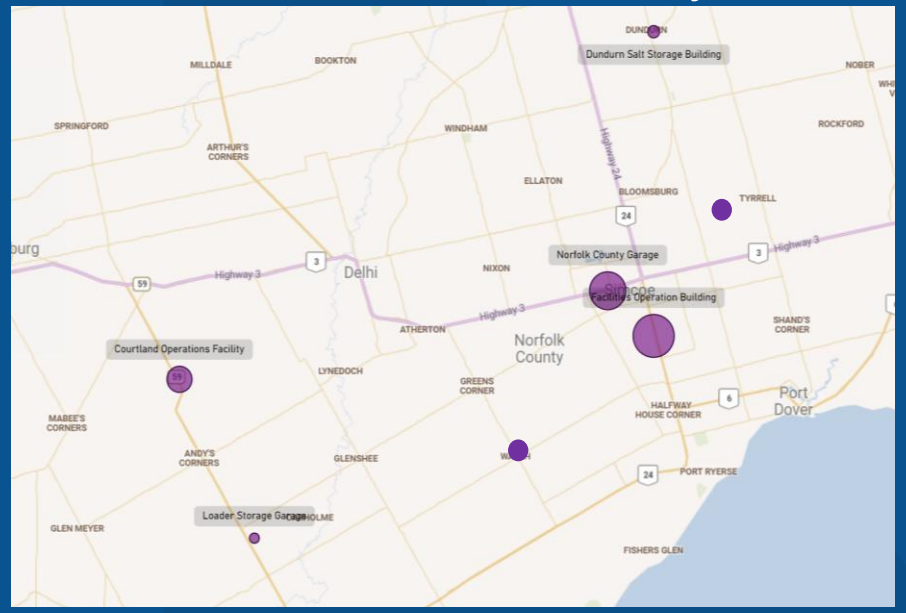
Operations Facilities Strategy

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

What We Believe – Discussion

What do we believe are the implications of this strategy?



1. Overall, do you think that the community will support these strategies?
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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 good to average condition with the exception of St. Williams, which is in poor condition and up for replacement
- Most EMS Bases are in poor cosmetic condition and/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

What We Believe – Discussion

What do we believe are the implications of this strategy?



1. Overall, do you think that the community will support these strategies?
2. What are the positives or benefits?
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Community Centres, Museums, Libraries, and Halls

Community Centres & Halls Strategy

Facility	Rationale	Strategy
Delhi Friendship Centre	• Building is in poor condition and needs major upgrades • Programming can be re-located • Property in residential area	Divest
South Walsingham Hall	• Building has very low usage • Building is in poor condition and needs major upgrades	Divest
Waterford Lions Community Centre	• Building has very low usage • Building is in poor condition and needs major upgrades • Parking and the property are not ideal for it's use	Divest
Port Dover Scout Hut	• Building is well beyond its useful life • Would not consider investing in current structure • Programming can be re-located	Decommission
Port Dover Kinsmen Hall	• Building has very low usage • Building is in poor condition and needs major upgrades • Programming can be re-located	Decommission
St. Williams Community Centre	• Building has very low usage • Port Rowan Community Centre can fulfill community needs • Required to rebuild St. Williams Fire Hall	Repurpose

Retain

- Langton Community Centre
- Vittoria Community Centre
- Port Dover Lions Community Centre
- Port Rowan Lions Community Centre
- Courtland Community Centre

Implementation plans would include suitable relocation of existing programming.



Museums/Heritage

Museums & Heritage Strategy

Facility	Rationale	Strategy
Harbour Museum	• Building is in poor condition and needs major upgrades • Accessible – has an elevator • Ideal location for its purpose • Great deal of community programming/camps	Retain
Heritage & Agricultural Museum	• Building is in decent shape but needs some minor work • Community skateboard park was added as a recent addition • 2012-2014 renovations • Full kitchen and good HVAC • Lots of community programming/events/functions/camp	Retain
Tobacco & Heritage Museum	• Building is in good condition • New accessible lift • Washroom needs accessibility upgrades • Lots of community programming/events/functions/camp	Retain
Norfolk County Archives	• House all County records • Historical building (oldest Bldg in Simcoe) • Undergone major renovations • Upcoming renovations –washrooms, façade, HVAC	Retain
Art Centre	• Historical building • 3rd party agreement	Retain



