

Facilities **Master Plan**

Prepared For:

The Corporation of Norfolk County

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FINAL

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Key Definitions & Acronyms

Term/Acronym	Definition
AIMM	Asset Investment Master Management
AODA	Accessibility for Ontarians with Disabilities Act
BCA	Building Condition Assessment
Business Case	A documented justification for a facility or investment decision
CAB	County Administrative Building
CAO	Chief Administrative Officer
COB	Culver Operations Building
DAB	Delhi Administrative Building
DRIVE Activity	A brainstorming activity to identify current needs (Do; Restrictions; Invest; Values; Essential)
EBDM	Eva Brook Donly Museum
EMS	Emergency Medical Services
EOC	Emergency Operations Centre
EPR	Extended Producer Responsibility
Facility	An in-scope building within Norfolk's facility portfolio
Facility Category	Classification of municipal facilities into four groups: Administrative, Operations, Emergency, and Culture and Recreation
FCI	Facility Condition Index
FOB	Facilities Operations Building
GAB	Gilbertson Administrative Building
HQ	Headquarters
HVAC	Heating, Ventilation, and Air Conditioning
IT	Information Technology
MRF	Materials Recovery Facility
NCPL	Norfolk County Public Library
Net Needs	The additional operating or capital expenditures required if the Master Plan recommendations are implemented, excluding any operating costs already included in the existing operating budget or capital forecast (isolating the incremental or new spending beyond what is already budgeted).
PHIPPA	Personal Health Information Protection Act
POA	Provincial Offences Administration
Portfolio Analysis	Comprehensive review of functionality, condition, use, geography, heritage, access, capital/operating needs, and growth needs
RAB	Robinson Administrative Building

Term/Acronym	Definition
Replacement Value	The estimated cost to replace the facility in current-day dollars. It is the total cost to replace a facility with a new one of similar size, type, and function, built to current standards and codes. It reflects the full cost of constructing a modern equivalent, not the original historical cost.
SCADA	Supervisory Control and Data Acquisition
Scenario	The sum of all recommended options for a facility category type (Administrative, Operations, Emergency, Culture and Recreation)
SLT	Senior Leadership Team
SOGR	State of Good Repair
Sq. ft	Square feet
Strategy	The coordinated set of interdependent facility scenarios and recommendations that achieve full value only through their combined implementation.
SWOT Analysis	Strengths, Weaknesses, Opportunities, Threats analysis
TPM	Teeterville Pioneer Museum

1. Executive Summary

Norfolk County faces the dual challenge of managing an aging and geographically dispersed facility portfolio while planning for significant population and service growth. With a current population of approximately 70,000 projected to reach as high as 100,000 over the next 25 years, the County requires a comprehensive, evidence-based Facilities Master Plan to guide future investment, consolidation, and divestment decisions.

Purpose and Approach

The Master Plan was developed to provide a corporate-wide, strategic framework for facility management. Municipal VU Consulting Inc. conducted a detailed review of 91 properties having 137 facilities across administration, operations, emergency, and cultural/recreational categories. The review combined financial analysis, building condition assessments, user needs assessments, growth forecasts, and extensive consultation with staff, Council, and the public. Business cases were prepared for all key recommendations, ensuring transparency and alignment with Norfolk's Strategic Plan, *Our Future Norfolk*.

The Master Plan was specifically developed to address the concerns observed, calculated, or heard through consultation and analysis:

- **Aging Infrastructure:** Over one-third of facilities are in poor or very poor condition, with an estimated \$155 M required over ten years to maintain current service levels.
- **Financial Pressures:** Maintaining the existing portfolio is unsustainable. Renewal, operating, and growth needs require prioritization and rationalization.
- **Service Gaps and Redundancy:** Many facilities are underutilized or geographically duplicative, while some communities lack adequate or modernized access to services.
- **Community Identity and Risk:** Facilities hold strong local significance, meaning divestment decisions must be carefully managed to maintain trust and service continuity

Recommended Strategy

The Master Plan responds to these perspectives by presenting a balanced strategy across five major facility categories: administration, operations, fire and EMS, recreation, and culture. The Master Plan establishes a balanced path forward that:

- Consolidates administrative offices to improve collaboration and reduce costs.
- Rationalizes operations yards into a hub-and-satellite model to increase efficiency.
- Invests in modern, co-located Fire and EMS facilities to improve safety and resiliency.
- Re-imagines or divests aging and surplus community centres, with reinvestment in higher-value facilities.
- Implements a phased approach, leveraging early wins, achievable projects, and real estate divestments to offset costs.

Each recommendation is supported by detailed business cases that consider functionality, condition, utilization, financial impact, and community significance. The financial analysis demonstrates that rationalization can reduce operating costs, avoid large capital outlays, and unlock revenue potential through the divestment of surplus properties. At the same time, risks

such as reputational impacts, political challenges, and operational disruptions are acknowledged, with mitigation strategies that include phased implementation, proactive communication, and a strong change management plan.

Strategic Trade-Offs

Through implementation of the strategy, both advantages and disadvantages are imminent, but these have been carefully considered, compared, and quantified.

Overall, through implementation of the strategy, the County would be relinquishing:

- Four operational yards that no longer meet staff or community needs and would otherwise require significant reinvestment, and
- Several underutilized community centres and halls, including:
 - St. Williams Community Centre (with Port Rowan nearby and potential for new community space in the proposed Fire Hall),
 - Waterford Lions Community Centre,
 - South Walsingham Town Hall (though this requires severance from the park property), and
 - Port Dover Scout and Kinsmen Halls and the Courtland Scout Hall, which serve limited populations and have reached the end of their useful life.

In contrast, through implementation of the strategy, the County would be gaining:

- A centralized **Gilbertson Administration Building**, upgraded with adequate storage, which would allow the County to own the office building rather than lease space.
- Renovated **CAB buildings**, including additional meeting and collaboration areas.
- A better-located **Fire headquarters** as part of Station #1 in Simcoe.
- A new **Fire/EMS station in St. Williams** and improved **EMS accommodations** in Waterford, along with upgrades to three other EMS stations.
- Two new **Operations Yards (East and West)** designed to meet modern service and staff requirements.
- Dedicated **mechanic facilities in the west**.
- Upgraded **sand/salt storage facilities** at yards and satellites.
- Improved **staff amenities** across operations, including washrooms, offices, and vehicle storage.
- Significant net cost savings.

Taken together, these changes address longstanding facility challenges, improve service delivery, reduce inefficiencies, and prepare the County for long-term growth.

Furthermore, implementing the Strategy will enable the County to:

- **Retain** facilities that are performing well and aligned with planned growth.
- **Repurpose** facilities where a different function better meets projected needs.
- **Consolidate** facilities to increase efficiency or reduce redundancy where future demand does not justify retention.
- **Divest or decommission** facilities where the costs and liabilities of retention outweigh their value, rather than holding assets with the hope of uncertain future use.

The overall net savings of implementing the Norfolk County Facilities Strategy is **\$8,605,226** over ten years, with Emergency Services being the only scenario that results in an overall net cost.

The Facilities Master Plan is ultimately about making deliberate trade-offs between preserving tradition and ensuring long-term sustainability. This strategy requires Norfolk to make difficult choices, balancing community sentiment against long-term sustainability.

On one hand, the County will give up certain aspects of its current service model: smaller community halls, outdated operations facilities, and redundant administrative spaces, while meaningful to local identity, are costly to maintain and underutilized. The convenience of multiple dispersed facilities, particularly in rural hamlets, will also shift toward a more centralized service model. These changes can be difficult because they alter how residents have historically engaged with public spaces and how communities have defined themselves.

In exchange, the County positions itself for a far stronger future. The consolidation of facilities eliminates millions in ongoing operating costs and avoids millions of dollars in deferred renewal liabilities that would otherwise burden taxpayers without improving service quality. By reinvesting strategically, Norfolk will gain modern, efficient facilities that are accessible, compliant, and designed to serve a growing and changing population. These new facilities will reduce risk, improve staff efficiency, and ensure that limited tax dollars are directed toward assets that provide the highest value to the greatest number of residents.

Framing the decision in this way shows that the trade-off is not simply about closing facilities but about moving from a fragmented, unsustainable system toward a streamlined, modern, and resilient portfolio. The loss of some familiar facilities is balanced by the creation of higher-quality services and stronger financial sustainability. In this sense, the trade-offs represent an investment in Norfolk's future, one that acknowledges the past but prioritizes a more sustainable, equitable, and efficient approach for decades to come.

Implementation Plan

The Implementation Plan is structured as a phased, multi-year roadmap that balances early wins, budgetary realities, and the sequencing of complex divestments and reinvestments.

The first phase, beginning in **late 2025**, focuses on quick, visible wins: tendering renovations for the Gilbertson Administrative Building, declaring the Port Rowan Medical Centre and Old Port Dover Works Yard surplus, and initiating design scoping for County Administrative Building upgrades. These projects build momentum and deliver early returns.

By **2026**, the plan scales up, with completion of administrative renovations, tendering of EMS projects, and demolition contracts for underutilized community facilities such as the Port Dover Kinsmen Hall and Courtland Scout Hut. The relocation of HR and IT functions from Culver into Gilbertson begins to consolidate administration, while design work for the new St. Williams Fire/EMS facility advances.

The **2027–2028** period is dominated by major capital delivery. Construction of the new Fire/EMS station, EMS upgrades, and consolidated operations yards occur alongside high-profile

divestments such as the Waterford Community Centre. These years require disciplined project management and careful community engagement, as they involve the most visible and sensitive facility changes.

By **2029 and beyond**, Norfolk transitions into consolidation and optimization. New builds are operational, redundant sites are fully divested, and administrative hubs are standardized. Recreation facility reinvestments are phased in, ensuring residents have access to modern, multi-use facilities while outdated assets are retired.

Success Factors

The success of this Master Plan, and the benefits predicted, depend on several important factors:

- **Sustained political and leadership commitment** to implement the strategy as a whole, rather than cherry-picking elements.
- **Transparent communication** with residents and stakeholders to frame changes as necessary trade-offs that lead to better services and fiscal sustainability.
- **Change management supports** for staff to mitigate morale issues and ensure smooth relocations.
- **Financial discipline**, ensuring that revenues from divestments are realized before reinvestments and that cost controls are enforced on major capital projects.
- **Monitoring and adaptability**, with regular reporting of progress, facility utilization, and financial outcomes to maintain credibility and adjust as needed.

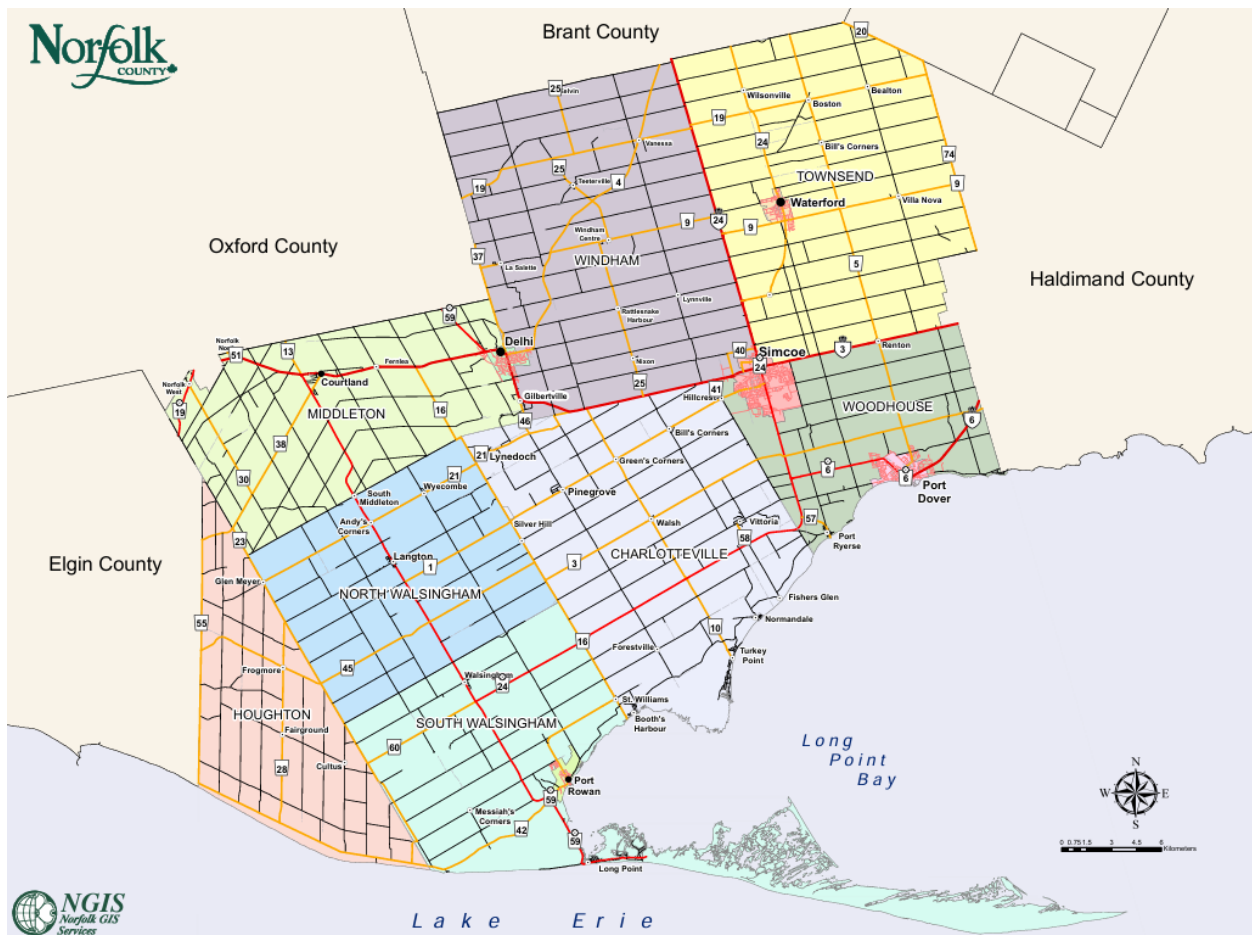
The Norfolk County Facilities Master Plan provides a clear, forward-looking framework for rationalizing and sustaining the County's facilities. It balances fiscal responsibility with service equity, prepares the municipality for future growth, and respects the cultural and social importance of community assets. The Implementation Plan provides the sequencing and discipline necessary to move from vision to action, ensuring that divestments, reinvestments, and modernizations happen in a coordinated way that builds momentum and maintains public trust.

2. Introduction

Norfolk County is a rural single-tier municipality located on the north shore of Lake Erie in Southwestern Ontario, with a population of approximately 70,000 that increases proportionally with seasonal tourism. The County has a firm foundation in its agricultural and tourism past and present, and a rapidly growing and changing population, forecasted to grow to nearly 100,000 over the next 20 to 25 years. The 1600 square km municipality is comprised of six urban centres: Simcoe, Port Dover, Delhi, Courtland, Port Rowan and Waterford, as well as forty-two smaller rural hamlets and neighbourhoods, two resort areas, and large agricultural areas as seen below in Figure 1.

The County operates a broad and dispersed portfolio of facilities that support recreation, emergency services, administration, infrastructure maintenance, and community life. Many of these facilities are aging, costly to maintain, and in some cases redundant or underutilized, as will be discussed in this report. At the same time, residents and Council expect services that are accessible, safe, and financially sustainable.

Figure 1 Map of Norfolk County



Source: <https://www.norfolkcounty.ca/home-property-and-neighbourhood/maps-and-data/download-maps/>

Until 2001, Norfolk County was part of the Regional Municipality of Haldimand-Norfolk. After the municipalities separated, Norfolk County did not assess its facility needs or divest excess property, and consequently, the County has a large facility portfolio across a wide geographic area. In summer 2020, Norfolk County initiated Project DOMUS, where attention was given to reducing the facility portfolio, divesting underutilized assets, consolidating some offices, and departments and divisions were relocated and reorganized by summer 2021. However, Norfolk County still has many assets in its facility portfolio that require review and rationalization.

The County faces the dual challenge of managing today's facility pressures while planning for a future shaped by demographic change, new regulatory requirements, and climate adaptation. Without a coordinated strategy, Norfolk risks continuing with fragmented investments, rising operating costs, and uneven service delivery.

This Facilities Master Plan responds to this challenge by providing a structured, evidence-based approach to determine which facilities to maintain, improve, consolidate, or divest. The goal is to ensure that facilities remain aligned with Norfolk's values, support long-term sustainability, and reflect Council's vision for *Our Future Norfolk*, Council's Strategic Plan. The County requires a Facilities Master Plan that considers current and future needs, maximizes efficiency, centralizes administration, prioritizes multi-use facilities, improves customer service, reduces County-owned assets, and generates revenue through divestment.

Norfolk County engaged Municipal VU Consulting Inc. (MVU) to conduct a comprehensive review and rationalization of select County facilities in consultation with staff, Council, key stakeholders, and the community.

2.1. Project Objectives

The objective of this Master Plan is to provide a guide for the future of County facilities, providing recommendations that address current and forecasted future needs with full business case rationalization for the most effective options.

In consultation with staff, MVU was tasked to develop a Facility Master Plan that:

- Is corporate-wide and strategic in vision and objectives that provides a route forward, with a realistic tactical implementation plan that offers early wins, achievable projects, financials, and means to check success.
- Increases efficiency, reduces expenses, generates revenue.
- Enhances corporate culture and collaboration.
- Improves quality of and access to municipal facilities and services.
- 'Shows its work' – including business case rationalizations to back up recommendations, based on consistent, data-based, transparent analyses.
- Aligns with *Our Future Norfolk*.
- Incorporates the valuable information from former and ongoing work.

2.2. Scope

This plan includes facilities that are leased or owned, and also facilities used for a single function or serving multiple functions or groups. This includes:

Administration Facilities

- CAO's Office, Community and Development Services, Corporate Services, Public Works, and Emergency and Social Services
- Staff offices for staff not supporting other Services listed

Culture & Recreation Facilities

- Libraries
- Museums
- Community Centres
- Halls
- Arenas
- Pools
- Public washrooms
- Storage

Emergency Facilities

- Fire stations
- EMS bases

Operations Facilities

- Garages
- Operations yards
- Waste management yards
- Storage

Facilities not included in the scope of this review include:

- Vacant Property,
- Haldimand Office Rentals,
- Housing and Long-Term Care,
- Parks and Sports fields,
- Marinas,
- Pavilions,
- Communications Tower, and
- Wastewater & Water Treatment and associated buildings.

The scope of review and rationalization considerations includes geography, location/position, space, history, and future demand. The scope includes consideration of opportunities to further consolidate and centralize administrative offices, divest excess facilities, exit or purchase rented facilities, relocate where feasible/necessary, consolidate, re-imagine existing sites, combine uses on existing sites, and/or include in any potential multi-use spaces.

2.3. Master Plan Structure

This Master Plan report is organized into the following sections:

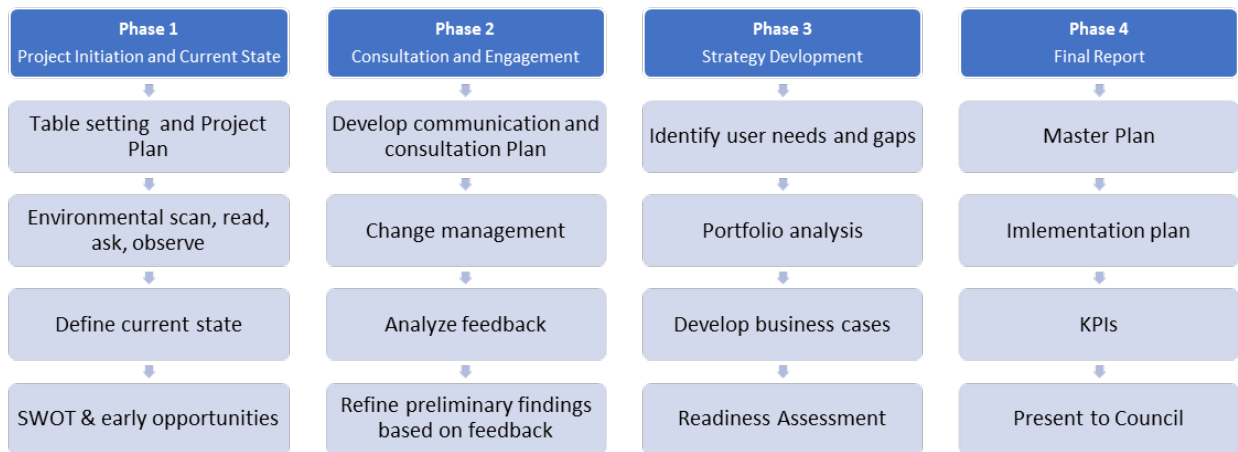
1. *Executive Summary* – An overall summary of the Master Plan.
2. *Introduction* – The introduction outlines the project’s objectives and scope of the plan.
3. *Approach and Methods* – This section provides the overall project approach, key methods used for various review and rationalization tasks, and any assumptions or limitations that informed the work.
4. *Guiding Values & Strategic Alignment* – This section summarizes the values and principles developed and applied to the rationalization study, the alignment to Council’s Strategic Plan, and the inherent challenges of facility rationalization.
5. *Current Facility Portfolio* – This section provides a summary of the County’s existing facility inventory, including asset conditions, associated financial impacts, and qualitative insights of current state gathered from staff and community feedback.
6. *Growth Forecasts* – This section describes population and development growth forecasts by urban area and explains how anticipated growth was factored into the facility planning and recommendations.
7. *Internal and External Consultation* – This section outlines the extensive consultation efforts that were carried out during the project.
8. *Recommended Strategy* – This section presents the rationale behind each facility-specific recommendation, whether for investment, divestment, decommissioning, or repurposing, based on need, condition, utilization, and alignment with strategic goals. Alternatives are also discussed.
9. *Implementation Plan* – This section provides the implementation plan, a five-year implementation roadmap, outlining the timing of key actions and the projected financial implications, including capital costs and operational savings by year.

3. Approach and Methods

3.1. Approach

The review, rationalization, and preparation of the Master Plan involved a four-phased approach, shown in Figure 2.

Figure 2 The Four Phases to Develop Norfolk County Master Plan



The following core deliverables were developed and delivered through this project:

Phase 1 (December 2023 – April 2024)

- Table Setting and expectations
- Development of decision-making criteria
- Defined Values of the community, History of the County and community, significance of local areas, Geography
- Development of **Technical Memo 1** – Current State and Environmental Scan (including SWOT)

Phase 2 (May 2024 – October 2024)

- Development and initiation of the Communication Plan and Change Management Plan
- Development and execution of the Consultation Program
- Development of a Financial Model to test scenarios
- Consultation summary and presentation to the SLT on potential option for the strategy

Phase 3 (July 2024 – April 2025)

- Business cases for recommendations
- Readiness assessment
- Development of **Technical Memo 2** – Strategy Development

Phase 4 (May 2025 – August 2025)

- Final Master Plan
- Implementation Plan

3.2. Methods

Distinct methods applied to conduct the various review and rationalization activities are described below.

3.2.1. Phase 1: Current State Analysis

The current state review was conducted through:

- Review and analysis of relevant data, documents, assessments, financials, agreements, forecasts, plans and strategies provided by the County.
- Interviews with the CAO and General Managers.
- Consultation workshops with Senior Leadership and Council.

As part of the current state review, an environmental scan was completed, an AIMM analysis (Advantages; Impediments; Mitigations; Maybes) was conducted, and a DRIVE analysis (Do; Restrictions; Invest; Values; Essential) was also conducted to gather information and to identify opportunities.

3.2.2. Phase 1: Building Condition Assessment Review

A desktop review of the County's BCAs was conducted to assess and compile the building condition data of each facility, in alignment with assessments from the 2025 Asset Management Plan. The BCAs provided valuation and condition information related to each facility, including Facility Condition Index (FCI) and deferred maintenance estimates. The Building Condition Assessments were completed by ENGLOBE in 2022. Cost estimates were adjusted to current day by reconciling to recent project expenditures, in consultation with staff.

3.2.3. Phase 1: Site Visits

Site visits were a central component of the study and were conducted at each in-scope facility between May and November 2024. The purpose of these visits was to gain first-hand understanding of the physical condition, size, functionality, and context of each facility, and to validate findings from staff consultations, technical memos, and supporting studies.

The process began with an initial drive-by of each site to understand its geographic setting, surrounding land uses, accessibility, and proximity to other municipal and community services. These high-level observations provided context for later analysis of user access, potential consolidation opportunities, and alignment with community growth patterns.

Following this, thorough on-site tours were carried out in coordination with facility managers and staff. These tours allowed the project team to gather visual, general observations about:

- **Facility condition** –Structural integrity, general state of repair, and observable maintenance issues.
- **Size and layout** – Adequacy of space relative to current staffing levels, service functions, and program requirements.
- **Functionality** – Efficiency of internal circulation, suitability of spaces for intended use, adaptability for shared or multi-use arrangements, availability of utilities/servicing, and compliance with accessibility standards.
- **Support spaces** – Adequacy of break rooms, washrooms, storage, and other back-of-house areas that impact staff efficiency and user experience.
- **Service delivery spaces** – Visibility, accessibility, and appropriateness of service counters and other customer-facing areas.
- **Location** – Interaction of site activity with the surrounding areas and neighbourhood.

The site visits provided valuable ground-truthing of the broader portfolio analysis. They informed considerations such as whether facilities could be consolidated or re-imagined, highlighted opportunities to better configure shared staff spaces, and identified facilities where underutilization suggests potential divestment or repurposing. They also provided important context for specific decisions, such as evaluating the future need for a second service counter in the western area and assessing the success of relocating emergency services to the Delhi Administration Building.

Overall, the site visits ensured that recommendations were informed not only by data and consultation feedback but also by direct, observed evidence of how facilities are situated, configured, and used.

3.2.4. Phase 1: Rationalization Criteria

Criteria that identify whether a facility is a candidate for change, and to rationalize what changes might be most suited, were custom developed and prioritized by Norfolk County Senior Leadership and the Project Team. The rationalization criteria were developed and discussed at Council Workshops and through the community at the initial Community Leadership Workshop and then presented for feedback at the initial Public Open House.

Screening Lens: Indicators a Facility Should be Considered for Change

Facility characteristics were reviewed and compared to the indicators below. Facilities that satisfied these indicators were considered candidates for change: re-purposing, renovating, consolidating, divesting, or other options. Inversely, facilities without these indicators were considered best to remain unchanged.

Functionality

A facility was considered a potential candidate for change if:

- The facility does not align with long-range functional requirements.
- The facility is not user-friendly or accessible.
- The facility is not convenient for residents.

- The facility is incompatible with its current use.
- The facility has opportunities to become more compatible if repurposed.

Building Condition

A facility was considered a potential candidate for change if:

- The current facility condition requires extensive or escalating capital investments.
- Recent capital investments are lacking or outdated.
- The Facility Condition Index (FCI) is negative or below acceptable thresholds.

Utilization/Users

A facility was considered a potential candidate for change if:

- The facility is used primarily by one group, limiting broader value to the community.
- The facility has low usage.
- The facility is seasonal or intermittently used.

Historical/Community Significance

A facility was considered a potential candidate for change if:

- The facility does not have heritage designation.
- The facility is not highly or emotionally regarded by the community.
- The community has not significantly invested in upgrades or operational support.

Rationale Lens: Criteria to Support a Change Decision

For facilities identified as candidates, characteristics were then assessed through a rationale lens to determine which changes might be most suitable for which facilities. An identified option might be suitable if the proposed change:

Functionality

- Aligns the facility's function with long-term County needs.
- Improves accessibility and user-friendliness.
- Enhances convenience for residents.
- Improves compatibility with current or alternative uses.

Impact to Service Level

- Maintains or improves service levels.
- Provides alternative service delivery that meets community needs.

Financial Considerations

- Reduces operating costs or improves cost efficiency.
- Reduces or redirects capital investment needs.
- Avoids large new capital outlays.
- Unlocks property value or revenue potential.

Building Condition

- Addresses capital renewal challenges or removes costly liabilities.

- Leverages or preserves past capital investments where appropriate.
- Improves the overall condition or risk profile of the facility portfolio.

Utilization / Users

- Aligns facility use with demand (whether by consolidation, repurposing, or focusing on core users).
- Improves or optimizes seasonal or specialized usage.

Historical / Community Significance

- Respects or preserves community/heritage value.
- Balances community interests with operational and financial needs.
- Acknowledges and respects community investments in the facility.

3.2.5. Phase 1 – Phase 2: Financial Review

The financial review analyzed the following information, which was used to develop the recommendations:

- **Replacement value** (provided by the County), which is the total cost to replace a facility with a new one of similar size, type, and function, built to current standards and codes. It reflects the full cost of constructing a modern equivalent, not the original historical cost.
- **Capital forecast**, which is the County's 10-year long-term projection of anticipated capital spending needs, including renewal, growth, and service improvement projects. It outlines the investment required to maintain or enhance facilities and infrastructure, typically covering multiple years (often aligned with asset management plans).
- **Capital budget**, which is the County's approved annual allocation of funds for capital projects in the current fiscal year. It is a subset of the capital forecast and represents the actual dollars committed to specific projects such as facility upgrades, expansions, or major equipment purchases.
- **Operating budget**, which is the annual allocation of funds to cover the ongoing costs of running and maintaining facilities and services. This includes staffing, utilities, supplies, day-to-day maintenance, and other non-capital expenditures.
- **Forecasted renewal needs and costs**, which were provided by the County based on:
 - Deferred maintenance estimates from the most recent Building Condition Assessments (BCA) available (adjusted as noted below), or
 - Assumptions of a 2% capital re-investment rate, applied over an assumed 50-year lifecycle, if the BCA was not suitable or did not exist,
 - Or a staff estimation was provided.
- **Net capital needs**, which are the additional capital expenditures required if the Master Plan recommendations are implemented, excluding any capital costs already included in the existing capital forecast (isolating the incremental or new capital spending over and above what is already planned.)
- **Net operating needs**, which are the additional operating expenditures required if the Master Plan recommendations are implemented, excluding any operating costs already included in the existing operating budget (isolating the incremental or new operating spending beyond what is already budgeted).

3.2.6. Phase 2: Consultation and Communication

The strategies, recommendations, businesses cases, and other elements of this report and supporting Technical Memos were developed through a series of community consultation and staff input, and through strategy sessions and workshops with various Department heads and the Senior Leadership Team (SLT). Table 1 outlines the consultation activities conducted.

Table 1 Consultation Highlights

Consultation / Strategic Workshops	Dates
SLT Workshop # 1	January 2024
Council Workshop #1	April 23, 2024
Various Staff Information Sessions, Management Workshops & Staff Engagement Initiatives	May - August 2024
Site Visits of Every Norfolk Facility (in-scope)	May - November, 2024
Initial Staff Survey	June - September, 2024
Facility Strategic Workshops:	
• Office Scenario	July 30, 2024
• Roads Operations	September 18, 2024
• Culture and Recreation	December 6, 2024
SLT Workshop # 2	September 18, 2024
Public Open House	September 23 & 26, 2024
Community Leadership Workshops – Strategy Development	September 23, 2024
Initial Public Survey	September 2024
Technical Memo #1 – Progress Report	September 2024
SLT Workshop # 3	January 23, 2025
Council Workshop #2	March 18, 2025
Public Open House	June 19, 2025
Community Leadership Workshop – Strategy Refinement	June 19, 2025
Survey on Draft Strategy (For Staff)	June - July 2025
Survey on Draft Strategy (For Public)	June - July 2025
SLT Workshop #4	July 23, 2025
Director Strategy Refinement Workshops	January – September 2025
Council Presentation	October 2025

Community Leadership Workshops were held to connect with community leaders that represent the various constituents (and their needs) across the County. Four workshops were held with broad representation from community organizations, including groups such as the Lions and Kinsmen Club.

- **First Round of Workshops (2):** Focused on introducing the facility review initiative, discussing key issues with the current facility portfolio, and exploring potential options. These sessions also provided a forum to surface concerns, aspirations, and priorities, while laying the groundwork for next steps.

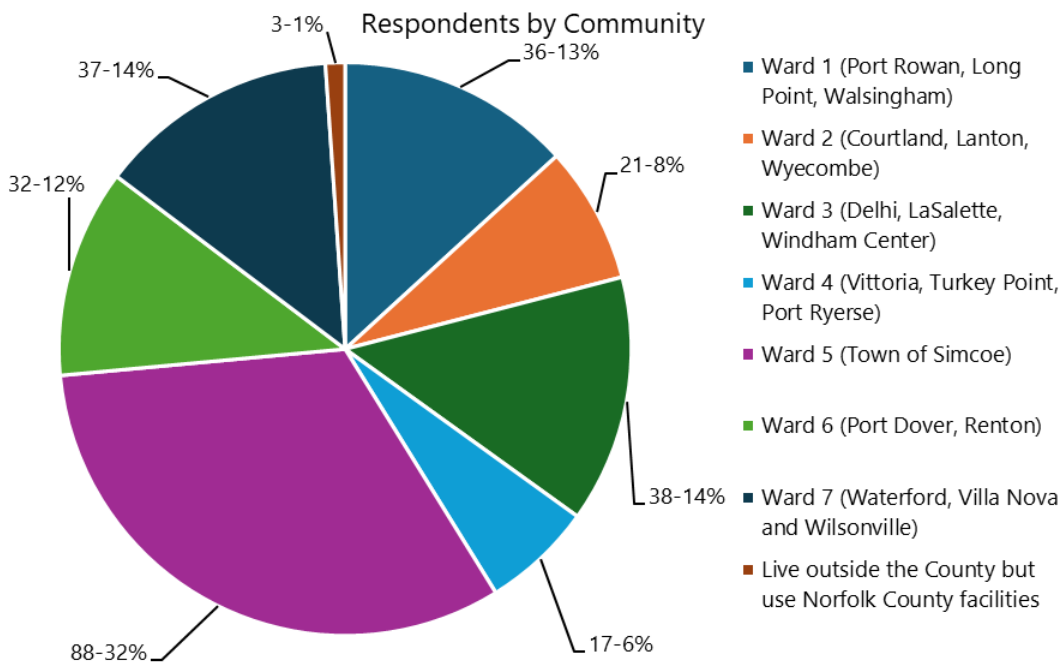
- **Second Round of Workshop (2):** Presented and discussed the facility strategy options under consideration, gathering feedback to inform the development of the strategy.

Community Leadership Workshop summary results are in Appendix E.

Participation at all consultation exercises was recorded and considered a fair representation of stakeholders.

Figure 3 shows the respondents to the initial public survey, by community, totalling 272 responses. Due to the limited attendance at the Public Open Houses, the feedback obtained was consolidated with the survey results to ensure the anonymity of participants. Full survey results are in Appendix C.

Figure 3 Respondents to the Initial Public Survey, by Community



Project Team Consultation and Communication

Throughout the project, bi-weekly meetings with the County’s Project Manager and monthly meetings with the Project Team were held to discuss progress and obtain input on key decision areas and major milestones. Communication related to major outcomes and key updates was provided to staff throughout the project.

In addition to the scheduled consultation described above, the County’s Project Manager met with staff and with community groups to discuss specific interests related to potential recommendations pertaining to specific facilities, as requested.

Overall, communication related to major outcomes and key updates were communicated to staff and the public throughout the project.

3.2.7. Phase 2 – Phase 3: User Needs & Utilization Analysis

As part of this study, MVU undertook a focused analysis to define facility users and better understand how spaces are currently utilized. While staff are a core user group, the analysis also considered residents, businesses, institutions, and other community stakeholders who rely on County facilities for services.

The first step involved *consultations with select staff* across departments to refine the definition of facility users and identify key service delivery touchpoints. These conversations provided insights into day-to-day operational challenges, space functionality, and areas of under- or over-utilization.

This was complemented with *on-site visual observations* at every in-scope facility. Between July and November 2024, thorough site visits and tours were completed to generally assess the condition, size, and functionality of facilities, and to observe patterns of user activity. These visits captured how staff, residents, and other stakeholders engaged with spaces such as service counters, administrative offices, and community facilities.

Short surveys were conducted to gather direct feedback from residents and facility users. This provided a snapshot of how the community and staff perceive accessibility, service convenience, and facility adequacy.

In addition, a range of previous *studies* were reviewed that contained relevant demand forecasts and service level expectations. Notably, the 2024 and 2025 Asset Management Plans and supporting technical memos offered important reference points for understanding target service levels and projected needs.

The analysis of user needs and utilization directly informed the *portfolio analysis* by grounding recommendations in observed and reported patterns of use. For example, insights from staff consultation and user surveys informed the determination of whether a second western service counter remains justified, while observations from site visits and surveys highlighted opportunities to re-imagine underutilized spaces and improve shared staff facilities such as lunchrooms and washrooms. Similarly, consultation with Emergency Services staff and review of relocation outcomes at the Delhi Administration Building supported recommendations on rationalizing emergency service facilities.

By combining observed use, direct feedback, and service level benchmarks, the analysis provided a practical, evidence-based understanding of how facilities are accessed and valued, and where opportunities exist to improve efficiency, accessibility, and alignment with community needs.

3.2.8. Phase 3: Leveraging County Strengths & Capacity

The review process made full use of internal expertise and ongoing initiatives to provide alignment and practicality. In particular, the process:

- Leveraged the strengths and capacity of internal staff and practices.
- Considered the Fire Master Plan and the Recreation Master Plan under development.
- Incorporated the new Space Allocation Policy in progress.
- Triggered implementation of opportunities during the process, including the purchase of the Gilbertson Administration Building.
- Enabled close collaboration with impacted Directors to develop strategies aligned with operational realities.

3.2.9. Phase 3: Portfolio Analysis

The facility and rationalization analysis (Phase 3) was approached through a structured review of space utilization, alignment with service needs, and industry benchmarking, with a focus on identifying consolidation opportunities, optimizing costs, and improving accessibility and efficiency across the portfolio. The portfolio analysis included:

- A comprehensive review of each facility's functionality, condition, frequency/density of use, geographical placement, heritage/historical value, customer/user access, capital investment and operating needs, and future growth needs.
- Opportunities to further consolidate and centralize administrative and operations facilities, divest excess facilities, exit or purchase rented facilities, relocate where feasible/necessary, re-imagine existing sites, and/or combine uses on existing sites.
- Long-term considerations for redundant or underutilized/overutilized space, vacant buildings, and the County-owned recycling facility post September 2024.
- Consideration of the success of relocating emergency services headquarters to the Delhi Administration Building, and other facility recent initiatives.
- Review of asset utilization, comparing owned versus leased and unit costs of service.
- Comparisons to industry benchmarks (e.g. The industry average space per office worker is 200 sf. Norfolk currently has 113,767 sf of total office space, which would accommodate 568 office workers).

3.2.10. Phase 4: Risks & Mitigation

In developing scenarios and business cases, risks that may be incurred when implementing changes were identified, potential mitigation measures noted, and risks that may be reduced through implementation highlighted. In alignment with the 2025 Asset Management Plan risk framework, key categories of risk include:

- **Corporate Risk and Liability** – Exposure of the County to legal or financial liability.
- **Environmental** – Potential adverse effects on land, water, air quality, and changes in greenhouse gas emissions.
- **Financial** – Risk of financial loss, inefficient spending, or misallocation of resources.
- **Legislative** – Risk of non-compliance with applicable legislation or standards.
- **Levels of Service** – Failure to maintain or meet established service commitments to the community.
- **Operational** – Disruptions to operations, reduced efficiency, or introduction of new inefficiencies.

- **Public and Staff Health and Safety** – Potential change to the health or safety of residents or County staff.
- **Reputational** – Negative impacts on public perception, trust, or the County’s standing among peer jurisdictions.

3.3. Assumptions & Limitations

This report has been prepared exclusively for Norfolk County for the purposes outlined in the project scope. The analyses, findings, and recommendations are based on the following assumptions and limitations:

General Assumptions

- Analyses are based on data and documentation provided by Norfolk County, as well as information collected directly by the project team during the review. The accuracy and completeness of this information was not independently verified, except where specifically noted.
- All conclusions reflect the conditions, information, and priorities available at the time of the review. Future changes in policy, demand, or external factors may affect the applicability of the findings.
- The review was conducted within the agreed-upon scope of work. Matters outside this scope were not examined and may require separate study.
- Where data gaps were identified, reasonable assumptions were made based on professional judgment and experience with comparable municipalities.
- Where feasible, findings were corroborated using multiple data sources. Where corroboration was not possible, the most reliable available evidence was applied.
- This report is intended solely for the use of Norfolk County. No responsibility is accepted for use by other parties or for purposes beyond those stated.

Financial and Costing Assumptions

- Renewal costs were excluded for facilities assumed to be divested within five years.
- Current operating costs were included until the year of assumed divestment. New operating costs were applied following the construction of replacement or upgraded facilities.
- Based on the average of real estate appraisals (high and low values).
- Order-of-magnitude estimates were used for demolitions, additions, upgrades, and new builds. These costs are assumed to be over and above existing budgeted maintenance expenditures.
- Detailed designs will be required to obtain refined capital cost estimates.

Risks and Limitations

- Real estate divestment proceeds may not materialize as expected, may be delayed, or may be over-estimated in current projections.
- Capital cost estimates may prove understated as projects advance through design and procurement or may escalate due to scope changes and inflation.

- The accuracy of recommendations depends on the validity of current service demand forecasts and assumptions regarding user needs. Significant changes to community growth, service levels, or funding availability could impact the relevance of findings.
- The Master Plan does not take into account potential construction delays, which could result in a cascading effect as a result of the interdependencies between recommendations.
- There is risk in selecting some recommendations 'a la carte', rather than implementing the strategy in its entirety, as some recommendations with net gains will help offset the cost of those recommendations with a net cost.

4. Guiding Values & Strategic Alignment

Rationalizing facilities is not only a technical exercise in asset management, but also a process that touches community identity, service equity, fiscal responsibility, and long-term sustainability. To be successful, Norfolk County's Facilities Master Plan must rest on a clear foundation of **values and principles** that guide decisions, and a candid recognition of the **challenges** that complicate those decisions. This section establishes both:

- It outlines the values and principles that emerged from early consultation with Council and staff and are aligned with the County's strategic plan, *Our Future Norfolk*. These values provide the lens through which facility options are considered and evaluated.
- The section also identifies the challenges inherent in facility rationalization, ranging from community concerns and political realities to technical complexities and Norfolk's unique geographic and historical context. Recognizing these challenges upfront builds recommendations that are realistic, transparent, and sensitive to the experience of residents, staff, and Council.

Together, the values, principles, and identified challenges form the decision-making framework for the Master Plan. They explain not only *what* criteria were applied in assessing facilities, but also *why* certain trade-offs and compromises may be necessary to balance service, cost, and community expectations.

4.1. Values & Principles

Based on early consultation with Council and staff, and in alignment with *Our Future Norfolk*, the County's Strategic Plan, the following values and principles were defined and applied to strategizing County facilities.

'Think Norfolk' Culture, Not Local Community

- Create one place that feels like Norfolk through maintaining a consistent look and feel of the buildings, cultivating a positive workplace culture by considering proximity to co-workers and colleagues, and ensuring consistent customer service delivery levels.
- Consider solutions that help promote a county-wide mentality.
- Consider viewpoints of rural and urban residents.
- Evaluate as a County rather than by the settlement areas but provide equity and fair access to all.

Be Cognizant of Regulatory and Environmental Concerns

- Regulatory and environmental concerns have been identified for a variety of facilities such as facilities not being compliant to the *Accessibility for Ontarians with Disabilities Act (AODA)*, or concerns with potential soil contamination.
- Some of the facilities are designated heritage sites which pose special restrictions.

Accommodate Growth

- Plan for future growth that considers changing demographics and increased population within the next 25 – 50 years.

- Consider future facility needs before divesting properties.
- Increase efficiencies by balancing the need to reduce costs with the need to improve some facilities.

Base Decisions on Data

- Decisions must be backed up by data.
- Business cases must be clear, evidence-based and make sense to Council, staff and the public.

Maintain Customer / Level of Service

- Levels of service must be maintained.
- There are concerns about losing fire volunteers if they are forced to relocate somewhere far from where they live, as volunteers have a strong sense of community.
- Levels of service in both summer and winter must be considered.

Stay Compliant and Safe

- Facilities must remain accessible to residents based on reasonable travel times or proximity to facilities, particularly for rural community members.
- Considerations must include compliance with AODA requirements, climate adaptation, and regulatory requirements related to the storage of EMS vehicles and narcotics.

Leverage Ongoing Opportunities

- Consider potential future opportunities between Norfolk Hospital and County Public Health services.
- Upcoming capital projects already approved in the Capital Budget or earmarked in the 10-year Capital Forecast may provide leveraging opportunities for capital work.

Alignment with Council Strategic Plan

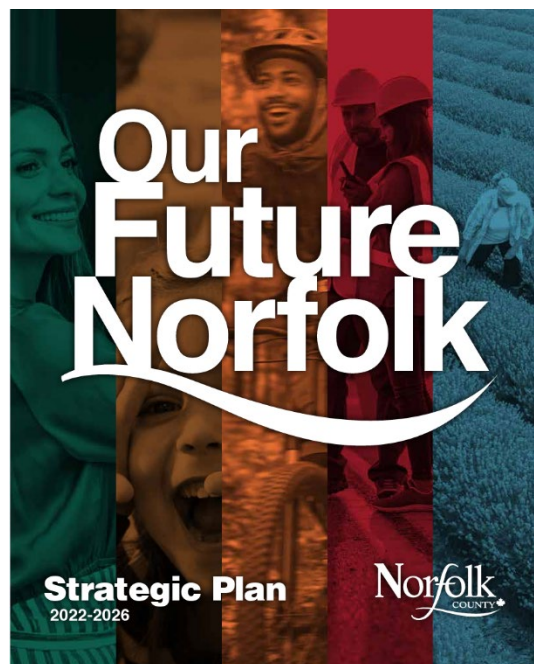
This comprehensive review and rationalization of Norfolk's facilities aligned with all five of Council's Strategic Plan focus areas, and 8 of the 15 goals:

Empowering Norfolk

Create a place where businesses and residents can thrive – The review identified the necessary facility infrastructure to allow Norfolk to thrive.

Building Norfolk

Ensure the health, safety and well being of the community – The review involved collaboration with the Fire Services Risk Assessment Project team and the Recreational Facilities Needs Assessment team to incorporate concurrent findings that will continue to ensure the safety and well being of the community.



Connecting Norfolk

Celebrate and connect all of our communities – Through extensive consultation and collaboration, the review highlighted the unique cultures and identities of Norfolk and identified the facilities contributing to this goal.

Serving Norfolk

Foster a positive employee culture – In collaboration with the Norfolk People Plan Project team, the communication strategy involved employees and sought their feedback.

Create an environment of continuous improvement – The project used innovative tools and techniques that will be left with staff to look at future problems and solutions.

Sustaining Norfolk

Continue to implement and enhance our climate action strategies – A lens of climate mitigation and adaptation was included in the review of the facilities.

Ensure financial sustainability – Solid financial analyses and clear business cases were developed to demonstrate financial sustainability.

4.2. Challenges in Facility Rationalization

Planning for current and future facility needs can invoke changes, which inherently creates factors that must be considered carefully, thoroughly, and with data support where possible. The following key concern areas were factored into the Master Plan.

Community Concerns

One of the most prominent challenges in facility rationalization is the resistance to change within the community. Residents cherish their local facilities, viewing them as central to their quality of life and community identity. Concerns among community members typically include:

1. **Loss of Services:** Residents worry about losing access to services and amenities they rely on, such as recreational programs, community events, or emergency services.
2. **Community Identity:** Local facilities often serve as landmarks and symbols of community pride. Their closure or relocation may be perceived as a loss of identity or history.
3. **Access and Convenience:** Changes in facility location can disrupt the convenience of access for residents, particularly those who have limited ability to travel longer distances or limited mobility.

Addressing these concerns required careful communication and engagement with the community to help the public understand the broader benefits of rationalization, such as cost savings and improved service quality. Balancing community preferences and expectations with fiscal responsibility is a significant challenge for staff and Council.

Council Concerns

Local Council members are tasked with addressing these community concerns while also considering their own set of concerns and challenges when deliberating facility rationalization. They must navigate the political landscape, as any decision to rationalize facilities can be met with resistance and backlash. Council must consider political repercussions, budgetary constraints, and community priorities in making decisions.

Impact on Public Safety

The impact of facility changes on emergency response times and service quality in fire and paramedic buildings is a fundamental consideration. Changes to these facilities cannot compromise the safety and well-being of the community. This requires in-depth analysis and collaboration with local emergency services to develop a rationalization plan that enhances efficiency without sacrificing public safety.

Technical Challenges

- **Staff Relocation:** Consolidating or relocating facilities often necessitates moving staff to new locations. This required careful planning, logistical coordination, and consideration of employee morale and productivity.
- **Infrastructure Compatibility:** The technical aspects of relocating or consolidating facilities, such as relocation costs or compatibility of IT systems, security measures, and utilities, were considered.
- **Change Management:** Implementing change within the municipal workforce can be met with resistance. Effective change management strategies are needed to ensure a smooth transition and maintain staff morale.
- **Legal Requirements:** Legal requirements, such as current leases or accessibility needs, were considered during rationalization and review.

Additional facility challenges specific to Norfolk included:

- Geographical span with many small hubs.
- Large agricultural constituency plus seasonal tourism.
- Financial maintenance and sustainability.
- Integrating asset management lifecycle considerations.
- Growth and changing demographic demands.

Key Gaps & Challenges

After the separation of Haldimand-Norfolk, the County did not assess its facility needs or divest excess property. The County now faces several challenges and pressures as detailed below:

- The County is poised for growth and may not be in an optimized state to provide efficient and effective service to the community with its current facility portfolio.
- The County has identified aging infrastructure as the biggest strain on its budget and has acknowledged that the current facilities portfolio is not fully funded and represents significant financial challenges going forward.
- Older buildings have high energy costs and not enough investment has been allocated to maintain State of Good Repair (SOGR).

- In addition to the current repair expenses, expenses related to climate adaptation and mitigation, AODA compliance, and future growth are anticipated.
- The cost to operate and, more importantly, maintain and repair these facilities is becoming burdensome.
- Many community members and groups have special interests and/or have invested money into various Community Centres and Town Halls. The community has already experienced the closure of a Langton Administration Building. As well, the County is reviewing the disposition of the Vittoria Town Hall which has also caused great community concern.
- Many people identify with their local community rather than with the county as a whole and that represents a challenge.

5. Current Facility Portfolio

Norfolk County maintains 91 properties with 137 facilities that are in the scope of this report and that enable the delivery of administration, cultural and recreational, emergency, and operational services. These facilities are distributed across the County's geography, serving both urban and rural communities. Collectively, they form the backbone of the County's service delivery, providing spaces for governance, community gathering, emergency response, recreation, and day-to-day operations.

For the purposes of this report, facility analysis was organized into the four categories below:

Administration

- Staff offices for various departments



Culture & Recreation

- Libraries
- Museums
- Community Centres
- Halls
- Arenas & Pools
- Public washrooms
- Fieldhouses & Storage



Emergency Services

- Fire Stations
- EMS Bases



Operations

- Garages
- Operation yards
- Waste Management
- Storage



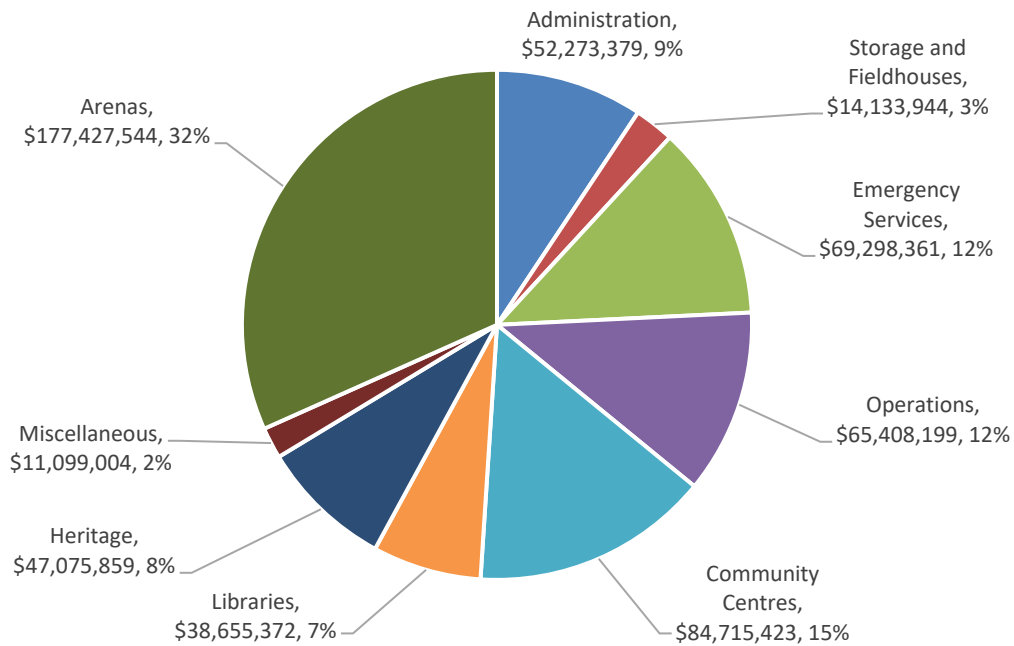
The **Appendix** includes a full list of all buildings in scope.

The total replacement value¹ of all facilities (in scope) that are owned by the County is \$560 M. The following charts and figures outline an overall summary of the size, replacement value, and condition of all of the County’s facilities that are in the scope of this project. These analyses do not include replacement values for facilities leased from external parties (such as the Robinson Administration Building), as the County does not own the buildings.

For the purposes of this report, four main categories of facilities were created: Administration, Culture and Recreation, Emergency Services and Operations. However, when reviewing replacement value, it is important to consider the value at a more detailed level. Figure 4 below shows the value of facilities in each category.

For the facilities in scope of this plan, it is shown that the Arenas and Recreation Centres make up the largest component the portfolio based on a replacement cost at \$177 M, followed by Community Centres and Halls at \$85 M, followed by Fire/EMS at \$69 M and Operations at \$65M.

Figure 4 Total Value of Facilities Owned by Norfolk, by Category



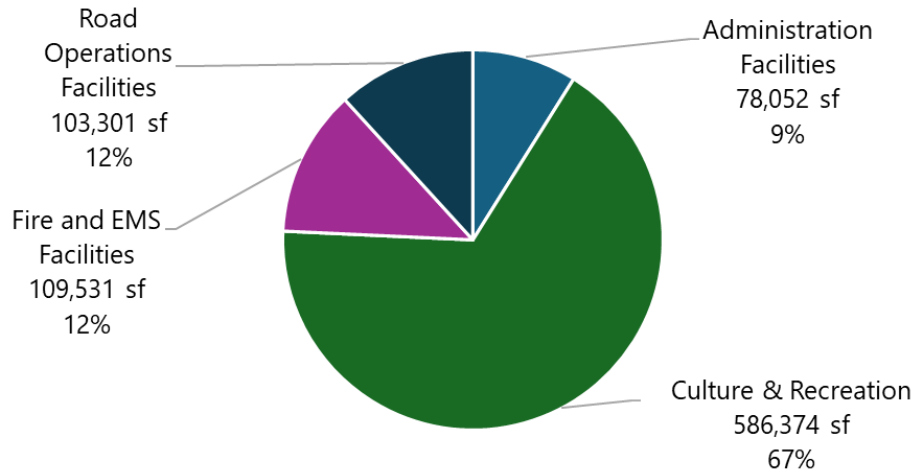
As shown in Figure 4, the replacement cost of arenas is highest because these facilities typically require higher-quality finishes to serve the public and include complex ancillary equipment such as pools and ice rinks. By comparison, Norfolk has about the same number of facilities in the Operations group; however, much of this space is unfinished and used primarily for storage and vehicles.

The total square footage of all facilities used for County services is 877,258 s.f. This total includes facilities owned and used by the County and leased from external parties and does not include

¹ Replacement value is the estimated cost to replace the facility in current day dollar.

vacant buildings. Figure 5 shows the allocation of space used by the County, by the four Facility Categories identified above.

Figure 5 Square Footage by Facility Category

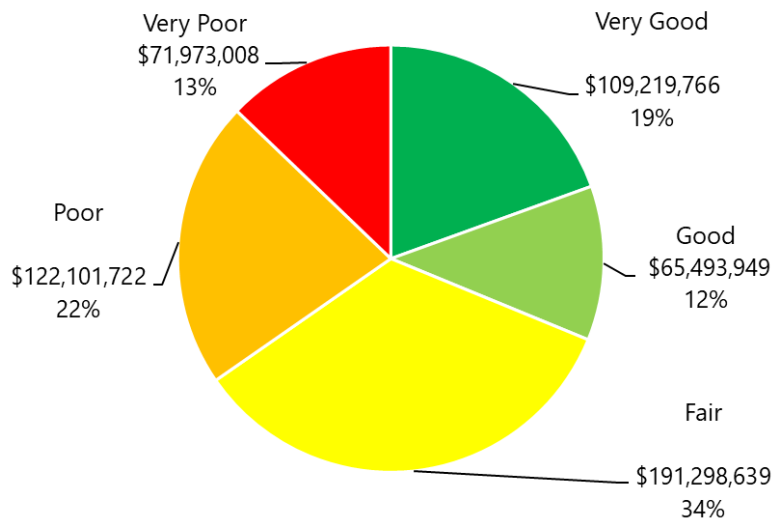


It is also important to consider the condition of the facilities in that the County owns that are in scope. Building condition is indicated by the FCI, which is a reliable and repeatable metric, developed by third party inspection of the building components, where:

$$\text{FCI} = \frac{\text{Value of capital maintenance work required}}{\text{Total replacement value}}$$

The FCI scale ranges from good to critical – the higher the FCI value, the worse the condition of the building. The proportion (by replacement value) of County facilities in the five categories of condition, from very good to very poor, is shown in Figure 6. This figure demonstrates that approximately 35%, more than one third of the County facilities, are in poor or very poor condition.

Figure 6 Value of Overall Facilities by Condition Category

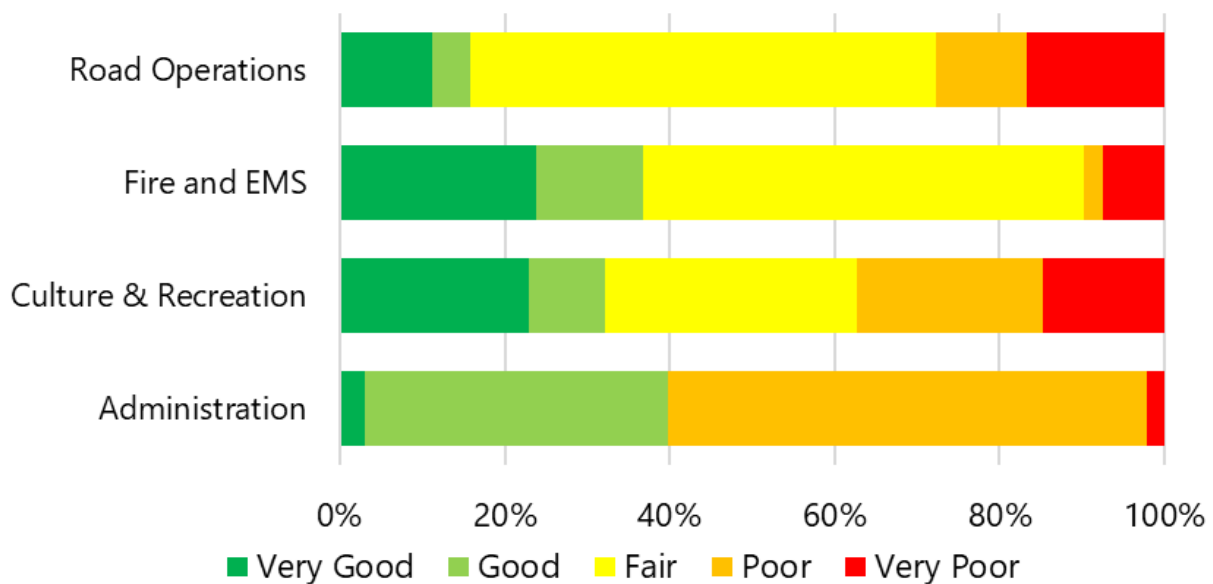


Although it is desirable that all of facilities are in fair or better condition, there is still some valuable life left in buildings in poor condition, while those in very poor condition are considered to be a significant risk and more costly to maintain.

Based on the results from the public consultation, 64% of public respondents reported being dissatisfied or very dissatisfied with the facility conditions, and 75% said that the facilities do not fully meet community needs. The workshop participants emphasized lack of maintenance and frustration with ad hoc repairs specifically at the community centres and halls.

Figure 7 below provides the condition profile of each facility category, from very good to very poor.

Figure 7 Condition of Facility Categories, Shown by Percentage of Portfolio

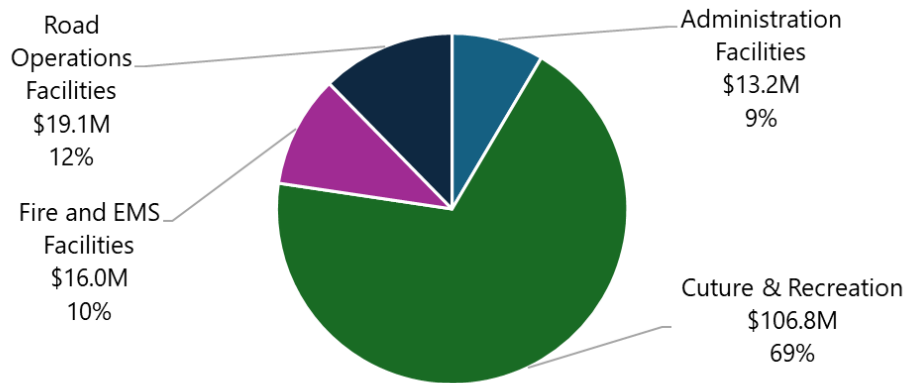


Further discussion on each of the four categories is provided later in this section.

The condition of facilities triggers the need for renewal investments, such as replacing roof, HVAC, windows, or exterior elements, for example. Over the next ten years, the investments that are required to maintain the current state of repair of these facilities totals **\$155 M** in capital, shown by facility category in Figure 8. This is the total capital required to hold the line, spending just enough money to stop the overall condition of facilities from declining further. After spending the \$155 M, the County will still have the same share of facilities in very poor condition.

Culture and Recreation facilities require the most renewal investment at \$106.8 M over the next ten years (note some of these amounts include service level improvements such as pool upgrades, etc.), as this is the largest portfolio with a significant portion of facilities in very poor condition. This is followed by Operations facilities, estimated to require \$19.1 M over the next ten years.

Figure 8 Capital Renewal Needs by Facility Category, Total for Next Ten Years

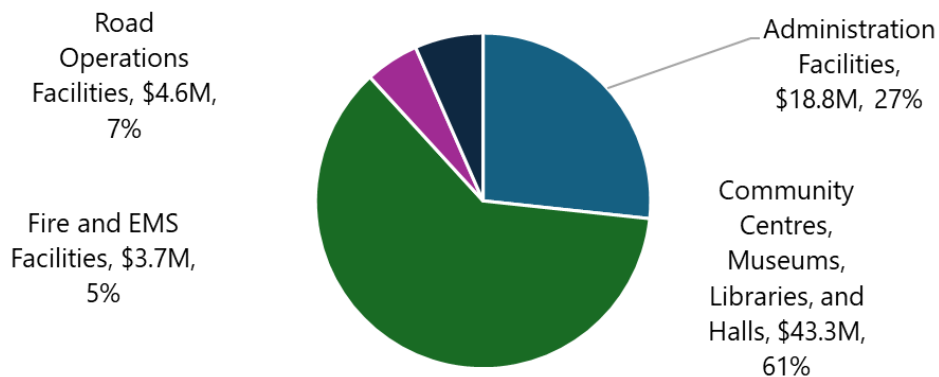


Based on the information in the 2025 Asset Management Plan and from the BCAs, the capital budget does not fully support the capital renewal needs of the facilities, creating a funding shortfall. As the facilities continue to age, if sufficient renewal investments are not made, the condition profile of the categories will continue to shift, with more assets moving into poor and very poor condition.

The Capital costs as noted above are a significant component of continuing to provide services to the community. However operating costs of the facilities must also be considered when determining the needs and costs for state of good repair. The overall 2025 operating costs for all facilities in scope is \$7 M per year or \$70.4 M over the ten years, not including inflation. This includes expenditures for utilities, materials/supplies, leases, and contracted services (grass cutting, pest control, etc.). In the Administration category this includes approximately \$1.25 M annually to lease and maintain the Robinson Administration Building (RAB) and in the Culture and Recreation category, the staffing costs to maintain the building and also assist with programming support are included.

Figure 9 below shows the overall estimated 10-year operating costs by category.