Libraries

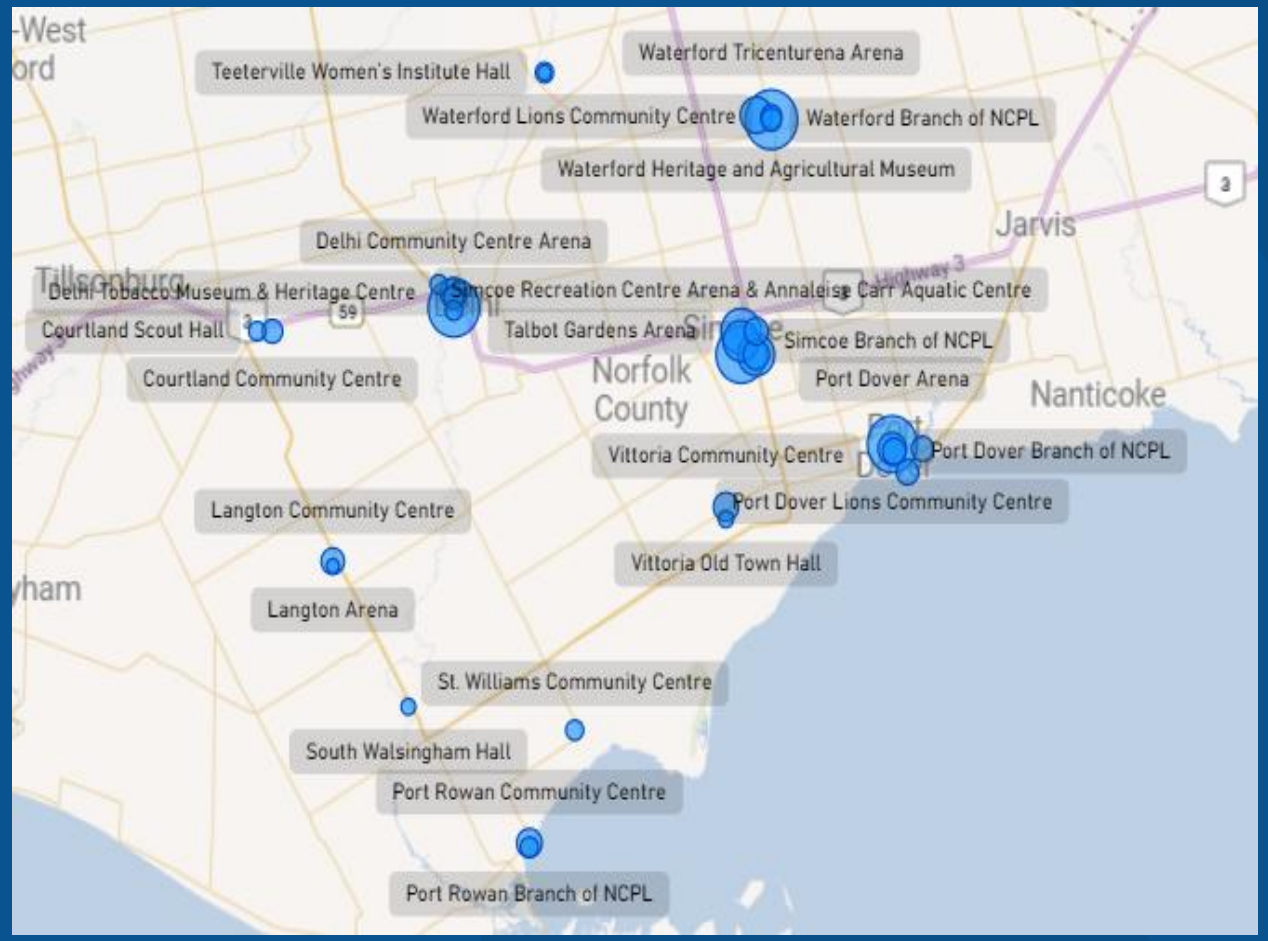
Library Branches Strategy

Facility	Rationale	Strategy
Waterford Branch of NCPL	• Dedicated parking and a Courtyard • Purpose-built library constructed in 1989 • Under renovation – adding 800 sqft without expanding building	Retain
Delhi Branch of NCPL	• new – 8 years old, repurposed bank building • Dedicated parking	Retain
Port Rowan Branch of NCPL	• Built around the Killmaster building (inside the library) • Poor parking • No meeting rooms/spaces • Lots of seniors, few students • Heritage building	Retain
Simcoe Branch of NCPL	• Busiest branch – functions well in the space • Some security concerns	Retain
Port Dover Branch of NCPL	• Lease expires 2028 - part of an elementary school • Has the highest number of youth visiting the library because of the school partnership • Collaboration with the school board at times is difficult • Location not ideal, as community does not realize Library is public but no current immediate options	Extend Lease