Figure 9 Operating Needs by Facility Category, Total for Next Ten Years



5.1. Administrative Facilities

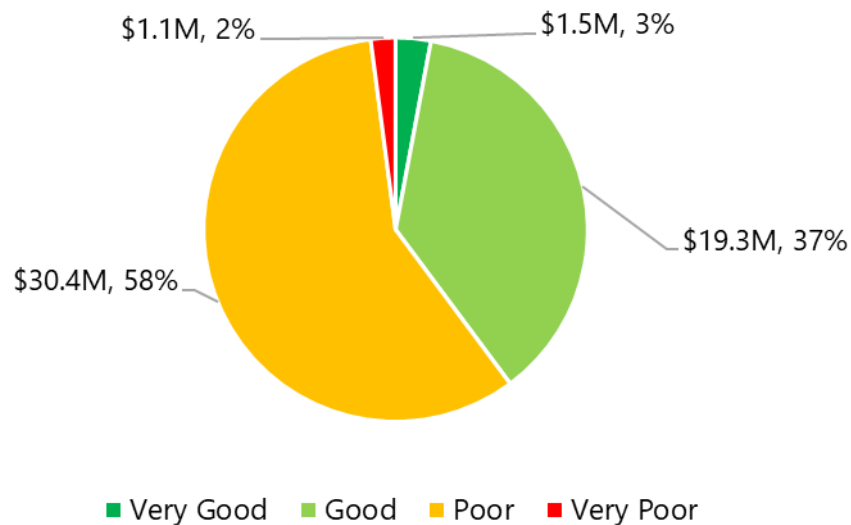
Norfolk County owns and uses seven administration buildings with one additional building that is leased from an external party. These include:

- Cedar Street Water Administration Buildings (used and owned)
- County Administration Building (CAB) 01 (used and owned)
- County Administration Building 02 (used and owned)
- County Administration Building 03 (used and owned)
- Delhi Administration Building (DAB, used and owned)
- Culver Operations Building (COB, used and owned)
- Gilbertson Administration Building (GAB, recently purchased)
- Robinson Administration Building (RAB, leased from external)

Note: Although the Facilities Operations Building (FOB) has administrative offices, it is included under Operations for the purposes of this review.

Figure 10 shows the proportion of administration facilities, by replacement value, in the five categories of condition, from very poor to very good. As shown, 60% of operations facility condition are in Poor or Very Poor, 0% in Fair, and 40% are in Good/Very Good condition.

Figure 10 Administration Facilities - Current Condition by Replacement Value



Over the next 10 years, \$13.2 M is required to **maintain** the administrative facilities in their current condition profile. If this investment is not made, the facilities will continue to move into a poorer condition. Additional funds, in addition to the \$13.2 M, are required to **improve** the condition of the buildings.

In addition to the condition of the administrative facilities, staff expressed needs for improved workspace amenities including increased storage, expanded office space, better bathroom

facilities, more personal desk storage, more parking, better noise suppression and increased security.

5.2. Operations Facilities

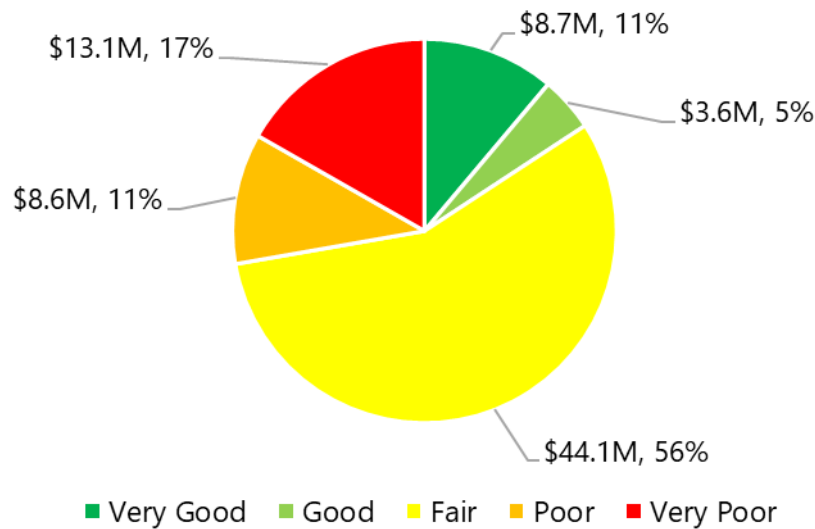
Norfolk County currently owns and operates six yards, the County Garage, and four satellite properties distributed across the County:

- Courtland Operations Building (COB), Courtland
- Facilities Operations Building (FOB), Simcoe
- Schellburg Operations Building, Simcoe
- Central Yard, Delhi
- West Road Yard, Langton
- Villa Nova, Villa Nova
- Norfolk County Garage, Simcoe
- Walsh Salt Dome, Walsh
- Bonnie Heath (vacant property), Waterford
- Dundurn Salt Dome and Storage, Dundurn
- Loader Storage property, Langton

In addition, Norfolk owns a Materials Recycling Facility (MRF) and the Port Dover Public Works storage facility, both of which are leased to external parties.

Figure 11 shows the proportion of Operations facilities, by replacement value, in the five categories of condition, from very poor to very good. As shown, 28% of operations facility condition are in Poor or Very Poor, 56% in Fair, and 16% are in Good/Very Good condition.

Figure 11 Operations Facilities - Current Condition by Replacement Value



Over the next 10 years, \$19 M needs to be spent to ***maintain*** the operations facilities in their current condition. If this investment is not made, the facilities will continue to move into a poorer condition. Additional funds, in addition to the \$19 M, are required to ***improve*** the condition of the buildings.

In addition to the condition of the operations facilities, there is also a need for improved lunchrooms, updated washrooms, additional truck bays, and improvements that support AODA compliance.

5.3. Emergency Facilities

The health and safety of the community is a top priority for the County, emphasizing the need for effective emergency services. The locations of the fire stations and EMS bases are strategically positioned to ensure optimal emergency service coverage for the community.

Norfolk County has eight fire stations, three EMS bases, and three combined EMS base -fire stations:

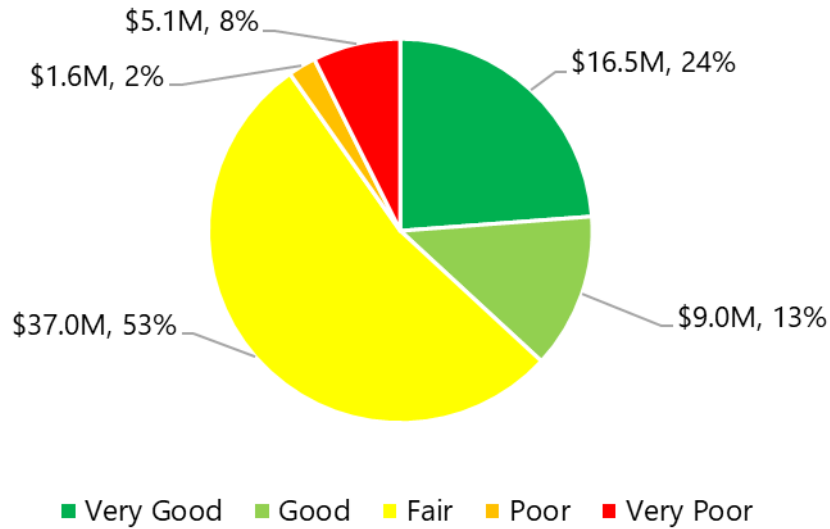
- Vittoria Fire Station
- Teeterville Fire Station
- St. Williams Fire Station
- Port Rowan Fire Station
- Port Dover Fire Station
- Fairground Fire Station
- Courtland Fire Station
- Delhi Fire Station
- Culver/Simcoe Fire Station and EMS Base
- Waterford Fire Station and EMS Base
- Langton Fire Station & EMS Base
- Delhi EMS Base
- Port Dover EMS Base
- Port Rowan EMS Base

Overall, Simcoe EMS responds to the largest number of calls (approximately 13,684²) and Port Rowan EMS responds to the least number of calls (approximately 2,686). Simcoe Fire responds to the largest number of calls (approximately 300 per year) and St. William Fire responds to the fewest number of calls (approximately 60 per year).

Figure 12 shows the proportion of emergency facilities, by replacement value, in the five categories of condition, from very poor to very good. As shown, 10% of operations facility condition are in Poor or Very Poor, 53% in Fair, and 37% are in Good/Very Good condition.

² 2023

Figure 12 Emergency Facilities - Current Condition by Replacement Value



Over the next 10 years, \$16 M needs to be spent to ***maintain*** the emergency facilities in their current condition. If this investment is not made, the facilities will continue to move into a poorer condition. Additional funds, in addition to the \$16 M, are required to ***improve*** the condition of the buildings.

In addition to their overall condition, several emergency facilities are undersized and equipped with outdated systems, including HVAC, electrical, and plumbing, which also present energy efficiency challenges. Many of these facilities require upgrades to achieve compliance with AODA standards. Operational concerns were also identified, including the need for secure storage particularly for narcotics, and designated space for staff to decompress following emergency responses.

5.4. Culture Facilities

Norfolk has many facilities that support community and culture services throughout the County. These facilities include:

Library Branches:

- Waterford Branch of Norfolk County Public Library (NCPL)
- Delhi Branch of NCPL
- Port Rowan Branch of NCPL
- Simcoe Branch of NCPL
- Port Dover Branch of NCPL (leased)

Museum and Archives:

- Harbour Museum

- Heritage & Agricultural Museum
- Tabaco & Heritage Museum
- Norfolk County Archives
- Art Centre

Community Centres and Halls:

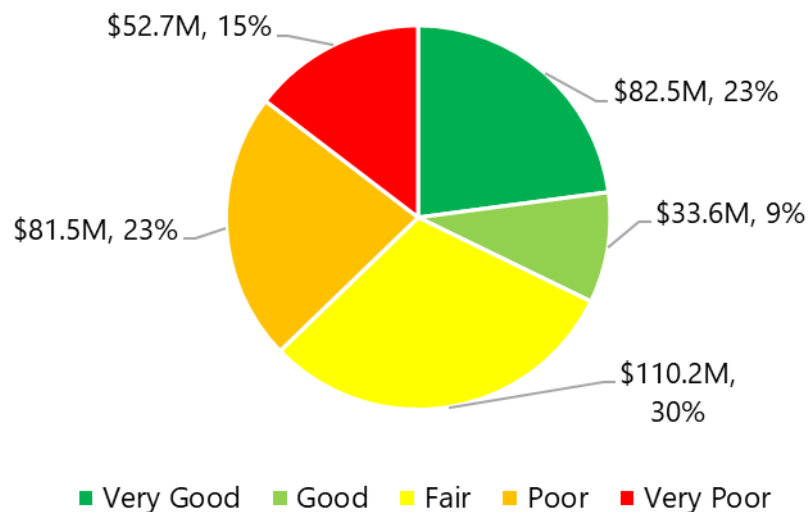
- Langton Community Centre
- Vittoria Community Centre
- Port Dover Lions Community Centre
- Port Rowan Lions Community Centre
- Courtland Community Centre
- St. Williams Community Centre
- Waterford Lions Community Centre
- Delhi Friendship Centre
- South Walsingham Hall
- Port Dover Scout Hut
- Port Dover Kinsmen Hall
- Courtland Scout Hut

Prior to this review, the divestment process was initiated for the following buildings:

- Vittoria Townhall
- Pond Street Properties
- Teeterville Women’s Institute Hall and Museum

Figure 13 shows the proportion of culture facilities, by replacement value, in the five categories of condition, from very poor to very good. As shown, 37% of operations facility condition are in Poor or Very Poor, 30% in Fair, and 32% are in Good/Very Good condition.

Figure 13 Culture Facilities – Current Condition by Replacement Value



Over the next 10 years, \$106 M needs to be spent to ***maintain*** the culture and recreation facilities in their current condition. If this investment is not made, the facilities will continue to move into a poorer condition. Additional funds, in addition to the \$106 M, are required to ***improve*** the condition of the buildings.

In addition to the condition of the operations facilities, many community centres are outdated and underutilized, the museums lack adequate storage space for artifacts and libraries have limited capacity for expansion and interior functionality, including AODA requirements.

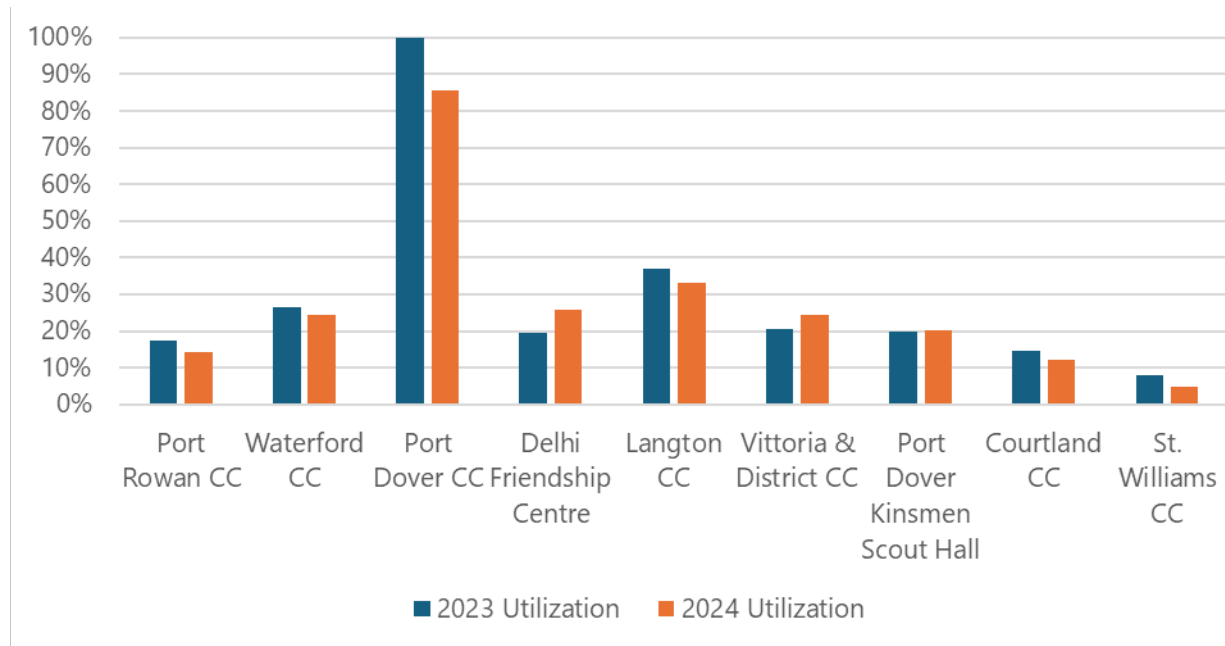
Storage of equipment and collections was also identified as a significant challenge with these facilities. It should be noted that both museum and archive storage must meet specific climate and storage requirements to ensure proper preservation.

Community Centre Utilization

Figure 14 presents the 2023 and 2024 utilization rates for community centres. Except for the Port Dover Community Centre, these facilities function primarily as rental spaces rather than hosting regular County programming.

The St. Williams Community Centre recorded the lowest utilization rate at 8% in 2023 and 4% in 2024.

Figure 14 2023 & 2024 Utilization for Community Centres



5.5. Recreation Facilities

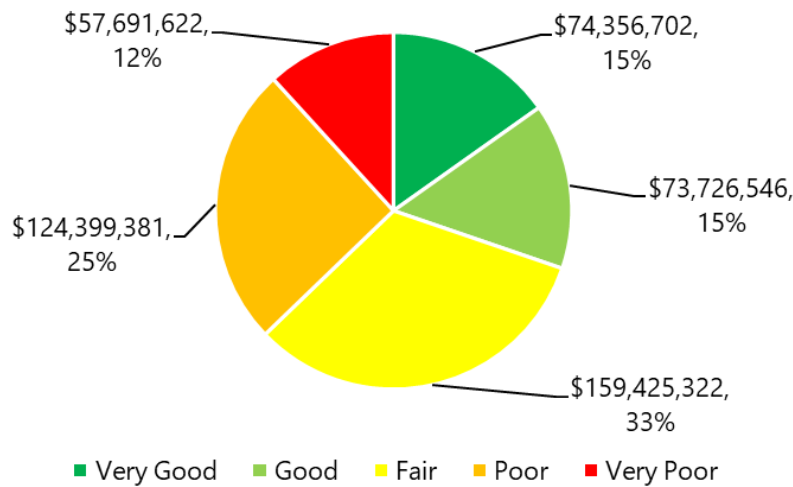
Norfolk has six arenas/recreation centres throughout the County which include:

- Delhi Community Centre Arena
- Langton Arena

- Port Dover Arena
- Talbot Gardens Arena
- Waterford Tricenturena
- Simcoe Recreation Center and Annaleise Carr Aquatic Centre

Figure 15 shows the proportion of recreation facilities, by replacement value, in the five categories of condition, from very poor to very good. As shown, 37% of these facilities are in poor/very poor condition, with another 33% of these facilities in fair condition. These are the most public facing facilities the County owns and most of these facilities are aging and are at the end of their useful life or approaching it.

Figure 15 Recreation Facility Condition



As mentioned in Section 5.4, \$106 M needs to be spent over the next 10 years to **maintain** the culture and recreation facilities in their current condition. If this investment is not made, the facilities will continue to move into a poorer condition. Additional funds, in addition to the \$106 M, are required to **improve** the condition of the buildings.

The County is currently developing a Recreation Master Plan to enrich community life through leisure, growth, inclusivity, and connection. The plan will outline a cohesive vision and strategic roadmap with recommendations for programs, facilities, quality-of-life enhancements, and staffing.

6. Growth Forecasts

The recommendations in this Facilities Master Plan consider and align with growth forecasts that have been approved by Council and published.

6.1. Background

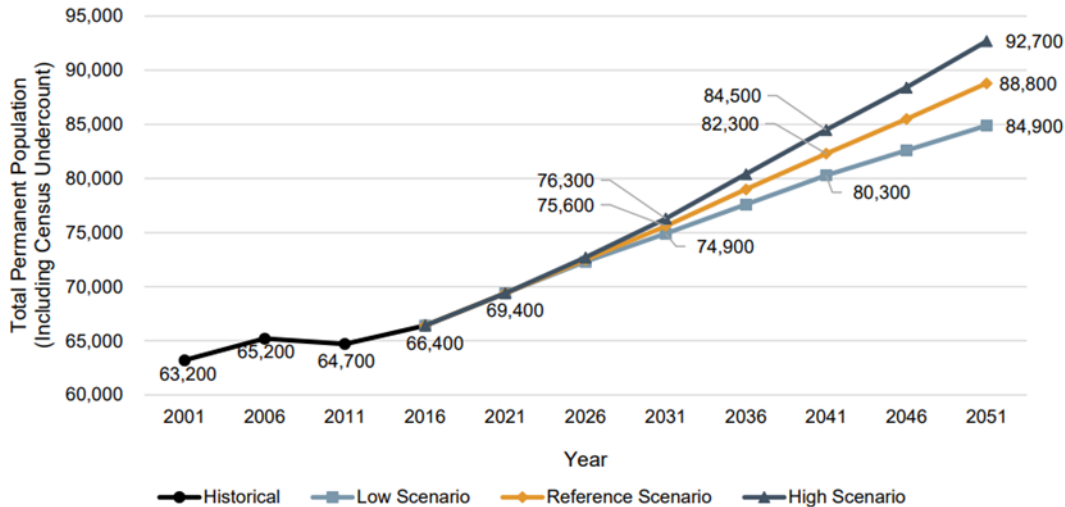
Norfolk County has a current approximate population of 70,000 that increases proportionally with seasonal tourism and estimated to grow to nearly 100,000 over the next 20 to 25 years.

Forecasted growth provides insight into where additional capacity or services may be required in the future, which thus can inform forecasted needs for facility space and locations. Highlights of recently approved growth studies and forecasts³ are provided below, which were reviewed and incorporated into the development of recommendations in this work.

Population Forecast

Reference scenarios in the Long-Term Growth Analysis predict about 88,800 residents by 2051, an increase of roughly 22,400 from 2016, with employment growing at about one percent per year. The Long-Term Growth Analysis also presents a high and a low scenario range that extends from 84,900 to 92,700 by 2051 as seen in Figure 16 below.

Figure 16 Long-term Population Forecast Scenarios, 2016-2051



³ Comprehensive Review Phase One: Long Term Growth Analysis, Final Draft, December 7, 2021. Watson and Associates Economists Ltd. Executive Summary and figures on population, housing, employment, demographic profile, and urban allocations.

Staff Report CD 21-129, Growth Management Study Comprehensive Review Phase One: Long Term Growth Analysis, Council in Committee, December 14, 2021. Council receipt and approval for use of the forecasts, and direction to use them for development charges and future master planning.

Staff Report CD 24-053, Municipal Comprehensive Review Phase One Official Plan Amendment, Special Council Meeting, April 16, 2024. Summary of Hybrid growth option directions and boundary changes, including urban focus in Delhi, Simcoe, and Waterford, and county wide employment land needs.

As noted by Fire & EMS staff in consultation, the age 75+ cohort is the fastest growing segment, which can affect the nature and volume of Fire & EMS demand. This can also impact forecasted recreational needs and accessible/counter administrative needs. The persons per household are expected to decline over the planning horizon, also indicating a change in demographic, which can also affect overall facility and service needs.

The seasonal population is estimated at about 5,200 in 2021 and is expected to remain relatively stable, while still creating peak season service demands on roads, recreation amenities, marinas, and related services.

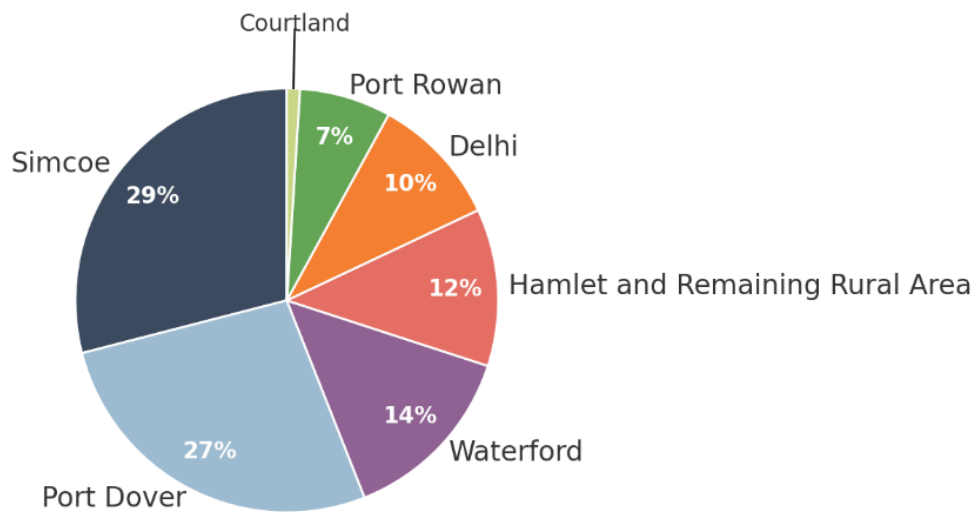
Growth Areas

Norfolk urban areas will accommodate most of the forecasted new housing and jobs. The Watson Report allocates about 88% of housing growth to the urban areas and 12% to hamlets and the remaining rural area.

As seen in Figure 17 below, within the urban system, Simcoe accounts for about 30% of housing growth and Port Dover about 27%, followed by Waterford at about 14%, Delhi at about 9%, Port Rowan at about 7%, and Courtland at about 1%.

Employment growth is similarly concentrated, with about 83% in urban areas, including approximately 36% in Simcoe and 17% in Port Dover.

Figure 17 Shared Population Growth by Urban Area, 2016-2051



Note: Population includes net Census undercount.

In the Municipal Comprehensive Review, Council endorsed a Hybrid growth option that directs more growth to serviced urban areas, particularly Simcoe, Port Dover, and Waterford, and the Phase One Official Plan Amendment advances boundary updates to implement these directions.

The employment lands work identifies an overall county need of about 52 hectares, with needs in Delhi, Simcoe, and Waterford. Table 2 outlines the population forecast by urban area.

Table 2 Norfolk Population Forecast by Urban Area, 2016-2051

Period	Geographic Area							
	Courtland	Delhi	Port Dover	Port Rowan	Simcoe	Waterford	Hamlet and Remaining Rural Area	Norfolk County
2016 - 2021	30	180	750	110	880	200	710	2,850
2016 - 2026	50	520	1,660	210	1,770	750	1,150	6,110
2016 - 2031	60	850	2,590	320	2,660	1,280	1,450	9,210
2016 - 2036	90	1,190	3,500	530	3,660	1,800	1,850	12,610
2016 - 2041	110	1,510	4,390	810	4,650	2,280	2,170	15,930
2016 - 2046	140	1,820	5,240	1,150	5,570	2,740	2,420	19,090
2016 - 2051	180	2,150	6,080	1,560	6,450	3,190	2,780	22,380

Note: Figures may not add precisely due to rounding and include the net Census undercount of approximately 3.8%.

Based on the approved growth studies and forecasts noted, the following factors were considered and incorporated, where practicable, into this Master Plan.

Administration Growth Requirements:

Based on the forecasts, Simcoe was prioritized for any consolidation or expansion of administrative space and public facing services, given its share of employment growth and its role as the county hub. Scalable service access is likely to be maintained in Port Dover and Waterford as their resident shares rise.

Fire and EMS Growth Requirements:

As noted, an older population profile typically increases medical call volumes. In the Fire Master Plan, station coverage, response times, and unit deployment in Simcoe, Port Dover, and Waterford will be confirmed, with Delhi as a growing secondary node. This was incorporated into the recommendations in this report. Any new or expanded coverage with the Phase One Official Plan Amendment boundary changes and the timing of servicing and occupancy in new community areas should be aligned.

Operations Requirements:

Yards, material storage, and fleet capacity in the Simcoe to Waterford to Delhi corridor must be scaled to support steady growth in roads, winter control, and linear infrastructure. In Port Dover and Port Rowan, seasonal surges and targeted waterfront and traffic operations will continue. Modest increases in hamlets and rural areas may be expected, consistent with their expected share of new housing.

Culture & Recreation Requirements:

Based on the future growth and the population distribution, there does seem to be ample community centre space available throughout Norfolk County. In addition, the museums and libraries are currently serving the community well. There is currently a longer-term Library strategy being developed and the recreation facility needs are addressed in the separate Recreation Master Plan.

7. Internal and External Consultation

Staff, management, Council and the community have been consulted throughout this project, as described in Section 3.2.5, and the input gathered has been discussed and addressed where practicable into the final outcomes of this project. The following sections describe at a high level the results and feedback that have been received. A summary of all consultation results is listed in the **Appendix C and Appendix D**.

7.1. Staff Perspective on Current Facility Portfolio

The key themes related to the current facility portfolio and building limitations, included:

- Lack of centralization poses work challenges and effective collaboration.
- Lack of upgraded office amenities, parking, cleanliness, storage, security, privacy and HVAC.
- Inadequate space and privacy for customer services.

Administrative Facilities

A staff survey and a series of site visits and consultation was conducted to determine the needs of specific user groups related to the facilities used to provide County services to the community.

The following lists the top user needs or suggestions identified through the consultation efforts:

- Designated secure area needed for confidentiality (including meeting space, training rooms, and central location), for Human Resources groups specifically.
- Separate counter for builders and developers needed, that is separate from Social Services. Accessibility and privacy for customers is also required.
- Centralized IT service counter needed.
- Seeking centralized locations and close proximity to colleagues to improve collaboration.
- Seeking purpose-built headquarters and administrative facility.
- Storage for records is needed.

Based on the consultation, there was strong agreement to consolidate administrative function and modernize selected facilities.

Operations Facilities

The following needs were key themes identified through the user needs assessment for Operations:

- Efficient operations
- Suits geographical needs
- Maintains current level of service

Based on the consultation, Roads Operations staff suggest/agree a sufficient and sustainable operations model could involve one operations facility and yard in the east end, another in the west end, and 2– 4 satellite locations across the County. These satellite locations will allow staff

to load salt and sand throughout their shift during winter maintenance, to maintain efficiency, while reducing the burden of maintaining redundant operations buildings, washrooms, lunchrooms, and storage.

During the Community Leader workshop, participants agreed that consolidating road operation facilities would be reasonable and justified, provided the decision is logistically sound (e.g., ensuring efficient travel for tasks such as transporting salt from Port Dover to Rowan).

Facilities staff, Road Operations staff, and the community were open to exploring options for distributed domes and centralized buildings if the recommendation considered growth and economic development, and future adjacent land use.

Emergency (Fire and EMS)

The County places the highest importance on protecting residents through effective and responsive emergency services. Staff suggestions identified through the consultation included:

- Ensuring equitable response times by strategically locating services near fire volunteers.
- Reinstating Culver as both a station and headquarters in the short term.
- Developing a purpose-built headquarters as a long-term solution.
- Providing dedicated quiet space separate from other County departments.
- Modernizing aging infrastructure to meet the demands of a growing population, projected to rise from ~70,000 to nearly 100,000 in 2051. Additional stations and bases will be required.
- Completing urgent infrastructure upgrades, noting current stations do not adequately serve their coverage areas.
- In the long term, evaluating a centralized hub model to improve efficiency, reduce reliance on multiple smaller bases, and strengthen service delivery to the community.

Library

Key factors for the future expansion include the following:

- Increased collection space
- Expanded user seating
- Additional meeting rooms to support a variety of programs and events for all ages
- Public access to computer workstations

In consultation with staff, it was identified that the largest pressure for the library and branches is the increasing demand for space and resources. As a community hub, the library's role is to foster lifelong learning, provide access to resources, and offer spaces for creation, collaboration, and socialization. The community expects the library to provide more collection space, programming areas, and services that cater to both current and future needs.

Based on the local population and utilization, each branch has its own space requirement needs based on the current standards, to accommodate growing collections, provide more seating for users, and offer expanded programming areas.

Immediate common user needs that are applicable across all branches include:

- Reconfiguration of the interior to improve sightlines and create space for additional collections, services, and programming.
- Adherence to AODA standards for public washrooms, ensuring compliance with accessibility guidelines.
- Collaboration with Norfolk County's Facilities department to align the renovation with the County's retrofitting project, which includes installing new windows, HVAC systems, and solar arrays.

Looking further into the future, the library will need to significantly expand its space to serve a growing population. According to the guidelines for rural /urban public library systems⁴, the square footage for a medium sized branch serving approximately 5,000 – 10,000 people should be between 5,013 – 9,994 s.f. Currently, county-owned branches range from 4,361 s.f to 6,172 s.f. with the exception of the largest branch, in Simcoe, which is 26,136 s.f.

Museums

Museum storage at all of the locations was identified as the top challenge and concern. To address current storage needs and accommodate future growth, an additional 15,000 to 20,000 square feet is required.

Staff estimated the current overcapacity at each site as follows:

- Delhi Tobacco Museum & Heritage Centre at 20%,
- Norfolk County Archives at 40%,
- Port Dover Harbour Museum at 40%, and
- Waterford Heritage & Agricultural Museum at 55%.

It should be noted that both museum and archive storage must meet specific climate and storage requirements to ensure proper preservation.

The Teeterville Pioneer Museum (TPM) was closed during previous budget deliberation. A portion of the TPM collection has been relocated to other museums, which has strained their storage capacities, particularly at Delhi and Waterford. The Delhi Museum is currently utilizing exhibit space to accommodate the overflow from Teeterville, while some items remain at Teeterville and need to be moved to a more secure, stable, and accessible location in order to divest.

Community Centres & Halls

In discussions with staff, and validated through historical usage logs, many of the community centres were reported as underutilized. Many of the community halls are rental facilities and are not utilized for county programming.

4

Guidelines for Rural/Urban Public Library, 3rd edition, September 20, 2017. <https://fopl.ca/wp-content/uploads/2018/01/ARUPLO-Guidelines-3rd-edition.pdf>

7.2. Public Perspective on Current Facility Portfolio

Public consultation was conducted to get an understanding of the resident's values, perspectives, and priorities when it came to the current state of Norfolk's facility portfolio. The recommendations described in Section 8 incorporate where practicable the public interest gathered from the various consultation exercises. The key themes related to the current facility portfolio and building limitations included:

- Expectations for the County to take responsibility, allocate funds, and maintain assets.
- Concerns about fairness, with community contributions undervalued and under-recognized.
- Frustration over neglected donated buildings and a need for stronger collaboration with Council and the County.
- Demand for a clear, effective plan with visible outcomes.

7.2.1. Initial Survey

Based on the results from the initial survey, it was clear that residents like their local facilities, viewing them as central to their quality of life and community identity. Community identity tends to be linked closer to the resident's local urban centre (e.g., Simcoe, Port Dover, Delhi, Courtland, Port Rowan and Waterford) and less tied to the County as a whole.

Majority of respondents think its important for the County to keep local facilities, community centres and town halls as opposed to going into a different urban centre for the same service. Respondents were open to consolidating services into a multi-purpose building assuming it was located close enough to their community.

When exploring topics such as how satisfied respondents are with the current state and condition of the facilities and concerns related to aging infrastructure, it was clear that there was dissatisfaction.

The majority of respondents were open to higher user fees and taking on debt to keep and maintain the existing buildings. There was a mixed opinion on whether residents would support increasing taxes to keep and maintain the facilities. The majority of respondents felt that having a balance between maintaining and upgrading existing buildings and building new was the best approach.

The survey results highlighted the key values and perspectives of Norfolk County residents and was used as input into the strategy development.

7.2.2. Initial Community Leadership Workshop

Current challenges and opportunities from the community leadership workshops were compiled. In general:

- There is a desire for change and action with an effective plan.
- The County must allocate funds and maintain these buildings.
- The community feels that the County benefits from the public's contributions.
- There are negative feelings surrounding buildings that were donated and constructed but not properly maintained.

- The general public is unaware of how much community clubs invest in these facilities.
- There is a clear desire among community leaders for more tangible, visible action and stronger collaboration between the County, Council, and the broader community.

Specific facility comments are summarized below.

Recreational Facilities

- Values having an ice rink close by within their local community for their children and grandchildren.
- High interest in exploring revenue generating opportunities in recreation (e.g., Olympic-sized swimming pools for competitions, more amenities for hockey, etc.).

Community Centres & Halls

Participants expressed frustrations related to:

- Red tape and hidden fees for rentals
- Lack of facility maintenance and collaboration and coordination between the County and the community groups.
- Community groups feel as though they have done their part to fund raise and have given facilities to the County.
- Groups feel as though the buildings have not been adequately maintained.
- Low facility utilization could be due to red tape such as the additional fees, required permits, permissions etc.
- Low usage facilities should be repurposed to offer different services or divested.

Administrative Buildings

Frustration and concerns related to:

- Lack of staffing levels to provide adequate customer service
- Lack of accessibility for customers at numerous facilities (e.g., lifts are not accessible for scooters which requires visitors to enter through the back door).

Road Operations

- Openness to the idea of amalgamating road operation yards.

This facilitated discussions with the community were informative in understanding the current challenges, priorities, and opportunities from the community's perspective and helped shape the overall strategy discussed further in Section 8.

7.3. Feedback on Recommended Options

Later in the project, prior to finalizing the Master Plan strategy, recommended options were presented to both staff and public through consultation. Highlights of the general comments received are listed below.

On a positive note, staff felt the strategy offers:

- Modernization and facility improvement,

- Operational efficiency through consolidation, and
- Financial stewardship and long-term sustainability.

The public survey showed that the public:

- Agrees with reducing the number of underused buildings to save on maintenance and operating costs.
- Recognizes that facilities should be modern, accessible, and energy-efficient; and
- Acknowledges the importance to have a roadmap for long-term sustainability and service delivery.

Community leaders also expressed:

- Appreciation that the County was developing the strategy in public, incorporating input and remaining open to feedback; and
- Support for strategic consolidation, particularly when it could improve services, upgrade infrastructure, and reduce cost.

Concerns were also expressed and noted.

Staff noted that there has been a decrease in staff morale and resistance to change based on historical changes and change fatigue. The transparent strategy development process and change management plan that was developed will help alleviate some of the concerns staff may have. Staff also noted that repeated studies and surveys have not produced clear progress, stressing the importance to act on recommendations, and not letting the Master Plan go idle.

Additionally, the community expressed a need to ensure that there is no loss of community identity and spaces, and that accessibility and equity is maintained for community members specifically those in rural areas, lower income residents, and seniors. The community also noted that loss of heritage and cultural identity is a risk. These concerns were considered in the development of the strategy.

Community leaders noted that:

- Large renovation costs and high upfront expenses may pose financial challenges. Cash flow to implement strategies, not just total investment needs and savings, will need to be considered by the County when implementation begins.
- Several facilities identified for divestment or decommissioning have benefited from substantial community fundraising to support their upkeep. While the facility portfolio is larger than the municipality can sustainably maintain, it is important to recognize and honour these community contributions in a manner that is meaningful yet financially responsible.
- There was agreement that some of the community facilities were in poor condition and did not meet the needs of the user groups (not accessible, posed safety hazards, etc.), however, the community would like an appropriate alternative for programming. It was expressed that the County should collaborate with these groups to find new accommodation for their programming. Preliminary alternatives are discussed in the business cases.

8. Recommended Strategy

The Norfolk County Facilities Strategy brings together an interdependent set of recommendations that reflect both the necessity of difficult choices and the opportunity for meaningful gains. The Strategy is comprised of five interrelated scenarios for:

- Administrative Facilities,
- Operations Facilities,
- Emergency Facilities,
- Culture Facilities, and
- Recreation Facilities.

Each scenario provides recommended options and alternative options where applicable, which are supported by business cases. Together, these best-fit recommendations form the basis of the overall Strategy. The options are deliberately designed to work as a cohesive set, with full benefits achieved only through their combined implementation. Partial adoption would reduce overall impact and limit long-term value.

The business cases include the recommended option with the rationale, key actions required, a timeline for implementation, risks and mitigation, financial considerations and explanation as to how it aligns with the County's principles. Most business cases also include an alternative option that was considered, where applicable.

Implementing each scenario is intended to satisfy the values and principles established early in the project, including addressing redundancy within each facility category, reducing risk, and modernizing existing facilities. The recommended options were selected because they best align with the established decision-making criteria and best take into account the valuable input received throughout the project.

Trade-Offs

Through implementation of the strategy, both advantages and disadvantages are imminent, but these have been carefully considered, compared, and quantified.

Overall, through implementation of the strategy, the County would be relinquishing:

- Four operational yards that no longer meet staff or community needs and would otherwise require significant reinvestment, and
- Several underutilized community centres and halls, including:
 - St. Williams Community Centre (with Port Rowan nearby and potential for new community space in the proposed Fire Hall),
 - Waterford Lions Community Centre,
 - South Walsingham Town Hall (though this requires severance from the park property), and
 - Port Dover Scout and Kinsmen Halls and the Courtland Scout Hall, which serve limited populations and have reached the end of their useful life.

In contrast, through implementation of the strategy, the County would be gaining:

- A centralized **Gilbertson Administration Building**, upgraded with adequate storage, which would allow the County to own the office building rather than lease space.
- Renovated **CAB buildings**, including additional meeting and collaboration areas.
- A better-located **Fire headquarters** as part of Station #1 in Simcoe.
- A new **Fire/EMS station in St. Williams** and improved **EMS accommodations** in Waterford, along with upgrades to three other EMS stations.
- Two new **Operations Yards (East and West)** designed to meet modern service and staff requirements.
- Dedicated **mechanic facilities in the west**.
- Upgraded **sand/salt storage facilities** at yards and satellites.
- Improved **staff amenities** across operations, including washrooms, offices, and vehicle storage.
- Significant net cost savings.

Taken together, these changes address longstanding facility challenges, improve service delivery, reduce inefficiencies, and prepare the County for long-term growth.

Furthermore, implementing the Strategy will enable the County to:

- **Retain** facilities that are performing well and aligned with planned growth.
- **Repurpose** facilities where a different function better meets projected needs.
- **Consolidate** facilities to increase efficiency or reduce redundancy where future demand does not justify retention.
- **Divest or decommission** facilities where the costs and liabilities of retention outweigh their value, rather than holding assets with the hope of uncertain future use.

Overall Costs and Savings

The overall net savings of implementing the Norfolk County Facilities Strategy is **\$8,605,226** over ten years, with Emergency Services being the only scenario that results in an overall net cost.

The **net savings** are made up of:

- Capital or renewal costs that are no longer required,
- Operating costs saving of facilities that have been divested or disposed of, and
- Gains realized from the divestment of various properties,

Offset by:

- Capital costs to upgrade, replace, refurbish or demolish certain facilities, and
- Increase in operating costs for expanded or new facilities.

Some additional investments are required within each of the scenarios, with the highest additional investments required for the Roads Operations strategy.

Net savings were found in most of the scenarios with the highest opportunity for net savings within the Culture facilities scenario. Table 3 provides the net renewal costs, net operating costs, gains from sales, additional costs and overall net savings / costs for each scenario.

Table 3 Overall 10 Year Net Costs/Savings for Facilities Strategy

Strategy	Net Renewal Cost (\$)	Net Operating Cost (\$)	Gains (\$)	Additional Costs (\$)	Overall Net Costs (\$)
Administration Facilities	-\$485,189	-\$209,700	-\$1,450,000	\$1,400,000	-\$744,889
Community Centres, Museums, Libraries, and Halls	-\$7,584,787	-\$2,051,000	-\$2,645,000	\$550,000	-\$11,730,787
Fire and EMS Facilities	-\$555,700	\$86,700	-\$1,575,000	\$9,300,000	\$7,256,000
Road Operations Facilities	-\$5,644,639	-\$770,912	-\$10,270,000	\$13,300,000	-\$3,385,551
Total	-\$14,270,314	-\$2,944,912	-\$15,940,000	\$24,550,000	-\$8,605,226

Figures in green are savings, and figures in red are costs.

8.1. Scenario: Administrative Facilities

The Administrative scenario focuses on facilities that support administrative functions and service delivery across the County. These facilities house important functions such as the CAO's Office, Mayor's Office, Customer Service Desks and all departmental management and office staff. The long-term functionality, efficiency, and service alignment of these facilities is central to the County's service and program delivery.

The objective of this scenario is to enable Administrative Facilities to be:

- Efficiently utilized,
- Adaptable to future growth,
- Aligned with service delivery priorities, and
- Financially sustainable in both the short and long term.

Table 4 describes the various business cases that have been developed for the Administrative Facilities Scenario, including the recommended option and alternative for each business case. This set of business cases focus exclusively on administrative facilities where a change is being recommended, and multiple viable options were considered. Each business case includes the recommended option, supporting strategic rationale, key implementation actions, estimated costs, and alignment with County decision-making principles.

In addition to the business cases listed below, through a business case presented to Council on November 13th, 2024, it was decided to purchase the Gilbertson Administration Building (GAB) and it was also decided to move the Public Health Unit from GAB to the Robinson Administration Building (RAB) and likewise move Building, Planning and Engineering staff from RAB to GAB. This move creates a central location, for the majority of staff (other than Corporate Services) to be co-located in in one central HQ type building (GAB). This move also separates out the County's Public Health staff to allow for the newly merged Public Health Unit to determine the best location for their future operations.

The RAB lease, however, is considered high in comparison to the other facilities in downtown Simcoe. If the County and/or Health Unit decided to exit the lease which expires in 2030, then the POA would need to relocate at this time. The fate of the Public Health Unit will be a decision for the newly formed joint Health Unit.

Table 4 Administrative Facilities Business Cases and Options Considered

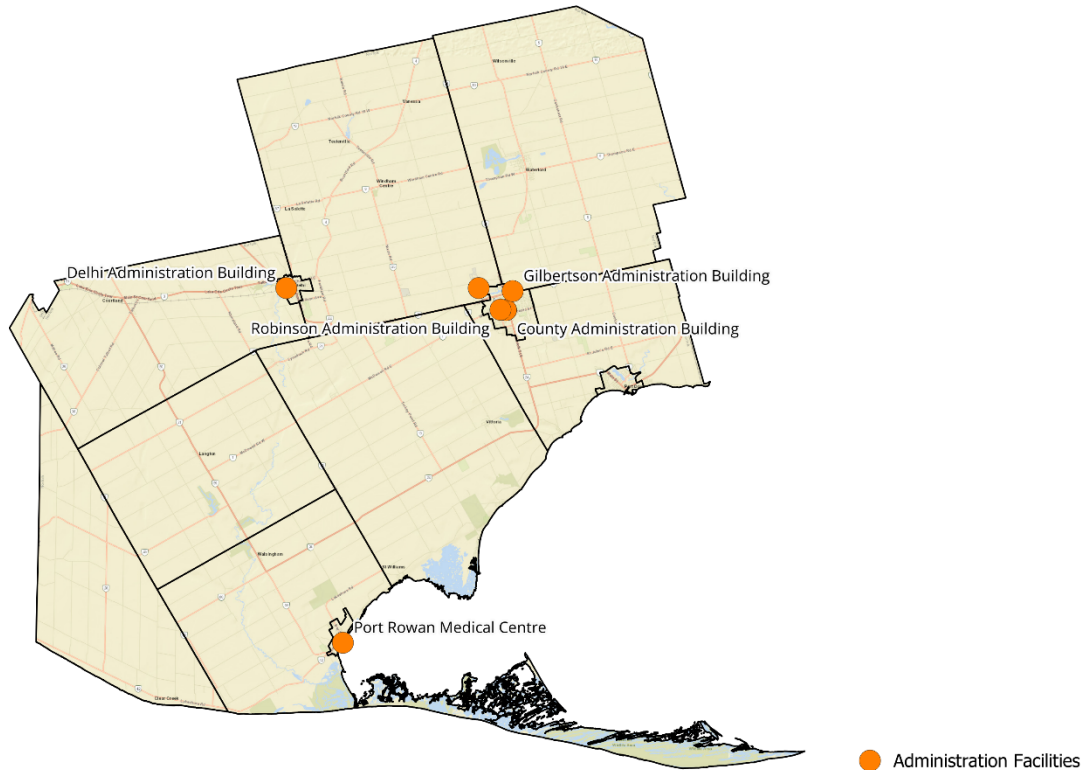
Business Case	Recommended Option	Alternative Option
A. Delhi Administration Building	Retain the Delhi Administration Building	Divest the Delhi Administration Building
B. Gilbertson Administration Building	Upgrade the recently purchased building and consolidate staff	
C. Port Rowan Medical Centre	Divest Port Rowan Medical Centre	Retain and Lease Building
D. County Administration Building (CAB 1, 2 & 3)	Make Improvements to the Existing Building	

The Administrative Facilities scenario includes the following facility-specific recommendations:

- Maintain the Delhi Administration Building and continue housing the existing customer service counter, EMS chief and administrative staff, the Emergency Operation’s Centre, and the Water and Wastewater Division’s SCADA network servers.
- Purchase the full Gilbertson Administration Building centralize key administrative departments into one facility that offers both growth capacity and critical storage and make upgrades to the facility to ensure it meets the County’s needs and looks more like a County Head Office.
- Divest the Port Rowan Medical Centre, which is currently leased until May 2026, but does not support County programmatic need. Divestment supports portfolio optimization and enables the reinvestment of resources into higher-priority service locations.
- Maintain the lease at the Robinson Administration Building for Public Health, POA, Tax, and Community Paramedics services until 2030 and look at potential alternatives leading up to that date.
- Retain and optimize County Administration Buildings 1, 2, and 3 for core corporate services.

For all other administrative facilities, the recommendation is to maintain the current use with no significant change other than annual renewal and maintenance. Figure 18 shows a map of the existing administrative facilities, excluding the leased RAB.

Figure 18 Map of Administrative Facilities



8.1.1. Decision Making Criteria

Decision-making principles established for administrative buildings were prioritized in terms of importance by Norfolk County Senior Leadership and Project Team:

- Functionality
- Impact to service level
- Financial
- Building Condition
- Utilization
- Historical/Community Significance

8.1.2. Risks

Overall, risks related to the implementation of this strategy are noted below and further described in the business cases:

- Potential exposure from aging or non-compliant facilities until transitions occur.
- Relocation and consolidation may interrupt workflows temporarily.
- Cost overruns during implementation.
- Frustration from staff or public if service or accessibility declines.

- Staff noted access and equity concerns if customer service spaces and designs are not accessible or AODA compliant, or if private spaces are not incorporated into the renovation designs.

8.1.3. Overall Benefits

The following summarizes the overall benefits of implementing this scenario:

- Improved collaboration and centralization of staff functions.
- Additional storage capacity to support operations and Museums.
- Sustainability for future growth, with space to accommodate expanding service needs.
- Reduced legal and insurance risk through fewer aging, poor-condition buildings.
- Lower renewal and operating costs, complemented by revenues from divestments.
- Modernized facilities that offer better environment for staff and customers.
- Consolidation of administrative functions, reducing fragmentation and inefficiency.
- Divestment of non-essential facilities, offsetting the cost of new facility investments and upgrades.

In the most recent public consultation, the public generally agreed that centralizing administrative services will benefit the County.

8.1.4. Financial Considerations

The overall net savings of this scenario over 10 years is **\$744,889** based on the implementation of the recommended options, as described in each business case.

The revenue generated from the sale of the Port Rowan Medical Centre offsets the costs incurred in recommended upgrades and improvements on existing facilities that support County services.

Table 5 describes the net renewal and operating costs, and gains associated with the property and any additional costs required as part of the recommended option.

Table 5 Administrative Facilities – Overall 10 Year Net Costs/Savings

Facility Name	Recommended Action	Net Renewal Cost (\$)	Net Operating Cost (\$)	Gains (\$)	Additional Costs (\$)	Overall Net Costs (\$)	Notes
County Administration Building	Improvements	\$0	\$0	\$0	\$400,000	\$400,000	Interior upgrades (office relocations, etc.)
Delhi Administration Building	Improvements	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$300,000 to make EMS HQ & \$700,000 for potential to make accessible for Friendship centre
Gilbertson Administration Building	Improvements	\$0	\$0	\$0	\$0	\$0	Purchase and upgrades already budgeted for in 2025
Port Rowan Medical Centre	Divest	-\$485,189	-\$209,700	-\$1,450,000	\$0	-\$2,144,889	Eliminate repair cost and include sale revenue
Total		-\$485,189	-\$209,700	-\$1,450,000	\$1,400,000	-\$744,889	

8.1.5. Business Cases

A. Delhi Administration Building

A Business Case for Retaining Building

The Delhi Administration Building, located at 183 Main Street, Delhi, Ontario, sits on a 26,023 square foot parcel. Historically, the building served as the old town hall for the Delhi community and has historical and community significance. Currently, the building serves as the Fire and EMS headquarters that houses the Fire Chief, EMS Chief, their respective administrative teams, the Emergency Operations Centre (EOC) and a public-facing customer service counter open from Tuesday -Thursday.

As part of the broader Norfolk Facilities Strategy, it is proposed that the EMS administrative functions remain in the facility short-term while the Fire administrative functions relocate to the Culver Operations Building. In addition, it is recommended that the facility continues to be occupied by the customer service counter.

As a part of the long-term scenario, the building should be retrofitted to support the Delhi Friendship Centre programming in the event that EMS administrative functions relocate to a designated EMS headquarters in the future.

183 Main Street, Delhi, ON

- Main Building Footprint Area: 16,670 sf
- Parcel Size: 26,023 sf
- Year constructed: 1936
- Current Condition: **Poor**
- Additional investments required for preferred scenario: **\$1,000,000**



Recommended Option: Repurpose the Delhi Administration Building

It is recommended to retain the facility with a proposal for a short-term and long-term option. The following describes the short-term option:

- Maintain the existing Service Norfolk counter,
- Maintain the EMS Chief and administrative team,
- Maintain the EOC and training room,
- Re-locate the Fire Chief and administrative team to the Culver Operations Building.

A long-term option is also recommended for the Delhi Administration Building should a dedicated EMS building be built for the EMS Chief and administrative team. The following describes the long-term option:

- Re-locate the EMS and administrative team to the new EMS headquarters.
- Retrofit the Delhi Administration building to accommodate the Delhi Friendship Centre programming.
- Relocate programming and divest the current Delhi Friendship Centre located at 418 Queen Street.

Both short-term and long-term options would maximize space utilization and maintain community programming, while maintaining access to key services.

The key benefits of this scenario are:

- Enhanced efficiency through the co-location of services.
- Accessibility of services for western Norfolk residents.
- Maintaining a sturdy historically significant building in the community of Delhi.

Rationale

The rationale supporting this recommendation includes:

- The Delhi Administrative Building is not well suited to support both EMS and Fire administration into the future due to its size and layout constraints.
- There are storage barriers, located in the basement, that does not properly accommodate both Fire and EMS.
- The facility provides a dedicated training room that fulfills EMS's operational need, eliminating the requirement to source or construct equivalent space elsewhere.
- Relocating the Fire Chief and administrative staff to the Culver Operations Building addresses their functional space needs while also freeing the Delhi Administrative Building for EMS use.
- Repurposing the Delhi Administrative Building for EMS in the short term and for the Delhi Friendship Centre in the long term maintains a strong purpose for the building into the future.
- This facility would have space to accommodate a back up Emergency Operations Centre, which has geographical benefits being located in a different community than the existing Main Emergency Operations Centre.
- Renovations to accommodate the Delhi Friendship Centre would enhance accessibility and usability, supporting diverse programming for senior residents.
- Retaining and adapting the building over time preserves the County's history while accommodating the functional needs of new user groups.

Key Actions

The forecasted short-term and long-term key actions for this building include:

Short-Term (0–5 years)

- Maintain the existing customer service counter.
- Retain EMS Chief and administrative team.
- Relocate the Fire Chief and administrative staff to the Culver Operations Building to relieve space pressures and support operational alignment.
- Construct an enclosure for EMS vehicle storage to ensure adherence to regulatory needs.

Long-Term (5+ years, contingent on EMS HQ development)

- Relocate the EMS Chief and administrative team to a purpose-built EMS headquarters.

- Retrofit the Delhi Administrative Building to accommodate Delhi Friendship Centre programming.
- Relocate and divest the current Delhi Friendship Centre (*currently located at 418 Queen Street*).

Timeline

The relocation of the Fire Chief and team is contingent on the relocation of Human Resources and IT services to GAB and also completing improvements to Culver. The current estimated timeframe to complete the work at Delhi is in **Q3 2026**. The longer-term option would depend on whether an EMS Headquarters is developed.

Risk & Mitigation

Table 6 lists the key potential risks that may be incurred with this option including the mitigation measures. It also lists any potential decrease of risk as a result of the implementation of the recommendation.

Table 6 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Financial	Increased capital costs for retrofits and relocation (Fire moving to COB), EMS to future HQ. Mitigation: phase investments (short-vs. long-term), leverage existing assets, and plan retrofit costs against divestment of current Friendship Centre.	Reduced long-term costs by divesting 418 Queen Street (Friendship Centre), maximizing use of an existing asset.
Levels of Service	Risk of service disruption during relocation phases (Fire to COB, EMS to future HQ). Mitigation: staged transition planning and maintaining customer service counter throughout.	Enhanced accessibility and co-location of services for western Norfolk residents; improved community-oriented programming through Friendship Centre retrofit.
Operational	Dependencies on Culver Operations Building availability (HR/IT relocation must occur first). Mitigation: coordinate sequencing and ensure project dependencies are built into timeline.	Better alignment of Fire Chief with frontline firefighters at Culver; optimized space utilization across facilities.
Reputational	-	Positive reputation from retaining a historic community building, improving accessibility, supporting

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
		aging-in-place, and delivering visible community benefits.

Financial Considerations

The scenario will incur capital costs associated with renovations to support accessibility and multi-use functionality. The additional costs would be approximately \$1,000,000 (\$300,000 in the short-term to retrofit the build to better meet the needs of the EMS Chief and staff and \$700,000 in the longer-term to make the building more accessible for seniors). However, these costs are offset by revenue generated by the opportunity to divest the existing Delhi Friendship Centre and better lifecycle value through repurposing an existing asset.

The overall net cost of the scenario is \$1,000,000, which includes the potential to make the Friendship centre accessible, in future.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Targeted renovations will enable the building to meet the operational needs of EMS in the short term and Delhi Friendship Centre programming in the long term.

Building Condition

- The structure is sound and can be enhanced through planned retrofits, particularly for accessibility and adaptability.
- Continued service delivery from this location preserves its long-term viability and ensures convenient access for residents.

Impact to Service Level

- Service levels are maintained during the transition period and enhanced in the long term through co-location of community services.
- The building provides residents with centralized access to customer service (short term), and seniors programming (long term).

Utilization / Users

- Short-term use by EMS and customer service sustains current utilization.
- Long-term repurposing broadens the user base significantly by integrating seniors programming and community use, creating a more active and inclusive facility.

Historical / Community Significance

- The building is highly valued by the local community, with strong emotional and historical connections.
- Retaining and repurposing the facility honours its legacy and reinforces community identity, while providing renewed relevance for future use.

Alternative Option: Divest the Delhi Administration Building

This option proposes divesting the building entirely, eliminating the customer service in Delhi, and re-locating Fire and EMS Chief and respective administrative teams.

The Delhi Administration Building (DAB) does not adequately support the operational and space requirements of the Fire and EMS Chief and their administrative teams for the following reasons:

- The building lacks sufficient space to accommodate both the Fire and EMS Chief and their full administrative teams, now and into the future.
- The design of the facility poses challenges for shipping and receiving, with no designated loading area or functional space to manage regular deliveries.
- Storage is fragmented and inefficient, with stock such as uniforms and equipment dispersed throughout the building. The majority of storage is located in the basement, requiring frequent transport of heavy materials up and down stairs, which is a process that has raised safety concerns among staff.
- The current layout and amenities do not support an effective working environment. The workplace lacks appropriate space, infrastructure, and functionality to meet daily operational needs.

If Fire and EMS are relocated, the building would be occupied solely by Service Norfolk staff. As such, relocating the customer service desk and divesting the underutilized building could represent a viable alternative, reducing operating costs and unlocking revenue from the sale of the property.

Divesting the Delhi Administration Building would:

- Reduce operating costs by approximately **\$599,000**.
- Avoid future capital costs of approximately **\$1,723,923**.

While potentially eliminating future maintenance costs, divestment of this property would:

- Displace the customer service counter, impacting local service accessibility.
- Result in the loss of a facility with high community significance.
- Undermine future opportunities for community-centered repurposing.
- Incur significant costs to relocate the EOC and the newly installed Water and Wastewater SCADA network servers.

Despite not being suitable as a joint space for both Fire and EMS staff, the divestment of this historical and community significant building does not align with broader community engagement or long-term service planning goals **and therefore, this option is not recommended.**

B. Gilbertson Administration Building

A Business Case for Acquisition

The Gilbertson Administration Building, located at 12 Gilbertson Drive, was originally partially leased by the County. One-half of the facility was under lease to the County from a private owner, while the other half was occupied by a commercial tenant.

During the course of the project, several key developments altered the strategic outlook for the building:

- The commercial tenant vacated their space following the expiration and non-renewal of their lease.
- The private property owner subsequently approached the County with an offer to sell the entire building.
- These developments have presented two distinct options for consideration within the broader facility review process.

12 Gilbertson Drive, Simcoe

- Main Building Footprint Area: 34,365 sf
- Open warehouse: 28,837 sq. ft.
- Year constructed: early 1970s
- Current Condition: **Good**
- Acquisition & renovation: Already included in 2024/25 budget



Recommended Option: Continue With Planned Upgrades

In early 2025 (during the course of the development of this Master Plan), the County purchased the GAB, and the recommended course of action is for the County to proceed with the planned upgrades to the building to accommodate most technical and program staff as well as improve the overall function and appearance of the facility. These upgrades would allow the County to:

- Centralize multiple administrative and operational functions under one roof,
- Address current space limitations, and
- Plan proactively for future growth.

The facility also has the ability to house the Emergency Operations Centre in a location well-situated near critical staff, while offering essential storage capacity to meet expanding operational requirements.

Rationale

The rationale supporting this recommendation includes:

- Represents a cost-effective, long-term solution aligned with County-wide space optimization and operational efficiency goals.

- Enables the co-location of departments, reducing fragmentation and improving internal communication and service delivery.
- Provides a scalable solution with the capacity to accommodate future staff growth and departmental needs.
- Supports transition away from leased space, unlocking long-term cost savings and allowing full ownership control over the property.
- Provides an opportunity to maintain the main Emergency Operations Centre at this location, rather than investing in a new location.

Key Actions

The forecasted key actions that support the implementation of this recommendation include:

- Undertake targeted renovations to support optimal layout and functionality (this has already been tendered by Facilities staff).
- Implement the centralization of County staff, with the exception of Corporate Services, CAO Office and Mayor. The following departments are identified to be located in GAB:
 - Social and Housing Services
 - Facilities
 - Building and By-law Services
 - Planning
 - Parks, Recreation and Culture (administration)
 - Engineering and Asset Management
 - Environmental Services
 - Facilities Admin,
 - Economic Development and
 - Information Technology
 - Human Resources

Timeline

This recommendation is underway and should be complete by **Q4 – 2025**.

Risk & Mitigation

Table 7 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 7 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability		Less conflict with HR and IT comingled with Fire and EMS station

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Financial	Potential for cost overruns; Mitigation: detailed cost estimating, and strong project management.	Owning the building ensures that financial investments in upgrades and improvements benefit the organization directly over the long term.
Legislative		Ensures compliance with all applicable building, health, and safety regulations, including AODA standards.
Levels of Service		Enhanced service delivery through better-designed and more functional workspaces.
Operational	<p>Construction activities may temporarily impact building accessibility, parking, or operational efficiency during the transition and fit-out period.</p> <p>Lacks adequate washrooms and parking which would compound issue if centralizing staff. Mitigation: Assess washrooms and parking and incorporate into renovation needs and design.</p>	<p>Improved staff collaboration through co-location in a centralized headquarters.</p> <p>Purchasing the building eliminates uncertainties tied to leasing, such as rental rate increases, lease non-renewal, or landlord-driven restrictions.</p>
Public & Staff Health or Safety		Improvements will have a positive effect on staff well being.
Reputational	<p>Staff may feel like the building is not suitable for customers</p> <p>Mitigation: Incorporate designated spaces for customer interactions such as a reception area, meeting rooms, or a service counter into the building design. Invest in targeted aesthetic improvements (e.g., modern finishes, signage, lighting, and furniture) so the environment conveys a professional, welcoming office atmosphere for visitors.</p>	Owning the building ensures that facility upgrades and improvements benefit the organization directly over the long term.

Financial Considerations

The following outlines the financial considerations associated with this recommendation:

- Initial capital investment is required to complete the renovations to the facility.

- Ongoing operational costs will shift as more staff utilize the building; however, these are offset by the elimination of lease payments and gains in operational efficiency.
- Ownership allows for better cost predictability and long-term asset planning.

The overall net costs are already taken into consideration in the 2025 budget.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- The facility presents strong potential to function as a multi-department administrative building, once appropriately renovated.
- Upgrades align with long-term County strategies related to growth, space planning, and departmental co-location.
- Tailored upgrades will improve internal workflow, accessibility, and the user experience for both staff and residents.

Impact to Service Level

- Consolidation and co-location of teams will enhance service delivery, communication, and collaboration.
- The facility enables the County to evolve its service model in a way that better supports a growing and changing community.

Building Condition

- The building is in sound structural condition, requiring moderate investment to fully accommodate County operations and modern standards.

Financial Considerations

- While upfront capital is required, the acquisition supports:
 - Elimination of ongoing lease payments,
 - Operational cost efficiencies through staff consolidation,
 - Better return on investment compared to continued leasing or new construction.

Utilization / Users

- The building size and configuration align well with current and forecasted space needs.
- Full ownership justifies capital investment, providing long-term value and eliminating the constraints of partial occupancy.

Historical / Community Significance

- The facility holds no formal heritage designation but is well positioned to serve the community in a practical, administrative capacity.

C. Port Rowan Medical Centre

A Business Case for Divestment

The Port Rowan Medical Centre, located at 1035 Bay Street, sits on a 16,068 sq ft parcel in the community of Port Rowan. The facility is currently vacant and does not support any identified County programmatic need.

1035 Bay Street, Port Rowan

- Main Building Footprint Area: 6,220 sf
- Parcel Size: 16,068 sf
- Year constructed: no information provided, renovated in 2007
- Current Condition: **Very Good**
- Market Value: \$1,450,000



Recommended Option: Divest Port Rowan Medical Centre

The preferred recommendation is to divest the unoccupied facility due to its lack of alignment with current or projected County services. This approach is consistent with County objectives to:

- Optimize the facility portfolio by removing underutilized assets,
- Eliminate unnecessary carrying costs, and
- Redirect capital resources toward facilities that actively support service delivery.

Rationale

The rationale supporting this recommendation includes:

- Reduces future capital burden by eliminating maintenance and renewal costs for an unoccupied and functionally obsolete facility.
- The building is currently classified in the "Good" performance category but is expected to decline to "Very Poor" within 10 years without significant ongoing investment.
- The facility is vacant, creating a timely and low-disruption opportunity for divestment.
- Sale proceeds and avoided costs can be reallocated to facilities that deliver direct community benefit, rather than subsidizing a facility without strategic or service relevance.
- Avoids any future involvement in a Landlord–Tenant arrangement, which is not a core County function.

Key Actions

The forecasted key actions to support the implementation of this recommendation include:

- Initiate process to list and divest the property through a suitable sales strategy.
- Coordinate internal stakeholders to ensure asset records, liabilities, and risks are appropriately transferred or closed out.

Timeline

It is recommended that this building be divested in Q4 – 2025.