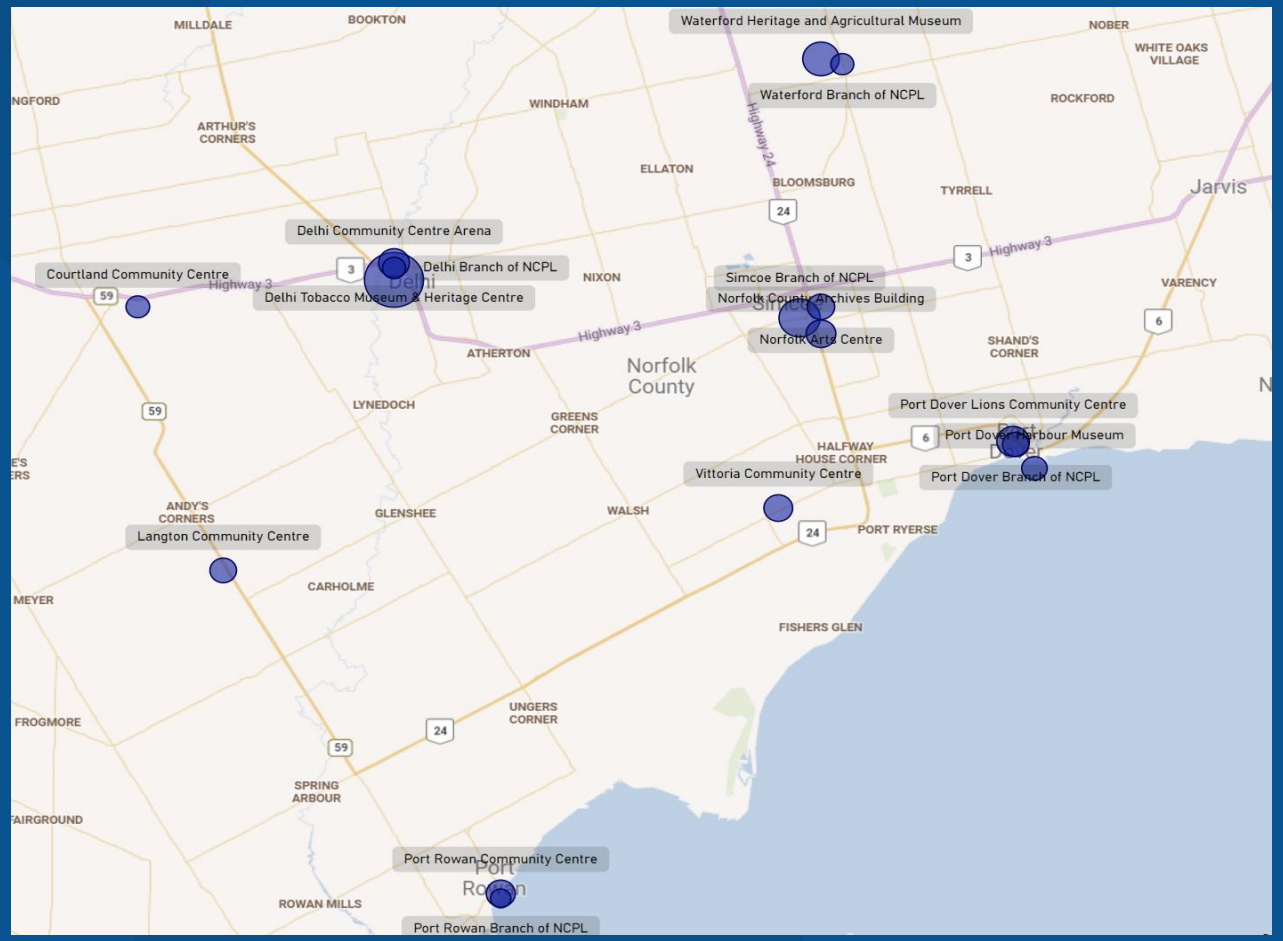
All branches have a great deal of programming everyday and are extremely well used by the community

Map of Facilities

Current State



Proposed Strategic Future State



Opportunities to better coordinate programming between museums, libraries and community centres & halls

What We Believe – Discussion

What do we believe are the implications of this strategy?



1. Overall, do you think that the community will support these strategies?
2. What are the positives or benefits?
3. What are the issues or drawbacks, if any?

Project Next Steps

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



Thank You!

Thank you for your participation in today's workshop.

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

A Survey will also 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.



Public Information Open House

19 June 6-8pm

Simcoe Recreation Centre Norfolk & Dogwood Room