Risks & Mitigation

Table 8 lists the potential risks that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 8 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability	-	Reduced risk of tenant acquisition, lease administration, and the ongoing costs of ownership
Financial	Market conditions or constraints may impact the timing or financial return from the sale. Mitigation: Monitor market conditions closely and adjust the timing of property sales to align with favorable trends	Can use the cost savings and gains from sale to invest in facilities that currently support services that benefit the community.
Levels of Service	No positive or negative impact to levels of service, as the building does not support community services.	

Financial Considerations

The following outlines the financial considerations associated with this recommendation:

- Avoided capital and operating costs associated with holding, maintaining, and securing a vacant building.
- Potential net proceeds from sale can contribute to future facility investments.
- Costs associated with listing and legal disposal will be minor in comparison to the avoided lifecycle costs.

Based on this recommendation, the net renewal savings is \$485,189, and the net operating cost savings is \$209,700. The gains from sale of the property are \$1,450,000.

Overall, the net savings is \$2,144,889 which includes the elimination of repairs and operating costs and includes the gains for sale.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- The facility does not align with current or anticipated County service requirements, and no future use has been identified within strategic growth or program delivery plans.
- Retention of the building would not contribute to operational efficiency or core service delivery, making it an unsuitable candidate for reinvestment.

Utilization / Users

- The facility is currently unoccupied and has no forecasted demand to support its continued use.
- With no County services operating from the building and no viable internal tenant identified, the asset represents a significant underutilization of County resources.

Historical / Community Significance

- The facility does not hold a heritage designation or formal recognition of historical importance.
- It is not widely regarded as a valued community landmark, and community investment in its upkeep or improvement has been limited.

Financial Considerations

- Eliminates future capital and maintenance costs associated with retaining an unused facility.
- Reduces liabilities on the County's asset portfolio.
- Unlocks capital value that can be redirected to higher-priority service locations that actively support community needs.
- Avoids expenditures related to leasing, security, insurance, and long-term asset deterioration.

Alternative Option: Retain and Lease Building

This option considers retaining the facility and seeking third-party lease opportunities. Norfolk currently owns the property and has leased the building in the past. Therefore, an opportunity to keep and lease the building continues to be an option.

The risk and effort are associated with tenant acquisition, lease administration, and the ongoing costs of ownership, without advancing County program delivery.

The function of the building no longer serves County services or programming and therefore is not an essential part of the facility portfolio. **Therefore, this option has not been identified as the recommended option.**

D. County Administration Buildings

A Business Case for Improvements

The County Administration Buildings (CAB 1, 2, 3) are:

50 Colborne Street South

- Main Building: 25,482 sf
- Parcel Size: 49,000 sf
- Year constructed: 1893
- Current Condition: **Fair**
- Additional Investments: \$400,000



60 Colborne Street South

- Main Building: 1,414 sf
- Parcel Size: 48,814 sf
- Year constructed: 1848
- Current Condition: **Fair**



40 Colborne Street South

- Main Building: 2000 sf
- Parcel Size: 49,035 sf
- Year constructed: 1848
- Current Condition: **Fair**



Recommended Option: Make Improvements to the Existing Buildings

The recommended option is to make improvements to the existing buildings to support a collaborative space.

Rationale

This recommendation results in the upgrade of administrative buildings for staff and Council chambers. The rationale to support this is:

- The building is considered the seat of government and is well recognized by the community as such.
- The main library branch is also located at this location and is one of the County's busiest.
- Having the majority of Corporate Services at this location, along with Clerks, CAO and Service Norfolk offers a great deal of efficiencies through co-location.
- Renovations to Cab 2 and 3 have already been carried out to further accommodate Corporate Services and By-law.

Key Actions

The forecasted key actions to support the implementation of this recommendation include the following:

- Complete renovations to the buildings, interior improvements, and upgrades to ensure functionality, accessibility, and alignment with operational requirements.
- Coordinate project phasing to minimize disruption to ongoing operations during renovations.
- Engage with staff and operational leads to refine the space plan and ensure the renovated areas meet current and anticipated needs.

Timeline

This recommendation is underway and should be complete by **Q2 – 2026**.

Risk & Mitigation

Table 9 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 9 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability		Reduced liability by ensuring the building meets modern safety, accessibility, and building code standards.
Financial	Potential for cost overruns. Mitigation: Detailed cost estimating, fixed-price contracts, and strong project management.	
Legislative		Ensures compliance with all applicable building, health, and safety regulations, including AODA standards.
Levels of Service		Enhanced service delivery through better-designed and more functional workspaces.
Operational	Disruption to staff work areas during construction. Mitigation: Arrange for temporary accommodations and clear communication.	

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Public & Staff Health or Safety		Long-term improvement to staff safety through modernized, code-compliant work areas and amenities.
Reputational		Positive public perception from reinvestment in County-owned assets and improved working conditions for staff.

Financial Considerations

The overall net cost is an additional **\$400,000** over the current 2025 Capital Budget. This includes the interior upgrades and office relocations.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Renovations will improve the building’s functionality by optimizing layout, enhancing accessibility, and ensuring the facility meets the County’s operational needs.

Utilization / Users

- The building will be better utilized post-renovation, with improved workspace allocation for staff and capacity to support operational growth.

Historical / Community Significance

- All three building have heritage designation
- Maintaining and improving the asset demonstrates responsible stewardship of County infrastructure.

Financial Considerations

- Investment in upgrades now will reduce long-term renewal costs, avoid more expensive replacements in the future, and provide a higher return on asset value.

8.2. Scenario: Operations Facilities

The Operations Facilities scenario outlines a long-term vision to consolidate operations into a more efficient, sustainable, and strategically distributed network of facilities that maintains service while reducing capital renewal and operating costs.

The core recommendation is to establish two primary operations yards: one in the east and one in the west supported by four well-positioned satellite properties for salt and sand storage. This approach addresses several important challenges, including deteriorating facility conditions, capital reinvestment pressures, and the need to support reliable, geographically balanced service delivery.

Table 10 describes the recommended and alternative options, where applicable, that have been developed for the Operations Facilities Scenario. This set of business cases focuses exclusively on operation facilities where a change is being recommended, and alternative options were considered.

Table 10 – Operations Recommended Option & Alternative

Business Case	Recommended Option	Alternative Option
A. West Road Operations Building	Retain the West Roads yard and expand as the Main West yard	Divest the West Roads yard
B. Facility Operations Building	Retain Facility Operations Building and expand as the Main East yard	Maintain the facility for its current use
C. Courtland Operations Building	Divest the Courtland Property	Retain for the West Roads Yard
D. Villa Nova Operations Building	Divest the Villa Nova Operations yard	Retain Villa Nova yard and Expand as a Main yard
E. Central Yard Operations Building	Retain Central Yard Property, Divest Main Building and Reuse as Satellite Location	Retain the Central Yard Operations Building as a main yard
F. Schellburg Operations Building	Divest Schellburg Operations yard	Retain the Schellburg Operations yard
G. Dundurn Satellite Property	Retain Satellite Property for Salt and Sand	Divest Dundurn Satellite Property
H. Walsh Satellite Property	Retain Satellite Property for Salt and Sand	Divest Walsh Satellite Property
I. Loader Storage Satellite Property	Divest Satellite Property	
J. Materials Recycling Facility	Divest the MRF Property	Maintain and Lease the MRF
K. Old Port Dover Public Works Yard	Divest the Old Port Dover Public Works Yard	Maintain and Continue to Lease

The Main Operations Yards recommended are as follows:

- **West 45 Road Yard, 1630 County Road 45 (West):** Centrally located in the western area of Norfolk County, with a geographic advantage for servicing Port Rowan, Courtland and Delhi.
- **Facilities Operations Building (FOB) 591 Norfolk Street South (East):** Centrally located in the eastern area of Norfolk County, adjacent to the Simcoe garage, which supports the most populous part of the County.

The following satellite sites are recommended for salt and sand storage and reloading:

- Walsh Salt Dome
- Bonnie Heath (vacant property)
- Dundurn Salt Dome and Storage
- Central Yard in Delhi

These satellite locations are strategically distributed to support effective operations including winter maintenance and already includes, or can accommodate, salt and sand domes which reduces the need for major new construction or the purchase of new property.

As part of this scenario, the facilities identified for divestment are:

- Courtland Operations, 4329 Highway 59
- Loader Storage, 3090 Highway 59
- Schellburg Operations, 8 Schellburg Avenue, Simcoe
- Villa Nova, 1355 County Road 9, Villa Nova
- Old Port Dover Works Yard, 212 Nelson Street East, Port Dover
- Material Recovery Facility (MRF), 28 Grigg Drive, Simcoe

Divesting these properties will eliminate redundant or poorly located facilities, many of which face constraints related to site size, condition, or surrounding residential development. This scenario also creates the opportunity to sell six properties over the next five years, unlocking value for reinvestment into priority infrastructure.

In addition to the main yards and satellite properties noted above, it is recommended that Fleet Operations be divided into two geographically based teams. This would involve retaining the existing County garage to support the Facilities Operations Building and constructing a new mechanics garage at the West Yard.

The following outlines the strategic rationale supporting this recommendation as the preferred option:

- **Geographic Optimization:** While West Yard and FOB are ideally located to serve the east and west, they are also well-positioned to extend coverage north and south, ensuring efficient access to outlying areas and maintaining consistent service levels across the region.

- **Infrastructure Condition:** Many existing facilities require significant repairs and do not meet current standards for operational efficiency or staff amenities. Many of these facilities will require significant investments in order to meet the requirements outlined in the Accessibility for Ontarians with Disabilities Act and modern workplace expectations.
- **Land Use Constraints:** Properties like Schellburg and Central Yard are limited by surrounding residential uses and property size.
- **Redundancy Elimination:** Courtland and Villa Nova are situated on the County's perimeter and are close to proposed yards or satellite sites, making them redundant.
- **Efficient Transition:** Leveraging existing assets and minimizing new construction will help maintain operational continuity during the transition period.

Across all reviewed potential options, the West Road Yard and Facilities Operations Building have consistently emerged as the most viable candidates for main yard functions. Similarly, the Walsh Salt Dome, Bonnie Heath, Dundurn and Central Yard properties have been validated as suitable long-term satellite locations. Figure 19 shows a map of existing main yards and satellite facilities whereas Figure 20 reflects the main yards and satellite facilities based on the recommendations described in this scenario.

Figure 19 Map of Current State Main Yards and Satellite Facilities

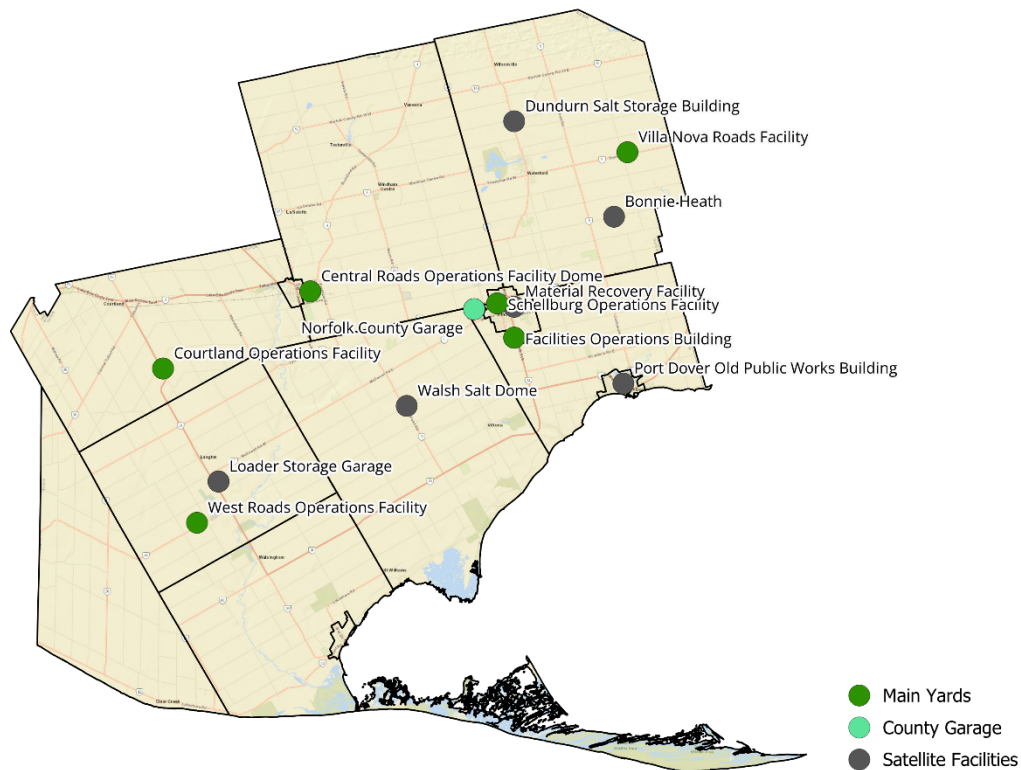
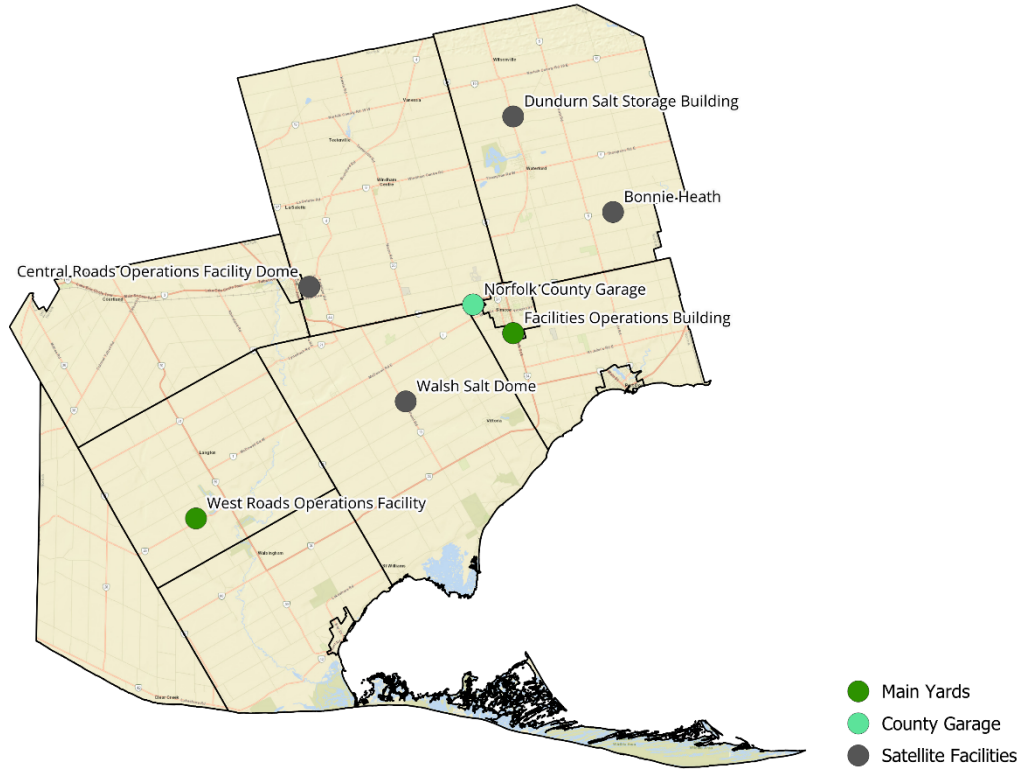


Figure 20 Map of Recommended Future State of Main Yards and Satellite Facilities



8.2.1. Decision Making Criteria

Decision-making principles established for Operation buildings were prioritized in terms of importance, from 1 (most important) to 6, by Norfolk County Senior Leadership and Project Team:

- Functionality
- Impact to Service Level
- Financial
- Building Condition
- Utilization / Users
- Historical / Community Significance

8.2.2. Risks

Overall, risks related to the implementation of this strategy are noted below and further described in the business cases:

- Longer travel times from yards to worksites.

- Transition disruptions and logistical complexity.
- Upfront capital costs for new or expanded yards.
- Fuel use from longer trips for some staff.

8.2.3. Overall Benefits

The following summarizes the overall benefits of implementing this scenario:

- Centralization of operations staff, reducing redundant facilities and achieving greater geographic balance through central yards and satellite domes.
- Financial impact, including approximately \$4.4 M in net savings over 10 years.
- Environmental and liability reduction through the closure of older yards with potential contamination or exposure risks.
- Cost avoidance by eliminating the need for expensive accessibility upgrades at outdated sites.
- Improved community safety by reducing heavy operations traffic through residential areas.
- Operational efficiency by smoothing peaks and valleys in workload.

8.2.4. Financial Considerations

Overall, the net savings of the Road Operations scenario over 10 years is **\$3,385,551** as a result of the opportunities for divestment.

Table 5 describes the net renewal and operating costs, and gains associated with the various divestments of property and any additional costs required as part of the recommended option.

It should also be noted that the financial analysis is conservative. While direct divestment savings have been quantified, additional efficiency savings are expected but not included in the model because they are more difficult to calculate, including:

- Operational efficiency gains from reducing staff travel time between dispersed and outdated yards. Centralized facilities will improve coordination and scheduling, smoothing workload peaks and valleys.
- Fleet maintenance productivity through the establishment of a dedicated mechanics facility in the west. By reducing downtime and splitting responsibilities between east and west garages, the County will benefit from quicker turnaround times, improved asset utilization, and lower reliance on contracted services.
- Staffing efficiencies from eliminating redundant yard functions, consolidating administrative and support functions, and reducing duplicated overhead.
- Energy and compliance savings from retiring older yards that are inefficient, non-compliant with AODA, or that carry liability risks.

Taken together, these unquantified benefits represent significant upside potential beyond the \$3.4 M in documented savings, positioning the County to maintain levels of service with fewer facilities and lower lifecycle costs.

Norfolk County Facilities Master Plan
Recommended Strategy
Scenario: Operations Facilities

Table 11 Operations Facilities – Overall 10 Year Net Costs/Savings

Facility Name	Recommended Action	Net Renewal Cost (\$)	Net Operating Cost (\$)	Gains (\$)	Additional Costs (\$)	Overall Net Costs (\$)	Notes
Material Recovery Facility	Divest	-\$384,581	-\$355,500	-\$1,200,000	\$0	-\$1,940,081	Eliminate renewal costs cost and include sale revenue
Facilities Operations Building	Additions	\$0	\$602,000	\$0	\$6,500,000	\$7,102,000	New structures needed for East Yard plus existing capital
Central Roads Operations Facility	Dispose	-\$707,375	-\$336,000	\$0	\$300,000	-\$743,375	Keep the property for a satellite site but demolish building
Central Roads Operations Facility Dome	Maintain	\$0	\$0	\$0	\$0	\$0	Maintain and upgrade the existing salt/sand domes
Villa Nova Roads Facility	Divest	-\$1,165,228	-\$211,836	-\$1,325,000	\$0	-\$2,702,064	Eliminate renewal cost and include sale revenue
Villa Nova Roads Fabric Storage Bldg	Divest	-\$204,111	\$0	\$0	\$0	-\$204,111	Eliminate renewal costs
Schellburg Operations Facility	Divest	-\$1,028,676	-\$381,600	-\$2,200,000	\$0	-\$3,610,276	Eliminate renewal cost and include sale revenue
Schellburg Operations Facility Dome	Divest	-\$163,300	\$0	\$0	\$0	-\$163,300	Eliminate renewal costs
West Roads Operations Facility	Additions	\$0	\$133,000	\$0	\$6,500,000	\$6,633,000	New structures needed for West Yard plus existing capital
Port Dover Old Public Works Building	Divest	-\$670,000	\$0	-\$445,000	\$0	-\$1,115,000	Eliminate renewal cost and include sale revenue
Courtland Operations Facility Dome	Divest	-\$180,840	\$0	\$0	\$0	-\$180,840	Eliminate renewal costs
Courtland Operations Facility	Divest	-\$655,167	-\$220,976	-\$3,550,000	\$0	-\$4,426,143	Eliminate renewal cost and include sale revenue
Loader Storage Garage	Divest	-\$300,000	\$0	-\$1,550,000	\$0	-\$1,850,000	Eliminate repair cost and include sale revenue
Loader Storage Garage Dome #1	Divest	-\$58,773	\$0	\$0	\$0	-\$58,773	Eliminate renewal costs
Loader Storage Garage Dome #2	Divest	-\$126,588	\$0	\$0	\$0	-\$126,588	Eliminate renewal costs
Total		-\$5,644,639	-\$770,912	-\$10,270,000	\$13,300,000	-\$3,385,551	

8.2.5. Business Cases

A. West Roads Yard

A Business Case for a Centralized Expanded West Yard

The West Roads Operation Yard, located at 1630 County Road 45 in Langton, occupies a 580,000 sq. ft. parcel and includes a main operations building and unheated storage structure. The facility has historically supported road operations in the western portion of Norfolk County.

As part of the County's strategic facility optimization and service delivery planning, the West Roads Yard has been identified as the best candidate to be the designated 'Centralized West Yard'.

1630 County Road 45, Langton

- Building Footprint Area: 13,440 sf
- Storage Building: 1,800 sf
- Parcel Size: 580,000 sf
- Year Constructed: 1980
- Current Condition: **Fair**
- Additional investments required for preferred scenario: **\$6,500,000**



Recommended Option: Create a Centralized West Road Yard and expand on the West Road Operations Building

The recommended option is to retain the West Road Yard and invest in its expansion to enable the property to become the main centralized west yard. This scenario enables the consolidation of essential operations and supports long-term service on the west side of the County including Port Dover and Port Rowan.

This recommendation includes the design and construction of a new addition to support the centralization of operations staff, and to provide additional storage and fleet accommodations. This scenario utilizes existing County-owned property already configured to support operational uses. The upgrades and amenities that are required are:

- Renovations to existing shop area to install 4 mechanics bays complete with hoists and machine shop, sign shop set up and small vehicle repair area
- New salt and sand coverall buildings
- Interior renovations for offices, change rooms, and lunch/marshaling areas
- Covered vehicle storage facility for plows

Rationale

The rationale supporting this recommendation includes:

- The West Roads operations facility is a large property that provides unique functionality and geographic advantage especially for servicing Port Rowan and Delhi, which been projected for significant growth.
- Upgrades would be required to address OSHA, including washrooms and changerooms.
- Consolidation enables divestment of other yards in the surrounding area, reducing redundancy and capital and operating costs, and unlocking property value.
- The building is 13,440 sq. ft and will require less investment to expand the existing facility into a main yard.
- The location allows for sufficient coverage in both the southwest and northwest side of the county, with support from the centrally located Central Yard property for salt and sand reloading while servicing in the North.
- Co-locating a mechanics shop with the yard enhances efficiency in fleet servicing, increasing visibility of fleet condition and access to maintenance, and reduces travel time and equipment downtime.
- This option improves service levels by enabling better and more prompt response to demand fluctuations, including addressing service peaks and valleys in specific western geographic areas.
- Investments in this large, already County-owned, property provides excellent return on investment compared to greenfield development or Courtland yard.

Key Actions

The key action for this scenario:

- Complete full needs assessment with Roads management
- Design of facility renovations and improvements
- Temporarily re-locate staff to Courtland during construction phase
- Tender and construct facility
- Once commissioning is complete, move all staff from Central Yard, Courtland to new facility
- Move appropriate number of mechanics from County Garage to support west operations

Timeline

This is recommended to be completed in year **Q1 – 2029**. Further details of timing are outlined in section 9 – Implementation Plan and schedule.

Risks & Mitigation

Table 12 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 12 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Environmental		The expanded facility will allow for the reduction of properties with fuel, salt, or other potential environmental impacts. Potential GHG reductions related to winter route efficiency and material replenishing.
Financial	Capital costs could exceed the estimate. Mitigation: Project Management, Design Oversight, Transition Plan.	
Levels of Service		Increases responsiveness to issues in the western area.
Operational	Minor operational disruptions may be incurred during transition phase. Mitigation: Robust Communication & Transition Plan. Removal of fuel yards at Villa Nova and Courtland Road Yard may impact Fire & EMS. Mitigation: Assess fuel yards available throughout the County	Reduces inefficiencies and redundancy of having numerous yards throughout the county.

Financial Considerations

The following lists the costs associated with this recommendation over the next ten years:

- Net new 10-year operating cost of \$133,000.
- Additional capital costs are \$6,500,000.

Overall, the **10-year net cost is estimated at \$6,633,000.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Aligns with the County's long-range operational needs by creating a central and efficient western base of operations.
- Repurposes a County-owned facility into a modernized yard facility.

Utilization / Users

- Increases utilization of a strategically located site through the centralization of operations staff and services.
- Improves workplace functionality and reduces fragmentation.
- Staff will be centralized in one west location, increasing the ability to better manage the workload demand peaks and valleys

Impact to Service Level

- Maintains and enhances service delivery by improving staff deployment capabilities and regional coverage.
- Ensures year-round readiness through modernized facilities.

Financial Considerations

- Centralization allows for operating efficiencies and cost reductions.
- Potential to divest underutilized yards in the surrounding area.
- Repurposing instead of new land acquisition supports environmental and fiscal responsibility.

Alternative Option: Divest the West Roads Yard

An alternative scenario would involve divesting the West Roads Operation Yard. Under this option, an alternative site would need to be designated as a west yard instead. However, the following factors should be considered:

- Alternative options, such as Courtland Operations, would not serve the Port Rowan and Turkey Point areas as efficiently.
- Smaller facilities would require additional investments to meet user needs.

Therefore, this alternative is not recommended.

B. Facility Operations Building

A Business Case for a Centralized Expanded East Yard

The Facility Operations Building, located at 591 Norfolk Street South, sits on a 436,442 sq. ft. parcel in Simcoe and currently houses a main building, a salt dome, and an unheated storage facility. Strategically situated adjacent to the Simcoe Garage, this property is positioned within the most populous and active service area in Norfolk County, offering ideal proximity for operational efficiency and responsiveness.

This property presents a high-value opportunity to be established as a main yard in the eastern region of the County.

As part of this business case, some capital investment would be required to enhance the facility such as a new addition to house operational staff and equipment storage.

4329 Highway 59, Simcoe

- Main Building Footprint Area: 4,329 sf
- Parcel Size: 436,442 sf
- Current Condition: **Poor**
- Additional investments required for preferred scenario: **\$6,500,000**



Recommended Option: Retain and Expand as the Main East Yard

The preferred scenario is to retain the Facility Operations Building site and invest in its expansion. This scenario recommends dedicating this property as the 'East Yard', consolidating essential operations and supporting long-term service needs in the Simcoe and eastern areas.

This recommendation involves constructing a new addition to accommodate centralized staff functions, storage, fleet storage, and materials management. It leverages an existing County-owned property already configured to support operational uses ensuring optimal use of available assets. The upgrades and amenities that are required are:

- Renovations to existing shop area to install sign shop set up and small vehicle repair area
- New salt and sand coverall buildings
- Interior renovations for offices, change rooms, and lunch/marshaling areas
- Covered vehicle storage facility for plows
- Demolition of existing portable office space
- Demolition of existing outside storage buildings
- Construction of new outside storage buildings
- Repair and upgrade the existing main building (roof, HVAC, etc.)

Rationale

The rationale supporting this recommendation includes:

- The location is centrally located within the eastern service area and in close proximity to the largest population base in the County. The property is close to the Simcoe Garage, which improves coordination, reduces travel time for servicing needs, and supports streamlined operations.
- The current condition of the building is 'poor'. However, with the work proposed as part of this recommendation investments will be made to improve the condition of the building.
- Centralizing east-end operations supports better use of resources and reduces redundancy.
- In discussions with Road Operations management staff, service levels would be improved by enabling better response to demand fluctuations, including addressing service peaks and valleys in specific geographic areas due to the centralization of the main yards.
- Efficiencies will be gained through centralized staffing.
- Centralization of operations enables divestment of other yards in the surrounding area, reducing the capital and operating costs and unlocking property value.
- Strategically located satellite yards support the centralization model by providing convenient access to salt and sand throughout routes, reducing the need to return to the central yard and improves operational efficiency.
- Investments in this large, already County-owned, property provides excellent return on investment compared to greenfield development.

Key Actions

The forecasted short-term and long-term key actions for this facility are:

- Design main yard that includes a building expansion, improved staff facilities, salt and sand domes, and a new drive shed for storage.
- Obtain necessary building permits and procure required building or modular structures.
- Construct the new addition and reconfigure site layout as needed to support operations with a target timeline of 5 years for completion.
- Coordinate phasing and staff migration to align with capital planning to minimize disruption.
- Initiate divestment for the surplus yard.

Timeline

This recommendation proposes that the completion of the construction is in Q1 – 2029. Further details of the timing are outlined in Section 9 – implementation Plan and Schedule below.

Risks & Mitigation

Table 13 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 13 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Environmental		Reduces the number of properties with fuel, salt, or other potential environmental impacts. Potential GHG reductions related to winter route efficiency and material replenishing.
Financial	Capital costs could exceed the estimate. Mitigation: Project Management, Design Oversight, Transition Plan.	
Levels of Service		Increases responsiveness to issues in the eastern area.
Operational	Minor operational disruptions may be incurred during transition phase. Mitigation: Robust Communication & Transition Plan. Removal of fuel yards at Villa Nova may impact response coverage for Fire & EMS Mitigation: Assess fuel yards available throughout the County	Reduces inefficiencies and redundancy of having numerous yards throughout the county.

Financial Considerations

The costs associated with this recommendation over the next ten years are as follows:

- A net operating cost \$602,000, reflecting the increased operating costs with the larger facility footprint associated with the expansion.
- Additional capital investment for the new structure totalling approximately \$6,500,000.
- The renewal capital needs for the existing facility would not be affected by the option.

Overall, 10-year net cost of this business case is \$7,102,000 which includes new structures needed for the east yard plus the revised operating costs. This investment is offset by the corresponding divestments, as described in the other business cases.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Aligns with the County's long-range operational needs by creating a central and efficient western base of operations.
- Repurposes a County-owned facility into a modernized yard facility.

Utilization / Users

- Increases utilization of a strategically located site through the centralization of operations staff and services.
- Improves workplace functionality and reduces fragmentation.
- Staff will be centralized in one west location, increasing the ability to better manage the workload demand peaks and valleys

Impact to Service Level

- Maintains and enhances service delivery by improving staff deployment capabilities and regional coverage.
- Ensures year-round readiness through modernized facilities.

Financial Considerations

- Centralization allows for operating efficiencies and cost reductions.
- Potential to divest underutilized yards in the surrounding area.
- Repurposing instead of new land acquisition supports environmental and fiscal responsibility.

Alternative Option: Keep the Facility As-Is for Facility Operations

An alternative to the recommended option is to retain the Facility Operations Building in its current form without proceeding with the proposed expansion. Under this alternative option, the building would continue to function as-is supporting only the existing Facility group's operations.

This option presents several limitations:

- The existing footprint is insufficient to accommodate the centralization of additional staff or services, which limits operational integration and long-term flexibility.
- Consolidation of other yards would be significantly limited as the existing facility lacks the space, amenities, and infrastructure needed to accommodate additional staff, fleet, and storage requirements.
- Maintaining the current facility would require a 10-year capital renewal investment of \$4,187,937, along with an additional 10-year operating cost of \$440,000, to maintain the

building in a state of good repair without delivering any upgrades, modernization, or functional improvements.

Moreover, this option would reduce the County's ability to divest other operations yards as the existing facility would be unable to accommodate additional staff, fleet, or storage needs.

As a result, while technically feasible, **this alternative does not support the County's long-term operational direction and is not recommended** when compared to the benefits of an expanded and modernized yard.

C. Courtland Operations Building

A Business Case for Divestment

The Courtland Operations facility, located at 4329 Highway 59, currently functions as a local operations facility for the Drainage group. Courtland is located on the northwest side of the County and is less effective for servicing the southwest communities such as Port Dover and Turkey Point.

The recommended option proposes divestment of the property which aligns with the proposed centralization model.

4329 Highway 59, Courtland

- Main Building Footprint Area: 4,329 sf
- Parcel Size: 500,000 sf
- Current Condition: **Fair**
- Market Value: **\$3,550,000**



Recommended Option: Divest Courtland Operations Building

The recommended option is to divest the Courtland Operations facility. With investments planned at the Facility Operations Building in Simcoe, which has been identified as the potential future East Main Yard, and the West Road Yard which has been identified as the potential future West Main Yard, the Courtland Operations facility site is no longer required for core operations. The recommended scenario is to divest Courtland and transition its remaining operational functions to the West Yard at 1630 County Road 45, once the recommended expansion is completed.

This approach allows the County to:

- Eliminate the need for substantial future capital investment,
- Consolidate operations to more strategic and centrally located facilities, and
- Unlock the significant property value to use for reinvestment in priority assets or debt reduction.

Rationale

The rationale supporting this recommendation includes:

- Courtland is on the far northwest side of the County, which limits its strategic utility compared to more centrally located facilities such as the West Yard. Proximity to other satellite yards and the future West Main Yard reduces the operational need to retain the Courtland Operations property.
- The facility is small and would require extensive additions to accommodate it as the west yard.
- There is a significant woodlot that would need to be cut down to accommodate any expansion.

- The property holds significant market value and offers the opportunity for divestment.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Finalize plans for transition of operations to the Facility Operations Building and West Yard upon completion of its expansion.
- Prepare for the sale of Courtland including necessary environmental and property assessments.
- Complete property divestment in year 5, aligned with the timeline of the Facilities Operations Building and West Yard expansion project.

Timeline

This recommended option proposes divestment in Q3 – 2029, after the main yard expansions are complete.

Risks & Mitigation

Table 14 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 14 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Liability		Reduces the number of properties that may have poor condition, or security challenges due to inactivity / location.
Environmental		Reduces the number of properties with fuel, salt, or other potential environmental impacts. Potential GHG reductions related to winter route efficiency and material replenishing.
Financial		Net capital and operating savings.
Legislative		Reduces the need to invest in AODA improvements for compliance of this facility. No change to conformance to minimum maintenance standards is expected for roads maintenance.
Levels of Service	Potential minor change to responsiveness to roads-	

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
	<p>related issues in the northeast area of the County.</p> <p>Mitigation: Satellite locations will still remain available for winter sand/salt reloading.</p>	
Operational	<p>Minor operational disruptions may be incurred during transition phase.</p> <p>Mitigation: Robust Communication & Transition Plan.</p> <p>Removal of fuel yards at Courtland may impact response coverage for Fire & EMS</p> <p>Mitigation: Assess fuel yards available throughout the County</p>	

Financial Considerations

The net costs and savings associated with this recommendation over the next ten years are as follows:

- Renewal capital savings of \$836,007 for the facility and salt and sand dome.
- 10-year operating costs savings of \$220,976
- Gains from the sale would be approximately \$3,550,000

Overall, the estimated savings of this business case is **\$4,606,983** which includes the divestment of the property including the facility and sand/salt storage domes.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Facility location does not align with long-term operational needs; it is located further north and less accessible for efficient service deployment in the southwestern parts of the County.

Building Condition

- The facility requires escalating capital investment to remain viable.

Impact to Service Level

- Service levels will be maintained through relocation of operations to a more central and better-equipped facility.
- Improved efficiency and modern working environment without compromising service delivery.

Utilization / Users

- Large facility/property with only a handful of staff working out of this location

Financial Considerations

- Reduces operating costs and eliminates the need for costly facility renewal.
- Avoids large new capital outlays for accessibility or modernization.
- Unlocks substantial property value for reinvestment in priority infrastructure or financial reserves.
- Operating costs to keep an underutilized facility not good value for taxpayer dollars.

Historical / Community Significance

- The facility is not heritage-designated and holds limited community engagement function.
- Repurposing or selling the property aligns with operational and financial stewardship.

Alternative Option: Keep the Facility as the Centralized West Yard

An alternative to the recommended option is to retain the Courtland Operations Building and turn it into the location of the western centralized yard. Under this alternative option, the property and building would serve as the new west centralized yard and the West 45 Yard would be divested instead.

This option presents several limitations:

- The existing footprint of the existing facility is much smaller than the West 45 yard and would require substantially more investment to accommodate it as a centralized west yard.
- There is a significant woodlot on the property that would need to be removed to accommodate the expanded yard construction. The woodlot is not a natural heritage feature; however, the community would most likely not be in favour of cutting it down.
- The location is not as favourable as the West 45 location for servicing the western part of the County.

As a result, while technically feasible, **this alternative does not support the County's long-term operational direction and is not recommended** when compared to the benefits of an expanded and modernized yard.

D. Villa Nova Operations Building

A Business Case for Divestment

The Villa Nova operations site, located at 1355 County Road 9, sits on a 122,000 sq. ft. parcel in the community of Villa Nova. The property includes a main operations building, a salt dome, and unheated storage.

Villa Nova is located near the northern boundary of the County and in close proximity to other satellite locations (Dundurn).

1355 County Road 9, Villa Nova

- Building Footprint Area: 7,969 sf
- Parcel Size: 122,000 sf
- Year constructed: 1960
- Current Condition: **Fair**
- **Value: \$1,325,000**



Recommended Option – Divest the Villa Nova Operations Property

With investments planned at the Facility Operations Building in Simcoe which was identified as the potential future East Main Yard, the Villa Nova property is no longer required for core operations. The recommended scenario is to divest the Villa Nova property and transition its remaining operational functions to the Facility Operations Building at 591 Norfolk Street South, once the recommended expansion is complete.

This approach allows the County to:

- Eliminate the need for substantial future capital investment at Villa Nova,
- Consolidate operations to more strategic and centrally located facilities, and
- Unlock the significant property value for reinvestment in priority assets or debt reduction.

Rationale

The rationale supporting this recommendation includes:

- Villa Nova is on the far northern edge of the County, limiting its strategic utility compared to more centrally located facilities. Proximity to other satellite yards and the future East Main Yard (Simcoe) reduces the operational need to retain the Villa Nova site.
- The property is too far north and is too small to accommodate the needs of a centralized eastern yard.
- The current facility is in 'Fair' condition and has significant capital renewal requirements, including Occupational Health and Safety Act (OHSA) staff amenity upgrades.
- The property holds significant market value and offers the opportunity for divestment.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Finalize plans for the transition of operations to the Facility Operations Building upon completion of its expansion.
- Prepare the sale of the Villa Nova property including necessary environmental and property assessments.
- Complete property divestment in year 5 after the completion of the Facilities Operations Building expansion.

Timeline

The recommendation proposes that property is divested in Q3 – 2029, after the completion of the Facilities Operation Building expansion and the transition of staff.

Risks & Mitigation

Table 15 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 15 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Liability		Reduces the number of properties that may have poor condition, or security challenges due to inactivity / location.
Environmental		Reduces the number of properties with fuel, salt, or other potential environmental impacts. Potential GHG reductions related to winter route efficiency and material replenishing.
Financial		Net capital and operating savings.
Legislative		Reduces the need to invest in OSHA improvements for compliance of this facility. No change to conformance to minimum maintenance standards is expected for roads maintenance.
Levels of Service	Potential minor change to responsiveness to roads-related issues in the northeast area of the County.	Reduced risk of having staff dispersed in numerous locations across the County. This will actually increase the level of service and responsiveness of staff.

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
	Mitigation: Satellite locations will still remain available for winter sand/salt reloading.	
Operational	Minor operational disruptions may be incurred during transition phase. Mitigation: Robust Communication & Transition Plan.	

Financial Considerations

The following outlines the financial considerations associated with this recommendation:

- The renewal capital needs for the existing facility would be avoided; therefore, the facility renewal capital savings is \$1,165,228.
- A 10-year net operating savings of \$211,836, reflecting the avoided operating costs of carrying the building.
- The gains from sale of the property are approximately \$1,325,000.

Overall, **the 10-year net savings is \$2,702,064.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Facility location does not align with long-term operational needs; it is remote and less accessible for efficient service deployment.
- Transitioning functions to a central location improves access, coordination, and resource management.

Building Condition

- The facility requires escalating capital investment to remain viable.
- It does not meet accessibility standards or provide adequate staff amenities.

Impact to Service Level

- Service levels will be maintained through relocation of operations to a more central and better-equipped facility.
- Provides a more efficient and modern working environment without compromising service delivery.

Financial Considerations

- Reduces operating costs and eliminates the need for costly facility renewal.
- Avoids large new capital outlays for accessibility or modernization.
- Unlocks substantial property value for reinvestment in priority infrastructure or financial reserves.

Historical / Community Significance

- The facility is not heritage-designated and holds limited community engagement function.
- Repurposing or selling the site aligns with operational and financial stewardship.

Alternative Option: Retain and Expand as Main East Yard

An alternative option would be to invest in Villa Nova as a Main East Yard. This location is too small to be fully developed as the main eastern yard, in addition, it would:

- Require significant investment in capital upgrades and expansion,
- A loss of potential property sale revenue,
- Continued operating costs for a less strategically located site.

Due to its location in the far northwest corner of the county and its proximity to Dundurn property and its limited size, it would not be a viable East Yard location. For these reasons **it is not the recommended option** due to the superior location, scale, and investment of the Facilities Operations Building in Simcoe.

E. Central Yard Operations Building

A Business Case for Repurposing

The Central Yard Operations building at 340 Argyle Avenue in Delhi sits on a 98,500-square-foot parcel and includes a main operations building, a salt dome, and an unheated storage structure. Historically, it has supported road operations in central Norfolk County.

This site has been identified for repurposing as a satellite yard. With the West Yard recommended as the future Main West Yard and the Facilities Operations Building as the future Main East Yard, the Central Yard's location makes it well-suited to house satellite salt and sand domes without having to maintain and operate the entire operations building.

340 Argyle Avenue, Delhi

- Building Footprint: 6,819 sf
- Storage Building: 1,800 sf
- Parcel Size: 98,500 sf
- Year constructed: 1975
- Current Condition: **Very Poor**



Recommended Option: Repurpose the Central Yard Property

The recommended option is to repurpose the Central Yard Operations property as a satellite site only and decommission the existing operations building while retaining the salt and sand domes. This eliminates costly and redundant infrastructure, supports long-term capital planning, and maintains operational efficiency by ensuring northern coverage.

Rationale

The rationale supporting this recommendation includes:

- The site is north of the proposed Main West Yard, providing strategic salt and sand dome coverage in the northwestern part of the County.
- It is strategically located in Delhi, one of the County's identified growth areas.
- The main building requires major capital investment to remain operational and compliant.
- The property is constrained and unable to be expanded to function as the West Yard.
- Its location is not as preferred as the West 45 yard.
- Service levels can be sustained using only the salt and sand domes, avoiding unnecessary reinvestment in the building.

Key Action

The forecasted short-term and long-term key actions for this building include:

- Finalize plans for the transition of operations to the West Roads yard on 45 upon completion of its expansion.
- Decommission the Central Yard main building.
- Upgrade the existing sand/salt domes (already identified in the Capital Budget).

Timeline

The building is proposed to be repurposed in Q3 – 2029, after the construction of both the main west yard and main east yard.

Risks & Mitigation

Table 16 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 16 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Liability		Reduces the number of properties that may have poor condition, or security challenges due to inactivity / location.
Financial		Net capital and operating savings.
Legislative		Reduces the need to invest in OHSA improvements for compliance of this facility. No change to conformance to minimum maintenance standards is expected for roads maintenance.
Levels of Service		Will ensure that there is winter sand/salt reloading in the North of the County to maintain service levels
Operational	Minor operational disruptions may be incurred during transition phase. Mitigation: Robust Communication & Transition Plan.	
Public Safety		Reduces some of the risk of community safety issues related to operational traffic in residential areas.

Financial Considerations

The net savings and revenue associated with this recommendation over the next ten years is estimated as follows:

- The renewal capital needs for the existing facility would be avoided; therefore, the facility renewal capital savings is \$707,375.
- A net operating cost savings of \$336,000.
- There would also be a cost of approximately \$300,000 to demolish the main building.

Overall, **the net 10-year savings are \$743,375.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- The main operations building no longer aligns with long-range operational requirements.
- Functional needs will be fully met by the Main West Yard at the West 45 Yard and the Main East Yard at the Facilities Operations Building.
- The property will serve as sand and salt reloading station in the northwest.

Building Condition

- The main operations building requires extensive capital renewal, if retained.
- Facility condition of main building poses risk to long-term service sustainability, if retained.

Impact to Service Level

- Service levels are enhanced by this recommendation.

Financial Considerations

- Avoids future capital outlays for a maintaining a facility in that is well past its useful life.
- Repurposes a property that is already County-owned.

Historical / Community Significance

- The facility holds no heritage or cultural designation and is not a significant point of community engagement.

Alternative Option: Retain Central Yard Operations Building as Main Yard

An alternative option would involve retaining the Central Yard Operations Building as part of the County's long-term operational network. Under this option, the facility would continue to operate in its current capacity potentially serving as a backup or overflow yard to support peak seasonal demand. However, this option presents significant drawbacks:

- The facility is in poor condition, requiring over \$707,000 in immediate capital renewal over the next 10 years just to remain safe, compliant, and operationally viable, however,

it would require a great deal more investment to make it a viable, functioning yard into the future.

- The ongoing 10-year operating costs of \$336,000 would continue to place a burden on the County's budget, with minimal strategic return.
- The geographic location for a main operations yard does not provide unique advantages, as nearby assets (West Yard and the Facilities Operations Building) can sufficiently cover service needs in the region.

While this approach avoids the need to relocate operations, it delays modernization, and introduces continued capital and operating costs, with little strategic value. As a result, **retaining the main operations building on this site is not recommended.**

F. Schellburg Operations Building

A Business Case for Divestment

The Schellburg Operations Yard, located at 8 Schellburg Avenue within an approximately 138,000 sf parcel and consists of a main building, a salt dome, and an unheated storage. The facility has historically supported road operations in the western portion of Norfolk County.

The Schellburg Operations Building has been identified as a candidate for divestment. With the Facilities Operations Building recommended as the future Main East Yard, and both the Bonnie Heath Satellite property (located to the northeast) and the Walsh Satellite property (located to the southwest), are being retained to support salt and sand re-loading, the continued use of the Schellburg facility is no longer operationally required. Its functions can be effectively absorbed by the expanded and geographically distributed network of main operation buildings and satellite yards.

8 Schellburg Avenue, Simcoe

- Building Footprint Area: 15,000 sf
- Storage Building: 1,500 sf
- Parcel Size: 137,830.9 sf
- Year constructed: 1962
- Current Condition: **Fair**
- Market Value: **\$2,200,000**



Recommended Option: Divest Schellburg Operations Facility

The recommended option is to divest the Schellburg Operations building and transition its existing functions to the Facilities Operations Building and satellite yards. This approach supports long-term operational efficiency and capital planning objectives by eliminating costly, redundant infrastructure and leveraging higher value, centrally located assets.

Rationale

The rationale supporting this recommendation includes:

- The site is close to the Facilities Operations Building (recommended as the future Main East Yard) and to nearby satellite sites such as Bonnie Heath and Walsh.
- The Schellburg Yard does not provide a unique functionality or geographic advantage that is not already addressed by other facilities.
- The site requires significant capital renewal to remain operational and compliant.
- Service levels can be maintained through existing and future infrastructure without any negative impacts.
- The property holds significant market value and offers the opportunity for divestment.
- The property is surrounded by several other County owned vacant properties that have little value currently due to the fact that a works yard sits in the middle of them, however, bundled together these properties could yield a much higher value, and could potentially be repurposed into a residential neighborhood in Simcoe.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Complete expansion and commissioning of the Facility Operations Building as the main east yard.
- Develop and implement a decommissioning and transition plan for operations currently housed at Schellburg.
- Prepare and divest the Schellburg property through appropriate channels, including necessary environmental, zoning, and market preparation.

Timeline

The building is proposed to be divested in Q3 – 2029, after the construction of the main east yard.

Risks & Mitigation

Table 17 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 17 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Liability		Reduces the number of properties that may have poor condition.
Environmental	Further drive from office to worksite for Park staff increasing fuel consumption.	Reduces the number of properties with fuel, salt, or other potential environmental impacts. Potential GHG reductions related to winter route efficiency and material replenishing.
Financial		Net capital and operating savings.
Legislative		Reduces the need to invest in OSHA improvements for compliance of this facility. No change to conformance to minimum maintenance standards is expected for roads maintenance.
Levels of Service		Not expected to reduce service levels as it is close to the Facilities Operation Building.

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Operational	Minor operational disruptions may be incurred during transition phase. Mitigation: Robust Communication & Transition Plan.	
Public Safety		Reduces risk of community safety issues related to operational traffic in residential areas.
Reputational Risk		Reduces negative optics related to community impact / safety issues related to operational traffic in residential areas.

Financial Considerations

The net savings and revenue associated with this recommendation for the next ten years is estimated as follows:

- The renewal capital needs for the existing facility would be avoided; therefore, the facility renewal capital savings is \$1,191,976.
- Operating cost savings of \$381,600.
- Gains from the sale of the property of approximately \$2,200,000.

Overall, **the 10-year net savings are \$3,773,576.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- The facility no longer aligns with long-range operational requirements.
- Functional needs will be fully met by the Main East and West Yard and nearby satellite sites.
- The property is located in the midst of a residential neighborhood and is disruptive to residents.

Building Condition

- The property requires extensive capital renewal, if retained.
- Facility condition poses risk to long-term service sustainability, if retained.

Utilization / Users

- Parks staff also occupy this facility and would need to be relocated to FOB.

Impact to Service Level

- Service levels are not negatively affected by this recommendation.
- Operational effectiveness is preserved through reallocation to more modern, strategically located facilities.

Financial Considerations

- Reduces both capital and operating costs, eliminating a non-essential asset from the County's portfolio.
- Avoids future capital outlays for a facility in declining condition.
- Unlocks an estimated \$2.2 million in revenue potential through property divestment.

Historical / Community Significance

- The facility holds no heritage or cultural designation and is not a significant point of community engagement.
- The divestment supports a balanced approach to financial stewardship and operational necessity.

Alternative Option: Retain the West Roads Yard

An alternative option would involve retaining the Schellburg Operations Building as part of the County's long-term operational network. Under this option, the facility would continue to operate in its current capacity potentially serving as a backup or overflow yard to support peak seasonal demand. However, this option presents significant drawbacks:

- The facility is in poor condition, requiring over \$876,604 million in capital renewal over the next 10 years to remain safe, compliant, and operationally viable.
- The 10-year operating costs of \$381,600 would continue to place a burden on the County's budget, with minimal strategic return.
- The yard's geographic location does not provide unique advantages, as nearby assets (Facilities Operations Building main yard and satellite sites) can sufficiently cover service needs across the County.

While this approach avoids the need to relocate operations, it delays modernization, misses a high-value divestment opportunity, and introduces continued capital and operating costs. As a result, **retaining the site is not recommended.**

G. Dundurn Satellite Property

A Business Case for Retaining as a Satellite Property

The Dundurn satellite property, located at 474 County Road 5 in Dundurn, occupies a 443,300 square foot parcel in the northern part of Norfolk County. The site currently consists of a main storage building and a sand dome and has historically served as a localized support facility for winter road maintenance.

The Dundurn property has been assessed for its long-term operational relevance, condition, and geographic advantage. Given its location and functional simplicity, Dundurn is well-suited for continued use as a satellite salt and sand loading facility, supporting northern routes during winter operations.

474 County Road 5, Dundurn

- Main Building Footprint Area: 1,200 sf
- Parcel Size: 443,300 sf
- Sand Dome constructed: 1989
- Current Condition: **Good**



Recommended Option: Retain Satellite Property for Salt and Sand

The recommended option is to retain the Dundurn property for continued use as a satellite property for salt and sand reloading. This use supports the County's broader operational network by ensuring access to key materials, such as salt and sand, during winter operations.

This option enhances winter maintenance effectiveness, avoids the need for new infrastructure or facility investment, and maintains a County-owned asset with low capital risk and high geographic utility.

Rationale

The rationale supporting this recommendation includes:

- The site location supports efficient coverage and reduces travel time for material replenishment.
- The facility is in good enough condition to support continued low-intensity operational use without major upgrades and investments.
- Retaining the Dundurn Satellite property avoids the need to establish a new northern satellite, if other yards are divested.

Key Actions

The forecasted key actions for this building are to continue operating and performing maintenance on the property, as planned.

Risks & Mitigation

Table 18 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 18 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Legislative		Enables the County to maintain conformance to minimum maintenance standards for roads maintenance
Levels of Service		Continues to enable maintenance of winter service levels.

Timeline

Ongoing satellite operation.

Financial Considerations

The existing 10-year renewal cost is \$209,322. No additional costs would be incurred as a result of this recommended option.

Overall, the existing cost is **\$209,322** for the repairs and maintenance costs associated with maintaining the property (which is already in the 10-year Capital Budget).

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- The satellite function aligns with long-term operational needs by supporting distributed service delivery.
- Enhances convenience and routing flexibility for road operations teams.

Impact to Service Level

- Contributes to improved service levels as part of a broader strategy to support efficient road operations
- Ensures reliable access to materials during critical response periods.

Financial Considerations

- Avoids large capital outlays by repurposing an existing asset instead of investing in a new northern facility.
- Maintains low annual operating and renewal costs.
- Represents a cost-effective use of an existing County asset.

Building Condition

- Renewal needs are modest and manageable.
- Site condition is suitable for continued low-intensity use, especially given its limited staffing and equipment demands.
- Repurposing leverages past capital investments while reducing the risk of holding surplus or deteriorating assets.

Historical / Community Significance

- While the site has no formal heritage designation, continued municipal use respects past investments and maintains public value.
- Keeping the facility active supports local operational presence and service delivery.

Alternative Option: Divest Dundurn Satellite Property

An alternative to the recommended option would be to divest the Dundurn site. However, doing so would require the County to either establish a new satellite location in the northern part of the County to maintain operational coverage, particularly for salt and sand loading along extended routes, or to retain the Villa Nova site as an alternative northern support yard.

Neither of these options are ideal for the following reasons:

- Purchasing a new property to replace Dundurn would be more expensive than continuing to maintain the existing site.
- When comparing the benefits of Dundurn versus Villa Nova, the renewal and operating costs for Villa Nova are significantly higher than those associated with Dundurn, making it a less cost-effective alternative.
- In addition, retaining Villa Nova would result in a missed opportunity to generate revenue through the recommended divestment, which could otherwise be reinvested into priority infrastructure.

For these reasons, **the divestment of the Dundurn Satellite Property is not recommended.** Retaining Dundurn continues to offer the most practical and financially responsible way to support northern operations.

H. Walsh Satellite Property

A Business Case for Maintaining as a Satellite Property

The Walsh Satellite Property is located at 984 Charlottesville Road 7 in Walsh within approximately 50,684 sq. ft parcel and consists of a salt dome.

The Walsh Satellite property has been assessed for its long-term operational relevance, condition, and geographic advantage. Given its location and functional simplicity, the Walsh property is well-suited for continued use as a satellite salt loading facility, supporting south-western routes during winter operations.

984 Charlottesville Road 7, Walsh

- Dome Diameter: 24 m
- Parcel Size: 50,684 sf
- Year constructed: Not provided. Assumed to be 2000
- Current Condition: **Good**



Recommended Option: Retain Satellite Property for Salt and Sand

The recommended option is to retain the Walsh property for continued use as a satellite site for salt reloading. This use supports the County's broader operational network by ensuring operational access to key materials during winter operations.

This option enhances winter maintenance effectiveness, avoids the need for new infrastructure or facility investment, and maintains a County-owned asset with low capital risk and high geographic utility.

Rationale

The rationale supporting this recommendation includes:

- The site location supports efficient plow route coverage and reduces travel time for material replenishment.
- The facility is in good enough condition to support continued low-intensity operational use without major upgrades and investments.
- Retaining the Walsh property avoids the need to establish a new southern satellite location.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Continue operating as per usual.
- Continue conducting maintenance on the property, as planned.

Timeline

Ongoing satellite operation.

Risks & Mitigation

Table 19 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 19 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Legislative		Enables the County to maintain conformance to minimum maintenance standards for roads maintenance
Levels of Service		Enables the County to maintain conformance to minimum maintenance standards for roads maintenance

Financial Considerations

The existing 10-year capital building renewal cost is \$113,025. No additional costs would be incurred. Overall, the cost would be **\$113,025** which includes the existing repairs and maintenance on the domes (which is already in the 10-year Capital Budget).

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- The satellite function aligns with long-term operational needs by supporting distributed service delivery.
- Enhances convenience and routing flexibility for road operations teams.

Impact to Service Level

- Contributes to improved service levels as part of a broader strategy to support efficiencies.
- Ensures reliable access to materials during critical response periods.

Financial Considerations

- Avoids large capital outlays by repurposing an existing asset instead of investing in a new northern facility.
- Maintains low annual operating and renewal costs.

Building Condition

- Renewal needs are modest and manageable.

I. Loader Storage Satellite Property

A Business Case for Divestment

The Loader Storage is located at 3090 Highway 59 in Langton (ON) within an approximately 622,000 square feet (sf) parcel and consists of a storage (main building), and two salt domes.

The Loader storage property has been assessed for its long-term operational relevance, condition, and geographic advantage. Given its proximity to the West Yard, the satellite property is redundant and not required to maintain operational efficiency or service levels.

3090 Highway 59

- Main Building Footprint Area: 600 sf
- Parcel Size: 622,000 sf
- Year constructed: Not provided. (Circa 1990)
- Current Condition: **Fair**
- Market Value: **\$1,550,000**



Recommended Option: Divestment of the Loader Storage

The recommended option is to divest the Loader Storage Satellite property. This use supports the County's broader operational network by ensuring operational access to key materials during winter operations.

This option enhances winter maintenance effectiveness, avoids the need for new infrastructure or facility investment, and maintains a County-owned asset with low capital risk and high geographic utility.

Rationale

The rationale supporting this recommendation includes:

- The site is close to the West Road Yard (recommended as the future Main West Yard).
- The Loader storage does not provide unique functionality or geographic advantage that is not already addressed by other facilities.
- The site requires significant capital renewal to remain operational and compliant.
- Service levels can be maintained through existing and future infrastructure without any negative impacts.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Complete expansion and commissioning of the West Road Yard as the main west yard.
- Prepare and divest the loader storage property through appropriate channels, including necessary environmental, zoning, and market preparation.

Timeline

The building is proposed to be divested in year 5 after the construction of the main west yard.

Risks & Mitigation

Table 20 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 20 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Liability		Reduces the number of properties that may have poor condition, or security challenges due to inactivity / location.
Financial		Net capital and operating savings. And revenue from divestment.
Levels of Service		Not expected to reduce service levels as West 45 is close to this location for salt and sand.

Financial Considerations

The net savings associated with this recommendation are as follows:

- The renewal capital needs for the existing facility would be avoided; therefore, the facility renewal capital savings is \$300,000.
- Gains from sale of approximately \$1,550,000.

The overall **10-year net savings of divesting the property is \$1,850,000.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Facility location does not align with long-term operational needs; it is remote and less accessible for efficient service deployment.
- Transitioning functions to a central location improves access, coordination, and resource management.

Impact to Service Level

- Service levels will be maintained through relocation of operations to a more central and better-equipped facility.

- Provides a more efficient and modern working environment without compromising service delivery.

Financial Considerations

- Eliminates the need for facility renewal.
- Unlocks property value for reinvestment in priority infrastructure or financial reserves.

Historical / Community Significance

- The facility is not heritage-designated and holds limited community engagement function.

J. Materials Recovery Facility

A Business Case to Divest Facility

The Materials Recovery Facility currently operates under a lease agreement with a contracted recycling service provider. The facility has historically played a role in Norfolk County's recycling operations; however, significant provincial legislative changes shifted the responsibility for recycling services away from the County and toward producers under the new Extended Producer Responsibility (EPR) framework.

Given this shift, the MRF is no longer aligned with the County's long-term operational mandate or facility needs. The property represents an opportunity to remove an operational liability, support broader portfolio rationalization, and unlock potential revenue through divestment.

The current Lessee may be the ideal candidate for purchase.

28 Grigg Drive, Simcoe

- Main Building Footprint Area: 16,955 sf
- Storage Building Footprint Area: 5,200 sf
- Parcel Size: 175,323 sf
- Year constructed: 1990
- Current Condition: **Fair**
- Market Value: **\$1,200,000**



Recommended Option: Divest

The recommended option is to divest the MRF in alignment with the ongoing transition in legislative responsibility for recycling. This option would eliminate an asset that is no longer core to municipal service delivery while ensuring a managed and smooth service transition through the existing contracted provider.

Rationale

The rationale supporting this recommendation includes:

- The facility is currently leased to the County's recycling contractor and remains in use for transitional operations.
- Under new provincial recycling legislation, Norfolk County is no longer responsible for managing recycling services.
- The facility does not align with the County's evolving responsibilities or long-term infrastructure planning needs.
- The County has limited need to maintain ownership or control of the site.
- This reduces ongoing operating costs associated with maintaining a non-core facility and avoids future capital investment in a building that is no longer aligned with County services.
- It unlocks potential property value through divestment proceeds and removes long-term liability while supporting strategic facility portfolio optimization.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Review options with the existing tenant to see if there is an interest in purchasing the facility.
- Engage with the existing contractor to ensure continued service delivery until the divestment is completed.
- Prepare the property for market including any required assessments or asset valuation.

Timeline

It is recommended to initiate the divestment process in Year 1.

Risks & Mitigation

Table 21 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 21 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Liability		Reduces the liability risks associated with renting the property to a third party.
Environmental		Reduces the number of properties with potential contamination or other environmental impacts.
Financial		Net capital and operating savings.
Reputational	Loss of opportunity for lessee, as facility is currently leased for third party to operate business (formerly a municipal service). Mitigation: Provide suggestions to lessee for other options.	

Financial Considerations

The net savings and gains for the next ten years are estimated to include:

- The renewal capital needs for the existing facility would be avoided; therefore, the facility renewal capital savings is \$384,581.
- A 10-year net operating cost savings of \$355,500.
- Gains from the sale of approximately \$1,200,000.

Overall, the 10-year net savings are **\$1,940,081** which includes the elimination of repairs operating costs and the gain from the sale.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- The facility no longer supports the County's service model, given the shift in responsibility under provincial regulation.
- Ongoing use is not required for County operations.

Utilization / Users

- The facility is used exclusively by a single contractor, and not by County staff or the general public.
- Utilization is expected to further decline following the full transition to producer-led recycling.

Historical / Community Significance

- The facility does not have heritage designation.
- There is no significant community investment in the building or operations.
- Public visibility and engagement with the site are limited.

Financial Considerations

- Eliminates operating and maintenance costs for a non-essential facility.
- Avoids capital costs associated with upgrades or compliance.
- Creates potential for asset liquidation and reinvestment into priority areas.

Alternative Option: Maintain and Lease the MRF

An alternative to divestment would be to retain ownership of the MRF and continue to lease the facility to a third-party operator under the new provincial recycling framework. This approach would allow the County to preserve the asset and potentially generate ongoing lease revenue.

While this option provides a revenue stream, it presents several limitations:

- The facility's operational relevance to the County has disappeared, and its continued use is entirely dependent on third-party demand.
- The County would retain liability for building maintenance, renewal, and any site-related risks (e.g., insurance, compliance, environmental).

- Market conditions and future interest in leasing the space remain uncertain, creating financial risk and potentially resulting in an underutilized asset.

While leasing may provide short-term income, it does not align with the County's decision-making criteria and no longer supports County services. Therefore, **this option is not recommended** compared to full divestment, which offers a more definitive and strategic resolution.

K. Old Port Dover Public Works Yard

A Business Case to Divest

The Old Port Dover Public Works Yard, located at 212 Nelson Street East in Port Dover, occupies a parcel of land, and is currently leased to a private tenant. The site formerly supported municipal operations but has since become redundant in the County's service delivery.

The building is in poor condition and is not actively required for current or planned County operations.

This business case recommends the termination of the lease arrangement, which has been an informal arrangement over the last several years, and full divestment of the property which would eliminate future liabilities, unlock revenue from divestment, and result in capital savings which could be used for reinvestment in priority facilities.

212 Nelson Rd, Port Dover

- Main Building Footprint Area: 5,200
- Parcel Size: 175,323 sf
- **Value: \$445,000**



Recommended Option: Divest the Old Port Dover Public Works Yard

The recommended option is to discontinue the lease agreement and proceed with the divestment of the property. This option eliminates the need for significant capital investment in a facility that no longer provides operational or strategic value and creates a modest revenue opportunity from the property sale.

Rationale

The rationale supporting this recommendation includes:

- The facility is no longer needed to support County operations or future service planning.
- The building condition is in 'very poor' condition, with escalating renewal needs, requiring substantial capital investment if retained.
- The property presents limited community benefit as it is used exclusively by a private tenant.
- Divestment would eliminate future liabilities and enable the reallocation of funds to higher-priority assets with broader community value.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Notify the current tenant and initiate termination of the lease agreement in accordance with applicable terms.

- Complete necessary assessments or appraisals to prepare the property for sale.
- Proceed with the divestment process targeting completion in Year 2.

Timeline

The recommended divestment is to be completed Q1 – 2026.

Risks & Mitigation

Table 22 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 22 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Liability		Reduces the number of properties that are in poor condition and with security challenges due to inactivity / location, and liability associated with rentals.
Environmental		Reduces the number of properties with potential historic environmental impacts.
Financial		Net capital and operating savings.
Public & Staff Health or Safety		Reduces risk of safety concerns due to aging building.
Reputational	Loss of opportunity for lessee, as facility is currently leased to third party. Mitigation: Suggest other options for the lessee.	Reduces negative optics about underutilized or poorly maintained properties.

Financial Considerations

The following outlines the financial considerations associated with this recommendation:

- Avoidance of capital renewal investments in the building worth \$670,000.
- Gains from the sale of the property would be approximately \$445,000.

Overall, **the 10-year net savings and revenue are \$1,115,000** which includes the elimination of maintenance and repair costs and the gain from the sale.

Alignment to Decision Making Criteria

The following describes how this recommendation aligns with the County principles:

Utilization / Users

- The facility is used exclusively by one private tenant offering little value to broader County operations or community users.

Building Condition

- The building is in very poor condition and would require major capital investment.
- Divestment allows the County to avoid future liabilities and eliminate risks associated with holding aging infrastructure.

Financial Considerations

- Significantly reduces operating and capital costs over the next decade.
- Unlocks revenue that can be reinvested in community-serving infrastructure.
- Improves the overall financial sustainability of the County's asset portfolio.

Historical / Community Significance

- The building is not heritage-designated and has a limited community profile.

Impact to Service Level

- There is no direct impact to service delivery, as the building does not currently support any core County services.

Alternative Option: Maintain and Continue to Lease

An alternative to divestment is to retain ownership of the Old Port Dover Public Works Yard and continue leasing it to a private tenant. This approach would allow the County to preserve the property as a passive revenue-generating asset while avoiding the immediate need to divest.

While this option may generate modest short-term income, it presents several limitations:

- The facility is in very poor physical condition and will require an estimated \$670,000 in capital renewal over the next 10 years to remain viable and safe for occupancy.
- The building does not support any County-led operations and has no foreseeable role in future service delivery planning.
- The lease revenue is unlikely to fully offset the costs of capital upgrades and maintenance, resulting in negative long-term value for the County.
- The County would continue to carry liability for the building.

While this option postpones the decision to divest, it does not align with the County's decision-making criteria. Retaining a single tenant in a building with high renewal costs offers limited benefit and prolongs exposure to operational and financial risk. For these reasons, continued leasing is not recommended compared to full divestment.

8.3. Scenario: Fire and EMS Facilities

The County places a high priority on the health and safety of its residents underscoring the importance of maintaining effective, responsive emergency services. Fire stations and EMS bases are strategically located to ensure optimal coverage across the region.

A scenario has been developed from a set of business cases that focus exclusively on emergency services where a recommended option, with an alternative option, were considered as outlined in Table 23. Each business case includes the recommended option, supporting strategic rationale, key implementation actions, estimated costs, and alignment with County decision-making principles.

Table 23 Recommended Options

Business Case	Recommended Option	Alternative Option
A. St. Williams Fire Hall	Decommission and Replace St. Williams Community Centre with a New Joint Fire and EMS Station	
B. Waterford Joint Fire & EMS Base	Build Addition on Existing Waterford Joint Fire / EMS Building for EMS	
C. Culver Operations Building	Revert Culver Operations Building (COB) to a Fire Administrative Headquarters and Keep Delhi temporarily as the EMS HQ	Keep Fire / EMS Chief and Administrative staff at Delhi Administrative Building

In the long term, the EMS envisions a purpose-built headquarters. However, for the short term, the Delhi Administration Building has been identified as an optimal centralized location for the EMS Chief and staff, and the COB has been identified as the location for the Fire Chief and administrative staff. To enable fire volunteers and EMS to perform their duties effectively, it is important that they have a quiet space away from others after exposure to traumatic incidents. Therefore, it is recommended that non-emergency County staff do not co-locate with Fire or EMS personnel. The administrative strategy also includes the proposal to relocate Human Resources and IT functions away from the COB which supports the business case to utilize the COB as a centralized location for the Fire Chief and administrative staff.

Addressing the aging infrastructure of EMS and fire stations is especially important, with the County's population projected to grow. This growth will increase demands for emergency services and necessitate additional stations/bases. Leadership interviews have highlighted the urgent need for upgrades, noting that the current stations do not adequately meet response area needs. First responders have expressed concerns about struggling with response times, particularly in rural areas.

Historically, both fire stations and EMS bases have received only temporary fixes, resulting in reactive modifications that fail to provide modern functionality. The design and size limitations of these facilities hinder their adaptability.

It is recommended to maintain the number of fire and EMS stations currently existing within the Norfolk Facility portfolio and to invest additional funding to ensure that the facilities are upgraded to meet the needs of the volunteers and staff working out of these locations. Specifically look to renovate the 4 EMS bases that are not joined with fire stations to ensure that they meet the current and future needs of the staff. Repairs would include functional and cosmetic upgrades to ensure staff are able to meet the communities needs.

The St. Williams fire station is in notably poor condition and has limited potential for expansion due to property constraints. Therefore, it is recommended to convert the St. Williams community center, located directly across the street from the fire station, into a new fire station to replace the existing facility.

The County recently completed a Fire Master Plan that recommended longer term replacements of the Courtland Fire Station and major upgrades to the Simcoe Fire Station (Culver). Our review of these facilities did not recommend these for replacement; however, the Fire Master Plan used a much more detailed rating criteria than simply the building condition and the ability to respond to service demands.

Another emergency facility that is not sustainable is the combined Waterford Fire Station / EMS Base. Despite being in a good geographical location for both EMS and Fire, there is not enough space for EMS staff, equipment, or vehicles. There are also regulatory challenges related to requirements for securing drug inventory, which requires having a secured space for storing inventory.

As part of the broader facilities strategy, key recommendations include expanding the existing Waterford Joint Fire and EMS facility to better accommodate EMS functions, decommissioning the underutilized St. Williams Community Centre to construct a new, co-located Fire and EMS station, and repurposing the Culver Operations Building as the administrative headquarters for Fire and temporarily keeping EMS HQ at Delhi Administration Building (DAB). Figure 21 shows the map of the existing fire and EMS facilities whereas Figure 22 shows the Fire and EMS facilities based on the recommendations in this scenario.

Figure 21 Map of Existing Fire and EMS Facilities

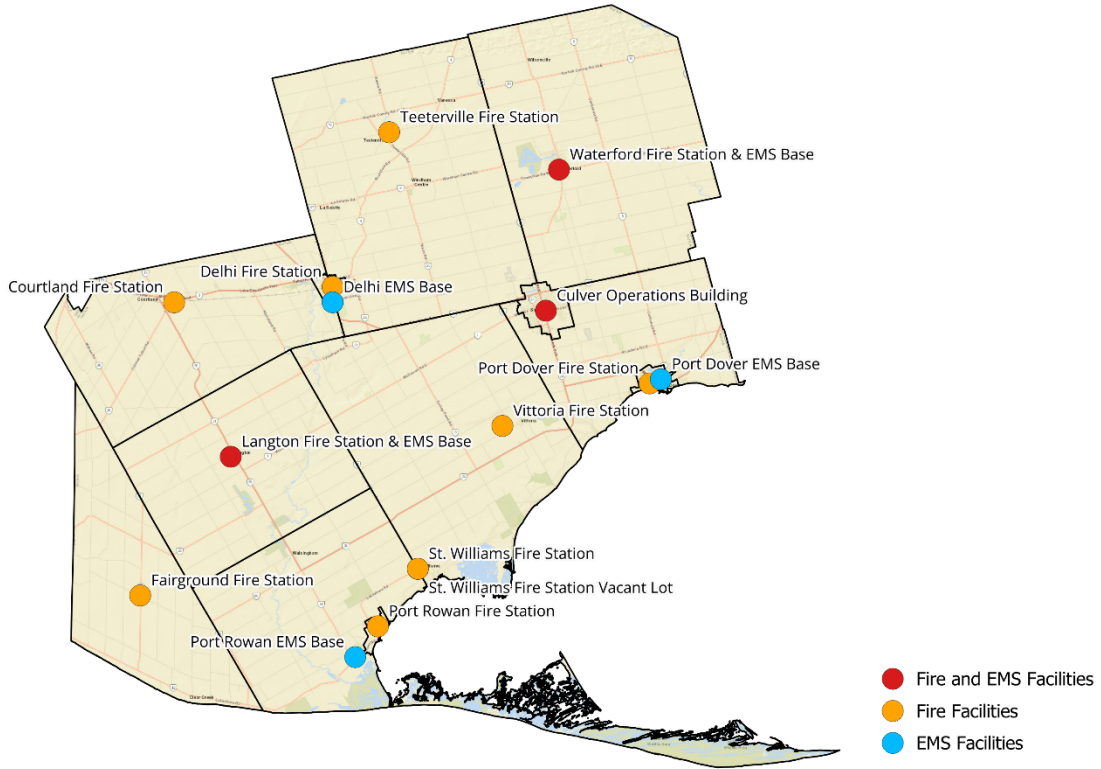
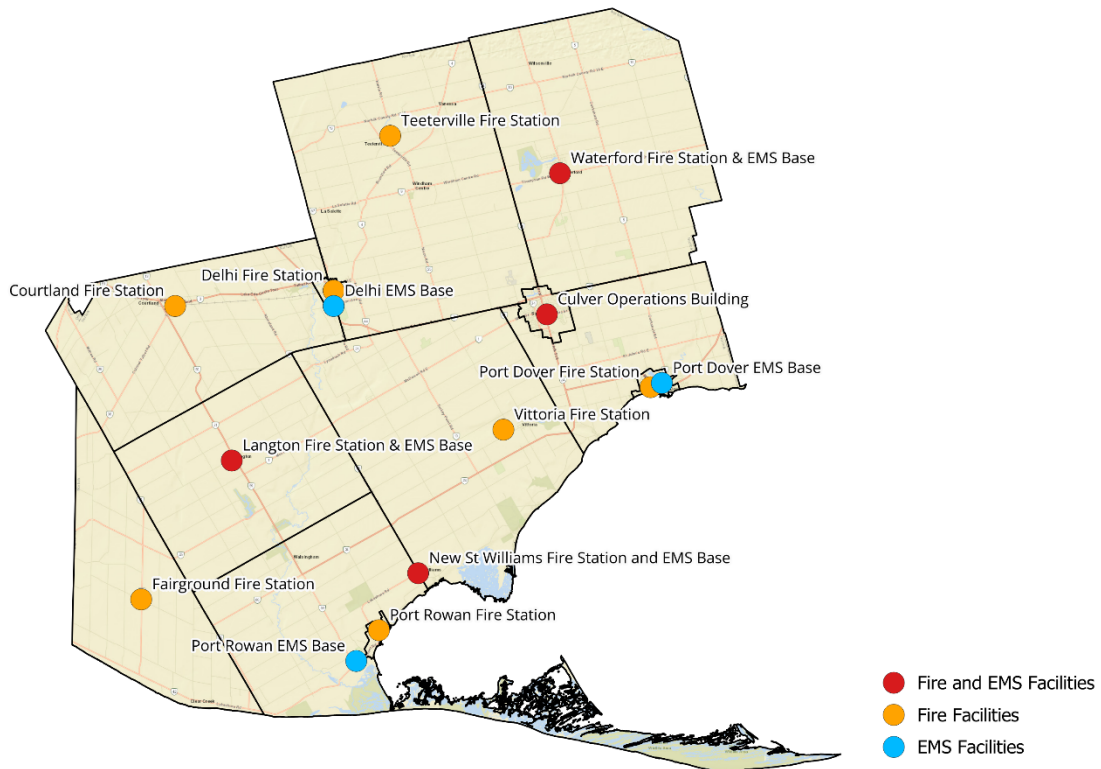


Figure 22 Map of Recommended Fire and EMS Facilities



8.3.1. Decision Making Criteria

Decision-making principles established for Emergency buildings were prioritized in terms of importance (from 1 – 6) by Norfolk County Senior Leadership and Project Team:

1. Functionality
2. Impact to Service Level
3. Financial
4. Building Condition
5. Utilization / Users
6. Historical / Community Significance

8.3.2. Risks

Overall, risks related to the implementation of this strategy are noted below and further described in the business cases:

- Temporary disruption during construction or relocation.
- Cost overruns on major new builds (e.g., \$6.5 M for St. Williams).
- Transition planning challenges, and temporary non-compliance during construction.
- Community concern over closing halls or demolishing centres.
- Staff noted a potential for loss of functionality and suitability in Emergency Services depending on how the new facilities and renovations on existing facilities are designed and constructed (e.g., the facility and renovation designs, PHIPPA compliant, etc.).

8.3.3. Overall Benefits

The following summarizes the overall benefits of implementing this scenario:

- Upgraded facilities through targeted investments.
- Improved emergency response by developing new joint Fire/EMS stations that reduce response times and meet modern standards.
- Enhanced staff safety through ergonomic, code-compliant, purpose-built spaces.
- Cost avoidance by eliminating large renewal expenditures for outdated facilities, with modest net savings achieved on some relocations.
- Positive public perception from visible investment in critical emergency services.
- Greater coordination through the co-location of Fire and EMS services.
- Sustained coverage across the County ensuring continuity of service.
- Dedicated facilities that provide Fire and EMS with their own space separate from other County departments.

Public consultation sessions indicated strong community support for upgrading Fire and EMS stations, with particular emphasis on the St. Williams station.

8.3.4. Financial Considerations

Overall, this scenario has a net cost of **\$7,256,000** over 10 years as a result of the investments needed for upgrades and the expansions.

The overall costs of the new St. Williams joint Fire Station and EMS Base is estimated to be approximately \$6.6 M. The Delhi EMS base, Port Pover EMS base, Port Rowan EMS base and joint Langton Fire Station and EMS base have been identified as being in urgent need of functional upgrades and staff amenity upgrades. The estimated investment cost for each facility building is \$200,000, totaling \$800,000 worth of investments for functional and amenity upgrades. The expansion of the Waterford Fire Station and EMS Base is estimated to cost \$1.4 M.

For all other emergency service facilities, the recommended strategy is to maintain the current use with no significant change.

A breakdown of the costs and savings for each facility is outlined in Table 24.

Table 24 Emergency Facilities – Overall 10 Year Net Costs/Savings

Facility Name	Recommended Action	Net Renewal Cost (\$)	Net Operating Cost (\$)	Gains (\$)	Additional Costs (\$)	Overall Net Costs (\$)	Notes
Culver Operations Building	Improvements	\$0	\$0	\$0	\$400,000	\$400,000	Upgrades to make Fire HQs
St. Williams Fire Station	Dispose	-\$555,700	-\$103,200	\$0	\$300,000	-\$358,900	Demo existing building. Property cannot be sold because of County pumping station on site.
St. Williams Fire Station Vacant Lot	Divest	\$0	\$0	-\$1,575,000	\$0	-\$1,575,000	Sold once the community center is no longer in service
New St Williams Fire Station and EMS Base	New	\$0	\$150,000	\$0	\$6,400,000	\$6,550,000	Build new Fire Station on Community Centre property. Rebuild cost with EMS base in budget already at \$6.4 M
Delhi EMS Base	Improvements	\$0	\$0	\$0	\$200,000	\$200,000	Additional improvements to EMS base
Port Dover EMS Base	Improvements	\$0	\$0	\$0	\$200,000	\$200,000	Additional improvements to EMS base
Port Rowan EMS Base	Improvements	\$0	\$0	\$0	\$200,000	\$200,000	Additional improvements to EMS base
Waterford Fire Station & EMS Base	Additions	\$0	\$39,900	\$0	\$1,400,000	\$1,439,900	Addition for new EMS addition
Langton Fire Station & EMS Base	Improvements	\$0	\$0	\$0	\$200,000	\$200,000	Additional improvements to EMS base
Total		-\$555,700	\$86,700	-\$1,575,000	\$9,300,000	\$7,256,000	

8.3.5. Business Cases

A. St. Williams Fire Hall & EMS

A Business Case to Build the Joint EMS / Fire Station on the St. Williams Community Centre Property

The existing St. Williams Fire Hall (Station 10), located at 180 Townline Street in St. Williams, is situated on a 26,000 sq. ft. parcel of land. The facility, a single-storey fire hall, has an approximate building footprint of 3,094 sq. ft. Over time, the hall has deteriorated significantly and currently fails to meet modern service delivery requirements. Most importantly, the property does not allow for physical expansion due to spatial constraints, limiting its ability to accommodate necessary upgrades or future operational needs.

Furthermore, the site also hosts the St. Williams Booster Pumping Station, which remains a vital piece of municipal infrastructure. As a result, the property cannot be divested or repurposed.

A replacement joint fire and EMS facility has already been identified in the County's 10-year capital plan. This business case explores two potential options for relocating and reconstructing a new joint-use facility to meet modern standards and enhance emergency service delivery in St. Williams.

180 Townline Street 28, St. Williams

- Building footprint area: 3,094 sf
- Parcel Size: 26,000 sf
- Year Constructed: 1946
- Current Condition: **Very Poor**



Recommended Option: Decommission & Replace St. Williams Community Centre with a New Joint Fire and EMS Station

The preferred option involves decommissioning the existing St. Williams Community Centre, located at 80 Queen Street West, and constructing a new joint fire and EMS station on this site.

The community centre site comprises approximately 20,000 sq. ft., offering sufficient area to accommodate a modern joint-use facility. The community centre's utilization rate is low, and the building is in declining condition.

Repurposing this site allows for continued use of the current fire hall during construction, ensuring no service disruption, and allows for the opportunity for the adjacent municipal parking lot (currently serving the community centre as overflow parking) to be divested once the community centre is removed, generating revenue and reducing future maintenance liabilities.

In the development of this facility, it is recommended to ensure there is some community space set aside to accommodate some of what was lost with the St. Williams Community Centre.

Rationale

The rationale supporting this recommendation includes:

- The construction of a new joint-use fire and EMS facility in St. Williams is a committed initiative in the County’s capital plan.
- The community centre’s declining usage and condition make it a strategic candidate for decommissioning.
- The new Fire/EMS facility could include some community space as well to compensate for the loss of the St. Williams Community Centre.
- The site at 80 Queen Street West is sufficient in size and function to accommodate a modern joint-use facility.
- This approach enables the divestment of the surplus parking lot and avoids unnecessary expenditures on renewing outdated facilities.
- During construction, emergency services can continue operations out of the current fire hall ensuring no disruption in public safety coverage.
- The existing fire station is in very poor condition and at the end of its useful life.

Key Actions

The forecasted short-term and long-term key actions for this building include:

- Design the joint fire hall and EMS station.
- Demolish the community centre.
- Sell the vacant parking adjacent to the existing fire hall.
- Construct the facility.
- Demolish the existing fire hall.

Timeline

It is recommended that this completed in Q2 – 2028.

Risks & Mitigation

Table 25 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 25 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability		Reduced liability from aging, non-compliant, or deteriorating buildings once the new facility replaces the current assets.
Environmental		Allows for the continued use of the Fire Hall property as a pumping station.

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Financial	Risk of cost overruns during construction Mitigation: Detailed design, accurate cost estimation, and tight scope management.	Avoids significant renewal costs for outdated facilities and unlocks revenue from sale of surplus parking lot.
Legislative		Ensures compliance with current building codes, accessibility standards, and modern emergency service facility requirements.
Levels of Service	Loss of use of the St. Williams Community Centre. Mitigation: Port Rowan Community Centre is close by, is also under-utilized, and can help address user needs.	Improves long-term service delivery through a purpose-built, co-located fire and EMS station.
Operational	Risk of logistical challenges during transition Mitigation: phased construction and detailed relocation planning.	Streamlines operations by consolidating services into a modern facility with improved layout and resources.
Public & Staff Health or Safety		New Fire/EMS station will improve safety and well being of the community.
Reputational	Potential public concern regarding demolition of the community centre Mitigation: proactive community engagement and clear communication of benefits.	

Financial Considerations

The following outlines the financial considerations associated with this recommendation:

- A 10 -year net operating cost increase for the new Fire Hall of \$150,000.
- A 10-year net reduction of \$103,200 for the old Fire Hall (there is a net reduction in the operating costs for the St. Williams Community Centre as well that are summarize in the Culture Facilities scenario, in section 7.5.5 below).
- Avoids \$555,700 in net renewal expenditures for the aging fire hall, (there is a net reduction in the renewal costs for the St. Williams Community Centre as well that are summarize in the Culture Facilities scenario, in section 7.5.5 below).
- Gains from sale of adjacent parking lot \$1,575,000.

- Addition costs of \$300,000 to demolish the old Fire Hall.
- Additional cost to build the joint station is \$6,400,000 on top of what has already been accounted for in the 10-year capital budget.

The overall, **10-year the net cost is \$4,616,100.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Utilization/Users

- The community centre experiences low demand and underutilization. Consolidating services better aligns facility use with community needs.

Functionality

- The current fire hall and community centre do not meet contemporary or projected functional requirements.
- Replacing both with a purpose-built facility aligns infrastructure with long-term public safety strategies.

Historical/Community Significance

- The community has not made significant recent investments in the community centre.
- This transition balances operational priorities with local interests through strategic repurposing.

Building Condition

- Both the Community Centre and Fire Hall are in need of major reinvestment and repairs to remain viable.

Financial Considerations

- The proposal reduces long-term operating costs, avoids large capital renewal costs, and redirects funding toward infrastructure with higher strategic value.
- It unlocks the potential to dispose of a surplus property and reduce asset management burdens.

Impact to Service Level

- Service levels for fire and EMS will be maintained or improved through the development of a modern, efficient, and co-located facility. The addition of the EMS at this location would be a service level improvement.

B. Waterford Joint Fire & EMS Facility

A Business Case for the Expansion to Accommodate EMS

The existing Waterford Joint Fire & EMS Station, located at 294 Main Street South, Waterford, is strategically positioned to serve the surrounding community. However, the current facility was not originally designed with the space or infrastructure necessary to support EMS operations effectively. The EMS crew currently occupies makeshift accommodations on the top floor, requiring them to navigate through the fire department's training room and down a flight of stairs to respond to calls—an arrangement that poses significant safety, response time, and accessibility concerns.

Although the station functions as a combined facility, it does not meet regulatory or functional standards for EMS, and the current layout undermines operational efficiency and staff readiness.

Through staff consultation, this facility was identified as inadequate for the needs of Fire and EMS due to the facility being cramped and not fit for purpose.

To address these issues, two options were evaluated:

1. Building a new EMS base on the site of the existing Waterford Community Centre.
2. Constructing an addition to the existing joint station at 294 Main Street South to properly accommodate EMS functions including 2 adjacent bays for EMS.

294 Main Street South

- Building footprint area: 8,545 sf
- Parcel Size: 28,450 sf
- Year constructed 1990
- Current Condition: **Good**
- Additional Investments: \$1,400,000



Recommended Option: Build Addition on Existing Waterford Joint Fire / EMS Building for EMS

The recommended scenario is to utilize this existing County-owned property to construct an EMS-specific addition.

A preliminary design for an EMS addition was completed in 2018, indicating initial feasibility. While the site does present some design and spatial constraints, a refined and more efficient layout would address these challenges and make the project viable.

Given its strategic location, existing infrastructure, and proximity to community service areas, this property remains the most practical and cost-effective option for delivering enhanced EMS service capacity in Waterford.

Rationale

The rationale supporting this recommendation includes:

- Current EMS space is not sustainable and creates conflicts during Fire Training and other Fire functions.
- EMS and Fire parking needs are both currently negatively impacted.
- Need to address Occupational Health and Safety Act concerns for the EMS current space
- Addresses the need for a permanent solution for Waterford EMS.
- Maintains the good location for providing services.
- Potential revenue in selling the Waterford Community centre, instead of repurposing it as an EMS Base.
- Property is constrained, but a design can be developed to overcome these issues.

Key Actions

- Design a revised and efficient layout for the EMS addition that addresses previous site constraints while meeting operational and regulatory requirements.
- Obtain necessary building permits and approvals, including zoning, accessibility, and fire code compliance.
- Construct the EMS addition on the existing site at 294 Main Street South, integrating with current infrastructure and minimizing disruption to ongoing fire operations.

Timeline

The recommendation is for the construction to be completed in Q2 – 2027. Further details on the timelines are outlined in Section 9 – Implementation Plan and Schedule.

Risks & Mitigation

Table 26 lists potential increased risk that may be incurred with this option, along with mitigation measures, and also lists risks that may decrease with implementation.

Table 26 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability		Reduced liability from current safety hazards such as stair navigation in response to calls.
Financial	Risk of cost escalation due to unforeseen construction issues or scope creep. Mitigation: conduct design work, and detailed cost estimating.	Maximizes use of an existing County-owned property.
Levels of Service	Potential short-term disruption to EMS operations during construction. Mitigation: phased work and use of temporary accommodations.	

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Operational	Construction may temporarily disrupt site access and Fire and EMS operations Mitigation: coordinated scheduling and clear communication between teams.	
Public & Staff Health or Safety		Improves long-term staff health, safety, and wellbeing through ergonomic design, adequate decompression areas, and code-compliant spaces.
Reputational		Positive public perception resulting from visible investment in emergency services and prudent use of existing County assets.

Financial Considerations

The net costs associated with this recommendation over the next ten years is estimated as follows:

- 10-year net operating cost increase of approximately \$39,900.
- Additional cost for new EMS addition \$1,400,000.

Overall, the 10-year net cost is \$1,439,900.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Existing facility fails to meet long-range EMS operational requirements.
- Current EMS layout requires staff to descend stairs through shared Fire training spaces, increasing response time and physical strain.
- A new addition enables modern, accessible, and purpose-built space for EMS operations.

Building Condition

- The core building requires upgrades and investment to sustain current operations.
- Investment in a well-integrated addition improves both building performance and value.

Utilization / Users

- The proposed addition aligns facility use with service demand by consolidating emergency services at a single, high-value site.
- Keeps Fire and EMS in a location with proven response-time effectiveness.

Impact to Service Level

- Significantly improves service delivery by reducing response time, enhancing staff preparedness, and eliminating operational inefficiencies in the current layout.

Build a stand-alone EMS Facility in Waterford

This option would involve acquiring land in Waterford, demolishing or repurposing an existing site, and constructing a purpose-built EMS facility independent of the fire service. The new facility would provide dedicated space for staff operations, training, and equipment storage, and could be designed with future scalability in mind. While a stand-alone base has symbolic appeal and would demonstrate visible investment in EMS services, the drawbacks are significant.

The cost of land acquisition, demolition, and new construction would be substantially higher than alternatives such as adding to the existing Fire/EMS base. Repurposing a site like the Waterford Community Centre would also create loss of opportunity costs by eliminating the chance to divest. The overall costs of this facility would most likely be \$3 to \$4M dollars not including the cost of the land.

Most critically, a stand-alone EMS facility would not improve response times or service levels compared to an addition on the joint Fire/EMS property, meaning there is no measurable service benefit to justify the higher expense. The financial impact of this option would limit the County's ability to invest in other pressing infrastructure priorities.

For these reasons, while technically feasible, a **stand-alone EMS facility in Waterford is not recommended as the preferred option.**

C. Culver Operations Building

A Business Case for Reverting COB into a Fire HQ

This business case proposes restoring the Culver Operations Building (COB) as the dedicated Emergency Headquarters for Fire administrative operations in Norfolk County. The scenario seeks to consolidate fire emergency services leadership in a purpose-oriented space, improving day-to-day operational efficiency, and resolving existing space and functionality constraints currently experienced at DAB with both Fire and EMS.

By leveraging existing infrastructure at COB and modestly upgrading key amenities, this option enhances service delivery, supports long-term growth, and better aligns facility function with organizational needs. In developing this recommendation, the option of consolidating both Fire and EMS headquarters at COB was considered but not pursued due to space and storage constraints, as discussed with both the Fire Chief and EMS Chief.

As part of this scenario, non-emergency staff currently co-located at COB would move to GAB, restoring the building's original purpose as a base of operations for frontline emergency response leadership. While moving the Fire and EMS HQ to GAB was considered, it was cost prohibitive and in a poor location for supporting Emergency Staff.

The main goal of the \$400,000 in renovations is to ensure that the building is fit for purpose (i.e. Fire HQ and space for supplies, decompression room, and office and meeting space improvements).

95 Culver Street, Simcoe

- Building footprint area: 17,705 sf
- Parcel Size: 71,290.1 sf
- Year constructed: 1972
- Current Condition: **Very Good**
- Additional Investments Required: \$400,000



Recommended Option: Re-Purpose COB as Fire Administrative Headquarters

The recommended option entails:

- Restoring COB as the centralized headquarters for Fire Chief administration.
- Retaining the existing Station #1 and EMS Base #1 operations at COB.
- Removing Human Resources and IT functions from COB and relocate them to the Gilbertson Administration Building (GAB).
- Relocating Fire administration teams from DAB to COB.
- Create new decompression spaces and meeting rooms tailored for Fire staff.
- Reusing and optimizing existing furniture and equipment to reduce costs.

Rationale

The rationale supporting this recommendation includes:

- COB was originally designed for fire service use and is better aligned with Fire operations than DAB.
- The facility has capacity to house the Fire Chief and administrative team with some minor facilities improvements.
- The building provides sufficient space for growth, including the potential to add decompression rooms, office storage, and training/meeting facilities.
- Separating emergency functions from non-emergency corporate functions improves focus, security, and day-to-day operations.
- Returning Fire administration to COB consolidates functions, improves proximity to frontline personnel, and enables more effective coordination during emergencies.
- It also reduces administrative duplication and streamlines facility use by aligning function and space with operational purpose.

Key Actions

- Relocate Human Resources and IT from COB to GAB.
- Relocate Fire and EMS administrative staff from DAB to COB.
- Retain Station #1 and EMS Base #1 operations at COB.
- Reconfigure interior spaces to include decompression rooms, additional meeting rooms, and confidential office spaces.
- Utilize existing furnishings and IT equipment to reduce new capital costs.
- Plan for future space needs, ensuring adaptability for growing staff and emerging functions.

Timeline

This recommendation would be in Q4 – 2026.

Risks & Mitigation

Table 27 lists potential increased risk that may be incurred with this option, along with mitigation measures, and also lists risks that may decrease with implementation.

Table 27 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Financial		Avoids major capital expense of building a new headquarters; maximizes return on investment in an existing County-owned asset.
Operational	Risk of logistical challenges during re-location. Mitigation: detailed planning	Dedicated space for Fire decompression after calls.

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Public & Staff Health or Safety		Improved well being of Firefighters by having space to meet their mental health needs.

Financial Considerations

The costs associated with this recommendation over the next ten years are primarily the additional costs of **\$400,000 for upgrades to the building.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Functionality

- Facility is in a strategic location that enhances integration with frontline emergency teams.
- Repurposing COB back to its original function improves compatibility with long-term organizational needs.

Impact to Service Level

- Centralizing Fire administration at COB maintains or improves service levels by enhancing coordination and reducing inefficiencies.

Utilization / Users

- Realigns facility use with actual demand by placing the right users (Fire staff) in the most functionally suitable space.
- Reduces user conflict caused by co-location of unrelated departments.

Historical / Community Significance

- Re-establishes the intended function of COB as an emergency services hub.
- Responds to stakeholder feedback and staff experience, enhancing operational support and staff wellness.

Alternative - Keep Fire & EMS at Delhi Administrative Building

Currently, COB operates as an active fire station and houses both Human Resources and IT departments, and the Fire and EMS administrative staff are currently based at DAB.

In a recent staff survey, all respondents reported a lack of designated areas at the DAB for operational tasks such as equipment maintenance, secure storage, and inventory management. Staff reported that the DAB lacks adequate confidential meeting spaces and decompression areas for staff wellness, and respondents cited inadequate amenities, including insufficient kitchen facilities, change rooms, and washrooms.

Based on the results, 83% of survey respondents indicated that DAB is not in an optimal location to serve the broader needs of the Fire and EMS administration together.

8.4. Scenario: Recreation Facilities and Arenas

While the Facilities Master Plan was in progress, the County also undertook a separate concurrent Master Recreation Plan focused on arenas, pools, the Simcoe Recreation Centre, and other recreational amenities. To avoid duplicating efforts, the Facilities Master Plan did not replicate the work completed through the Recreation Master Plan. However, the project teams for both initiatives worked collaboratively throughout each process to ensure alignment and avoid duplication. This collaboration included joint workshops, shared data and community feedback, and coordinated public consultation activities. Norfolk's Director of Recreation and the Strategic Recreation Initiatives Project Lead were active members of the Facilities Master Plan team, helping to align strategic priorities across both plans.

Council has already reviewed the Master Recreation Plan and provided direction on the business cases it wishes to consider for potential consolidated arena and pool facilities. Consequently, the Facilities Master Plan does not duplicate the work completed through the Master Recreation Plan and thus does not include formal recommendations for arenas or the Simcoe Recreation Centre. However, the Facilities Master Plan does provide facility data and condition assessment information for these facilities, as well as an analysis of the projected maintenance and operating costs over the next 10 years. This analysis is intended to address the facilities in scope and inform Council's consideration of the Master Recreation Plan arena and pool business case scenarios, expected in Q4 2025. Furthermore, the Facilities Master Plan considers the utilization and building conditions of other community recreation and culture assets, including community centres and halls, libraries, and museums. Related findings and recommendations are provided in Section 8.5.

Although this project did not make any specific recommendations concerning arenas and recreations centres, we did look at the costs to maintain and operate the facilities over the next 10 years. This analysis follows below.

Currently, 37% of arenas are in either "Poor" or "Very Poor" condition. The overall 10-year total Capital and Operating cost of the arenas is projected to be **\$97,977,000**, not including inflation. The current backlog of ongoing repairs and renewal costs is currently **\$17,822,000** for the Recreation Facilities. Table 28 provides a further breakdown of the projected costs per arena.

Table 28 Arenas – Overall 10 Year Costs

Facility Name	Backlog/WIP	10-year Renewal/Service Improvement Cost (\$)	10-year Operating Cost (\$)	10-year Overall Costs (\$)	Notes
Delhi Community Centre Arena	\$2,485,000	\$2,342,000	\$5,225,000	\$10,052,000	Current Condition - Poor
Langton Arena	\$2,503,000	\$2,531,000	\$4,983,000	\$10,017,000	Current Condition - Very Poor
Port Dover Arena	\$4,156,000	\$5,204,000	\$5,712,000	\$15,072,000	Current Condition - Fair
Talbot Gardens Arena	\$982,000	\$7,398,000	\$5,354,000	\$13,734,000	Current Condition - Poor
Waterford Tricenturena	\$2,412,000	\$2,020,000	\$7,369,000	\$11,801,000	Current Condition - Poor
Simcoe Recreation Centre and Annaleise Carr Aquatic Centre	\$5,284,000	\$23,910,000	\$8,128,000	\$37,322,000	Current Condition - Poor
Total	\$17,822,000	\$43,405,000	\$36,771,000	\$97,998,000	

Where WIP is capital work in progress.

As noted in the 2025 Asset Management Plan, the identified capital needs for arenas represent overdue / basic renewal work that only brings failing components back into working order and holds the overall condition profile of the arenas as they are today. Even with \$97.9 million in projected 10-year costs and \$17.8 million of current backlog/work in progress, the overall facility FCIs will not improve significantly. Because many arenas are already towards the end of their lifecycle, this spending may simply extend functionality on each component, while conditions deteriorate for other components. These facilities will continue to face compliance issues with accessibility and fall short of user expectations compared to modern facilities. Moreover, older buildings carry rising operating costs as they age due to inefficiency and frequent minor repairs.

Recreation facilities are among the most visible and valued assets the County owns. They are also, unfortunately, some of the oldest and most deteriorated. Today, more than a third of Norfolk’s arenas/recreation facilities are in “Poor” or “Very Poor” condition, while another third is only “Fair. These buildings have served the community well for decades, but they are now at, or past, the end of their useful life.

The Facilities Master Plan analysis shows a 10-year capital and operating cost projection of nearly \$100 million for arenas, plus close to \$18 million in backlog renewal work. Even if these dollars are spent, the return is marginal. In practical terms, millions of dollars would be spent just to tread water, holding aging facilities in a substandard state without delivering modern, efficient, or accessible recreation spaces.

These improvements are temporary. Like putting new tires on a rusting 20-year-old car, the short-term functionality is extended, but the fundamental issues remain, the car is past its useful life. Facilities that move from “Very Poor” to “Poor” will inevitably decline back again within several years, all while operating costs continue to rise due to inefficiency, outdated systems, and compliance challenges with modern accessibility standards.

The Recreation Master Plan clearly recommends a different path, replacement through a modern, centralized facility. The plan compared decentralized operations with a centralized model and found significant long-term financial advantages. A centralized complex, including a quad-pad arena and aquatic centre, would reduce annual operating costs by over half a million dollars while generating higher revenues. Beyond savings, a modern facility would also:

- Meet accessibility standards and community expectations.
- Offer multi-use spaces (arenas, aquatics, fitness, seniors' programs, and community rooms under one roof).
- Provide a hub for community life, attracting regional tournaments, events, and economic spin-offs for local businesses.
- Deliver environmental efficiency, with lower utility and maintenance costs thanks to modern design and green building standards.

Norfolk is not alone in facing this choice. Across Ontario and Canada, municipalities are replacing aging single-pad and small arenas with multi-pad, multi-use complexes that deliver better services at lower long-term cost:

- Guelph's South End Community Centre (\$115M) includes twin pads, aquatics, gymnasiums, and community space, opening in 2026.
- Peterborough's Arena & Aquatics Complex (\$65M) replaced outdated arenas with a modern twin-pad and future aquatic facility.
- Wasaga Beach (\$59.9M) and Sault Ste. Marie (\$32.4M) have already opened new twin-pad facilities with walking tracks, libraries, and community spaces.

These communities recognized that propping up old arenas was an expensive stopgap. Investing in a central, modern facility provided better service levels, stronger community pride, and fiscal sustainability.

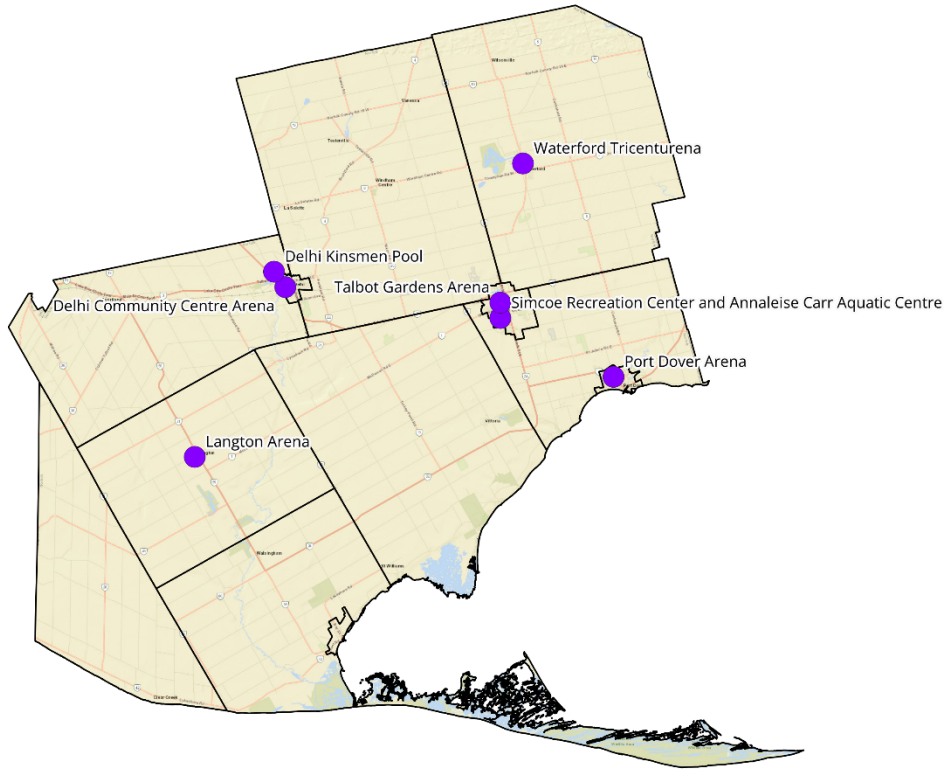
Norfolk now faces the same choice:

- Continue investing tens of millions into aging buildings that will remain inefficient, inaccessible, and second-rate.
- Or redirect those resources toward a new, centralized facility that meets today's standards, reduces long-term costs, and better serves residents for the next 50+ years.

From a public policy perspective, continuing to pour capital into facilities that are at the end of their useful life is not a sustainable approach. A strategic decision is therefore required. Either continue funding repairs to keep aging facilities moderately functional or redirect investment toward new facilities that provide higher service levels, compliance, and long-term sustainability.

A strategic decision is therefore required, either continue funding repairs to keep aging facilities moderately functional or redirect investment toward new facilities that provide higher service levels, compliance, and long-term sustainability. Figure 23 shows the map of the existing arenas and Recreation Centres

Figure 23 Map of Existing Arenas and Recreation Centres



8.5. Scenario: Community Centres and Culture Facilities

The Community Centre and Culture Facilities scenario is a key component of the broader Norfolk Facilities Strategy, which takes a comprehensive look at County-owned Community Centres, Libraries and Museums.

It is important to note that the majority of the community centres in Norfolk are actually halls that are rented out to various community and charitable clubs, as well as, for private events such as weddings and parties, etc. There is no recreational or County run programming in these facilities. It is also important to note that the utilization of these facilities overall is very low, and that there are other event spaces throughout the County that also host such events, that are not owned or operated by Norfolk.

In comparison, the museums and libraries have a great deal of community and County programming that takes place, and they typically have a very high utilization/ attendance at the facilities.

Business cases have been developed only for facilities where a change is being recommended, and multiple viable options were considered. For all other culture facilities, the recommendation is to retain the current use without significant change and continue with planned capital upgraders and renewal.

Table 29 below describes the recommended option for each business case with an alternative option, where applicable.

Table 29 Recommended Options and Alternatives

Business Case	Recommended Option	Alternative Option
A. Waterford Lions Community Centre	Divest the Waterford Lions Community Centre	Decommission Community Centre and build EMS Station on the Property
B. St. Williams Community Centre	Repurpose Site for New Joint Fire Station / EMS Station	
C. Delhi Friendship Centre	Divest Delhi Friendship Centre Property	Maintain Delhi Friendship Centre
D. South Walsingham Hall	Divest the South Walsingham Hall	Retain Building and Maintain Lease
E. Port Dover Kinsmen Hall and Scout Hut	Decommission/ Donate the Kinsmen Hut and Scout Hut	Maintain and Replace Aging Facilities
F. Courtland Scout Hut	Decommission/ Donate Scout Hut	Maintain and Replace Aging Facility
G. Libraries	Maintain all Current Library Branches	
H. Museums	Maintain Current Museums	

There are several facilities already identified for divestment:

- Teeterville Woman's Institute Hall and Museum,
- Vittoria Town Hall,
- Pond Street properties.

It is recommended to continue the process for divestment for these facilities. Figure 24 shows the existing community centres, museums and libraries. Whereas Figure 25 reflects the community centres, museums and libraries based on the recommendations.

Figure 24 Map of Current State Community Centres, Museums and Libraries

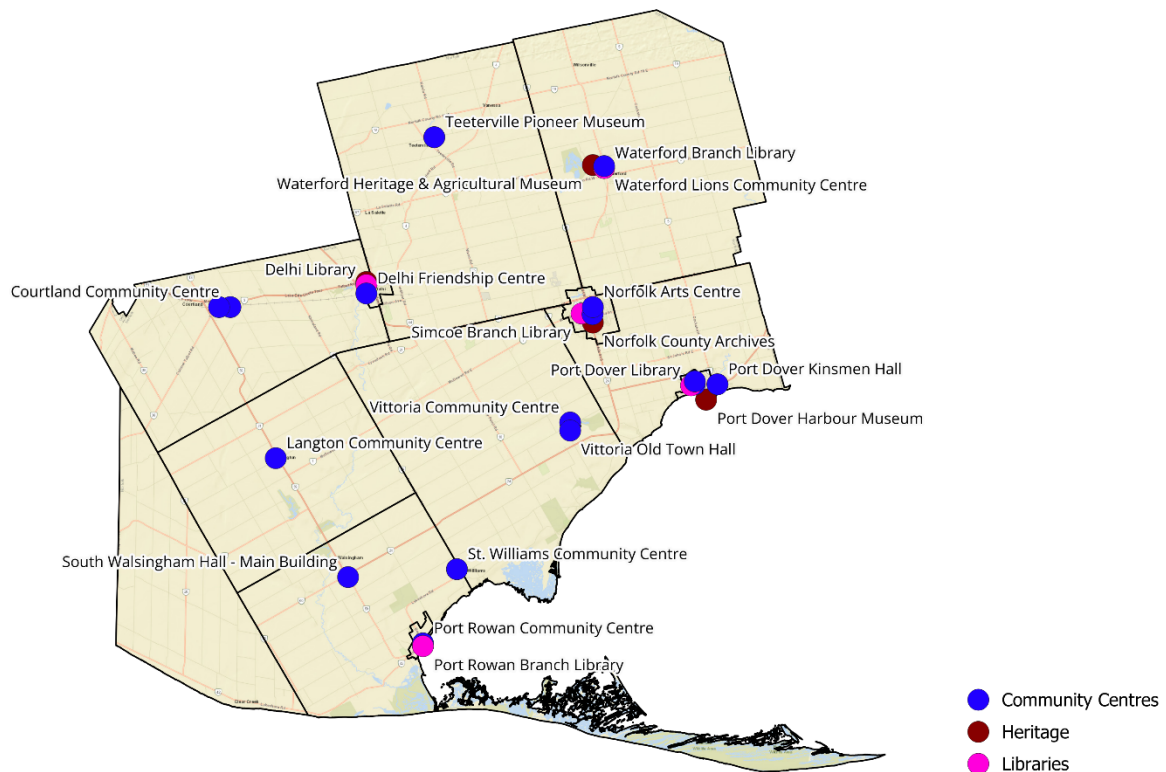
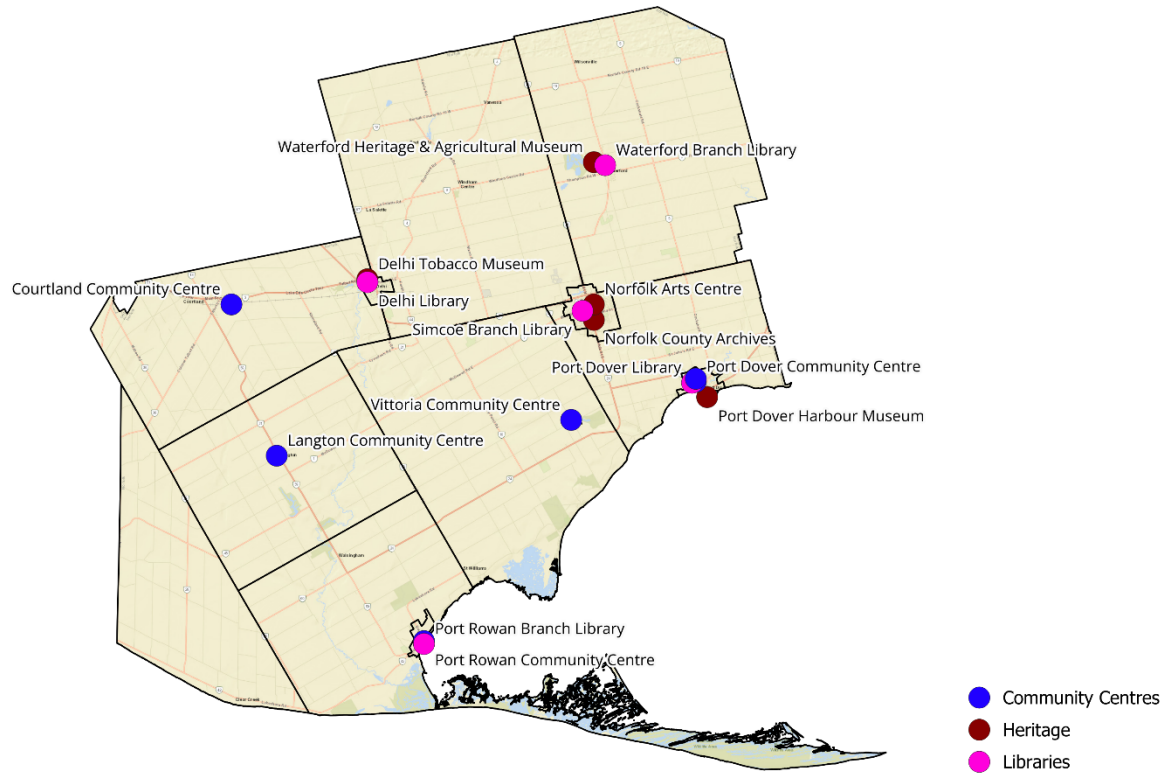


Figure 25 Map of Recommended Future State Community Centres, Museums and Libraries



8.5.1. Decision Making Criteria

Decision-making principles established for Operation buildings were prioritized in terms of importance, from 1 (most important) to 6, by Norfolk County Senior Leadership and Project Team:

1. Functionality
2. Impact to Service Level
3. Financial
4. Building Condition
5. Utilization / Users
6. Historical / Community Significance

8.5.2. Risks

Overall, risks related to the implementation of this scenario are noted below and further described in the business cases.

- Poor optics from closure of historic or community-valued centres.
- Perceived or real reduction in local access to meeting/recreation space.
- Transition disruption for user groups.
- Potential leaseholder disputes or heritage considerations.

8.5.3. Overall Benefits

The overall benefits from implementing this scenario focus on divesting low utilized facilities to save on operating and capital costs, plus:

- Removal of aging, underutilized, or unsafe facilities.
- Resources redirected to higher-demand, better-used centres.
- Divestments support Recreation Master Plan by consolidating facilities.
- Some replacement facilities incorporate bookable public space to mitigate loss.

8.5.4. Financial Considerations

Overall, the net savings of the Culture scenario over 10 years is **\$11,730,787** which includes the net savings from renewal and operating costs as a result of divestment and disposal. These savings are unevenly distributed across the scenario, with upfront costs for demolition and transition offset by long-term reductions in liabilities. Proceeds and cost avoidance create an opportunity to reinvest in higher-demand facilities and essential services, strengthening the County's financial sustainability and reducing exposure to future risk.

As mentioned, these benefits are maximized only if the full scenario is implemented; selective divestments would reduce the scale and consistency of savings. While upfront demolition and transition costs occur, the comprehensive approach offers great benefits while still providing fundamental service levels.

Norfolk County Facilities Master Plan
Recommended Strategy
Scenario: Community Centres and Culture Facilities

Table 30 Culture Facilities – Overall 10 Year Net Costs/Savings

Facility Name	Recommended Action	Net Renewal Cost (\$)	Net Operating Cost (\$)	Gains (\$)	Additional Costs (\$)	Overall Net Costs (\$)	Notes
Vittoria Old Town Hall	Divest	-\$1,581,960	-\$99,900	No gain used	\$0	-\$1,681,860	Eliminate repairs to the building, no revenue used for sale of building
St. Williams Community Center	Dispose	-\$862,155	-\$320,600	\$0	\$250,000	-\$932,755	Demo existing building
Waterford Lions Community Center	Divest	-\$1,137,095	-\$214,200	-\$800,000	\$0	-\$2,151,295	Eliminate repair cost and include sale revenue
Teeterville Woman's Institute Hall	Divest	-\$1,171,196	-\$68,800	-\$700,000	\$0	-\$1,939,996	Eliminate repair cost and include sale revenue
South Walsingham Hall - Main Building	Divest	-\$677,644	-\$115,500	-\$400,000	\$0	-\$1,193,144	Eliminate repair cost and include sale revenue
Delhi Friendship Centre & Parks Storage	Divest	-\$553,407	-\$104,800	-\$745,000	\$0	-\$1,403,207	Eliminate repair cost and include sale revenue
Port Dover Kinsmen Scout Huts	Dispose	-\$322,211	-\$100,000	\$0	\$100,000	-\$322,211	Eliminate repairs, but include demo cost
Port Dover Kinsmen Hall	Dispose	-\$296,581	\$0	\$0	\$100,000	-\$196,581	Eliminate repairs, but include demo cost
Adult Community Centre (Pond St)	Divest	\$0	-\$807,200	No gain used	\$0	-\$807,200	Eliminate repairs to the building, no revenue used for sale of building
Parks Storage Building & Workshop (Pond St)	Divest	-\$10,030	-\$220,000	No gain used	\$0	-\$230,030	Eliminate repair cost and include sale revenue
Courtland Scout Hall	Dispose	-\$972,508	\$0	\$0	\$100,000	-\$872,508	Eliminate repairs, but include demo cost
Total		-\$7,584,787	-\$2,051,000	-\$2,645,000	\$550,000	-\$11,730,787	

8.5.5. Business Cases

A. Waterford Lions Community Centre:

A Business Case for Divesting

The Waterford Lions Community Centre is located at 51 West Church Street in Waterford within an approximately 14,000 square feet parcel.

While County records indicated that the utilization of the community centre is low, there are projections of significant future growth within the local community. It is unknown if the population change would have an impact on potential utilization rates in future.

This business case recommends divesting the facility.

51 West Church Street

- Building footprint area: 6,712 sf
- Parcel Size: 14,000 sf
- Year constructed: 1982
- Current Condition: **Poor**
- **Value: \$800,000**



Recommended Option: Divest the Waterford Lions Community Centre

This recommended option is to divest the Waterford Lions Community Centre.

Rationale

The following lists the rationale to support this recommendation:

- The community centre has low utilization (approximately 25% per Figure 14 on page 38) and is quite outdated.
- The current condition is poor and has a backlog of repairs of approximately \$287K and a 10 capital needs of almost \$1.2M.
- By divesting this facility, the County will eliminate over \$215K in operating costs over the 10-year period.
- Unlike other community centres, such as the Courtland Community Centre, this facility is located very close to the Waterford Heritage & Agricultural Museum and the Waterford Library Branch, both of which have available space to accommodate community rentals.
- There are high capital needs to maintain the building.
- The facility is in the middle of a residential area and has a relatively good resale value.
- The closure aligns with the goals of the Recreation Master Plan strategy to consolidate centres, where sensible.

Key Actions

The following are the key actions required to implement this option:

- Explore program relocation options in collaboration with users, and enable seamless transition for program participants, and
- Divest the Waterford Lions Community Centre.

Timeline

This recommendation is proposed to be complete in Q1 – 2027.

Risks & Mitigation

Table 31 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 31 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability	Loss of access to a public meeting space may create political or community pushback. Mitigation: ensuring alternate spaces are available and promoted.	Eliminates County liability for maintaining an aging facility.
Financial		Reduces renewal and operating costs and generates revenue from sale for reinvestment in other priority assets.
Levels of Service	Perceived reduction in local service availability especially as the Waterford community is growing. Mitigation: provide alternative recreation or meeting space within reasonable proximity.	
Operational		Reduces operational burden of managing a low-use facility, allowing resources to be redirected to higher-demand locations.
Reputational	Risk of negative public perception due to the building’s community significance and historic contributions from the Waterford Lions Club; Mitigation: Proactive engagement and recognition of contributions.	Demonstrates responsible fiscal stewardship by reducing long-term capital burden and reinvesting savings in broader community benefit. Reducing poor optics

	Poor optics with closing a facility associated with a community group. Mitigation: Explain the business case and explore options for relocating programs together with user groups.	associated with a public-facing building in poor condition.
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Financial Considerations

The following outlines the financial considerations associated with this recommendation:

- Savings in capital renewal of \$1,137,095
- Savings in operating costs of \$214,200, and
- Gains from sale of the property estimated at \$800,000.

The overall **10-year net savings is estimated at \$2,151,295.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Utilization/Users

- Low utilization and used by a limited number of user groups (approximately 25% for 2023 and 2025)

Historical/Community Significance

- The community centre is valued by some residents, though this has not translated into high usage or significant community investment.

Financial Considerations

- This is an opportunity to redirect capital investment needs and avoids capital outlays on the existing building.
- It reduces operating costs and improves cost efficiency.

Impact to Service Level

- Marginally affects service levels.
- Provides alternative service delivery that meets community needs.

Building Condition

- The building is in fair condition but currently requires over \$1.1 M of upgrades in the next 10 years.

Alternative: Decommission Community Centre & Build EMS Station on the Property

This alternative option involves decommissioning the Waterford Community Centre (approximately 14,000 sq. ft. parcel at 51 West Church Street) and constructing a new, standalone EMS base that could include bookable community rooms for public use.

The site offers a reasonable location for a new EMS station and provides an opportunity to co-locate community space within the building.

Constructing a new station is estimated to cost between \$3 and \$4 million, and the County would not benefit from any revenue through the sale of the existing property. While additional EMS space is recognized as a need to support the growing Waterford area, a more cost-efficient alternative option is presented in Section 8.3.

Therefore, this option is not considered as the recommended option.

B. St. Williams Community Centre:

A Business Case for Closure and Site Repurposing

The St. Williams Community Centre, located at 80 Queen Street West, St. Williams, Ontario, is situated on a 4,277 square foot parcel owned by the County. While the facility is currently in good condition, it has low utilization rates based on County records. Over the next decade, the building's condition is projected to decline to "Fair", at which point significant capital investment would be required to maintain its performance.

This business case recommends repurposing the site for a new joint Fire/EMS station.

80 Queen Street West

- Building footprint area: 4,277 sf
- Parcel Size: 20,000 sf
- Year constructed: 1996
- Current Condition: **Good**



Recommended Option: Repurpose Site for New Joint Fire / EMS Station

The preferred recommendation is to close and demolish the St. Williams Community Centre and construct a new joint Fire Station / EMS base on the site at 80 Queen Street West.

Additionally, this approach presents an opportunity to:

- Divest the adjacent overflow parking lot at 188 Townline Street, which was historically used by the community centre and is no longer required under this new model.
- Incorporate bookable community space, ensuring that residents continue to have access to gathering areas while also modernizing and optimizing the overall use of the facility.

Rationale

The following rationale supports this recommendation:

- The existing facility has the lowest usage of all community centres is no longer aligned with modern recreation and community programming needs.
- Significant capital upgrades, estimated at \$ \$862,155 would be required to maintain the community centre in usable condition over the next decade.
- The proposed option aligns with the Recreation Master Plan, which encourages consolidation of community centres/rental halls where appropriate.
- The site is ideally suited to meet an urgent Emergency Services need, eliminating the need to acquire new land.
- The current Fire Station at 180 Townline Street is too small to accommodate future upgrades and cannot support long-term service delivery needs.

- Bookable community space in the new Fire Station ensures continuity of community access while enhancing the facility’s overall function.
- The Port Rowan and Vittoria community centres are nearby and could easily handle any additional bookings that might come from the St. Williams Hall.

Key Actions

The following are the key actions required to implement this option:

- Design, arrange for permits, construct and commission the new joint Fire/ EMS Station on the same site.
- Demolish the existing Community Centre at 80 Queen Street West.
- Divest the overflow parking lot at 188 Townline Street, no longer required for operational purposes.
- Demolish the outdated Fire Station at 180 Townline Street (excluding the pump station infrastructure).

Timeline

- Explore program relocation options in collaboration with users and enable seamless transition for program participants.
- Dispose of St. Williams Community Centre in Q3 – 2027.
- Completion of the Joint Fire and EMS in Q2 – 2028.

Risks & Mitigation

Table 32 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 32 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability		Reduces long-term liability by replacing an aging community centre and undersized fire hall with a code-compliant, purpose-built facility.
Financial	There is a risk that the capital costs are greater than identified and that the vacant lot does not sell for the estimated value.	Avoids capital renewal costs and operating costs for the aging community centre and fire hall.
Legislative		Ensures long-term compliance with modern standards for accessibility, safety, and emergency response.

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Levels of Service	Risk of temporary disruption in community programming or service visibility. Mitigation: build in bookable community space in the new fire station design.	Improves emergency service delivery and maintains community access through integrated design.
Operational	Temporary relocation challenges during transition; mitigation: detailed sequencing of demolition, construction, and occupancy. Mitigation: Implement a transition plan in collaboration with staff, well in advance of any actions.	Enhances operational performance with centralized, modern infrastructure that supports both fire and EMS functions.
Reputational	Potential public concern over closure of a legacy community facility. Mitigation: proactive communication, engagement with local stakeholders, and symbolic recognition of the site's legacy.	Demonstrates forward-thinking reinvestment strategy, showing a commitment to modern, functional, and community-accessible public infrastructure.

Financial Considerations

Overall, implementation of this option results in net savings over the next ten years, which includes:

- Savings from avoiding investment in capital renewal of \$862,155,
- Savings from avoiding operating costs of \$320,600, and
- Demolition cost of \$250,000.

Significant costs can be avoided through divestment and reinvestment in emergency services infrastructure. The overall scenario results in operational savings, modernized service delivery, and enhanced facility alignment with long-term needs. The overall **10-year net savings is \$932,755.**

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Utilization / Users

- The community centre is intermittently used, with consistently low utilization (approximately 8% in 2023 and 4.5% in 2024)

- The property is better aligned to support the growing demand for Emergency Services in the St. Williams area.

Functionality

- The repurposed use of the site as a Fire Station more closely aligns with long-range County service needs.
- Inclusion of community space within the new facility maintains local access while enhancing functional value.

Historical / Community Significance

- The community centre is valued by some residents, though this has not translated into high usage or significant community investment.
- The new facility presents an opportunity to honour the site's legacy while meeting current priorities.

Financial Considerations

- Disposing of the Community Centre and adjacent parking lot:
 - Redirects capital investment from underutilized assets,
 - Avoids large repair costs, and
 - Reduces ongoing operating expenses.
- Supports cost-effective delivery of emergency services.

Impact to Service Level

- Improves service levels by delivering a modern emergency response facility that supports community safety.
- Preserves public space access through multi-use design elements.
- Aligns with a community-first service model by providing both operational and civic value.

Building Condition

- While currently in fair condition, the facility will require significant investment within 10 years to remain viable.
- Divestment contributes to overall improvement of the County's facility portfolio, reducing the number of aging assets and deferred maintenance pressures.

C. Delhi Friendship Centre

A Business Case for Divestment

The Delhi friendship centre is located at 418 Queen Street in Delhi. The building is used to support the programming for residents 50+ offering a variety of recreational, social, and educational programs including activities such as games, crafts, and fitness classes.

The proposed recommendation is to maintain the Delhi Friendship Centre in the short term.

The long-term recommendation is to divest the Friendship Centre and relocate the programming to the DAB.

418 Queen Street

- Building footprint area: 3,969 sf
- Parcel Size: 29,000 sf
- Year constructed: 1974
- Current Condition: **Good**
- **Value: \$745,000**



Recommended Option: Divest Delhi Friendship Centre Property

This recommended option includes relocating Delhi Friendship Centre programming to the Delhi Admin Building (DAB), enabling divestment of the original site. This consolidation enhances functionality, reduces operating costs, and better utilizes available space while sustaining important community services for seniors.

Rationale

The following rationale supports the implementation of this recommendation:

- There is an opportunity to divest the property and relocate senior's programming to DAB in the long term.
- The facility has a low utilization and does not meet the needs of the growing population segment.
- Delhi Tabaco Museum, the Delhi Arena, and Delhi Library have addition bookable space that could take the place of the Friendship Centre.
- Divestment gains could be used on other priority assets.
- The facility requires major upgrades, and divesting would eliminate those renewal costs.
- The property currently has a backlog of approximately \$30K and requires approximately \$500K in repairs over the next 10 years.
- Divesting would also eliminate approximately \$100K of operating expenses in the last 5 years of the 10-year period.
- This property is located in a residential neighborhood.

Key Actions

The following are the key actions required to implement this option:

- Confirm space needs and fit at DAB including accessibility.
- Explore program relocation options in collaboration with users and enable seamless transition for program participants.

Timeline

The recommendation proposes the divestment of the property in Year 5 to 6 after a decision is made on the location and funding of a potential new EMS headquarters.

Risks & Mitigation

Table 33 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 33 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Financial	Minor transition costs may arise during relocation. Mitigation: Coordinate DAB renovations and move to reduce overlap or temporary costs.	Reduces capital renewal and operating costs; gains revenue from sale.
Levels of Service	Disruption to program users during transition. Mitigation: Schedule seamless move and communicate clearly with users.	
Reputational	Perception of downgrading seniors' services. Mitigation: Emphasize continuity of services and communicate enhanced outcomes from the relocation. Poor optics with closing a facility associated with a community group. Mitigation: Explain the business case and explore options for relocating programs together with user groups.	Demonstrates responsible stewardship and commitment to strategic investment. Reducing poor optics associated with a public-facing building in poor condition.

Financial Considerations

Overall, implementation of this option results in net savings over the next ten years, which includes:

- Savings in avoidance of required capital renewal of \$553,407,
- Savings in avoidance of operating costs \$104,800, and
- Gains from sale of the property estimated at \$745,000.

The overall net savings is estimated at **\$1,403,207** over the next ten years.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Utilization/Users

- The facility has low utilization (approximately 19% in 2023 and 24% in 2024).

Building Condition

- The current facility condition requires extensive or escalating capital investments.
- Recent capital investments are lacking or outdated.
- Addresses capital renewal challenges or removes costly liabilities.

Financial Considerations

- Reduces operating costs or improves cost efficiency.
- Reduces or redirects capital investment needs.
- Unlocks property value or revenue potential.

Historical / Community Significance

- Balances community interests with operational and financial needs.

Impact to Service Level

- There is opportunity to provide alternative service delivery that meets community needs at a different location.

Alternative: Maintain Delhi Friendship Centre

An alternative option is to retain the Delhi Friendship Centre indefinitely for senior friendship programming. While this approach aligns with the recommended option in the short term, maintaining the building over the long term rather than relocating the programming to a multi-use facility would be both costly and inefficient. The facility is in poor condition and functions almost exclusively as a single-use space dedicated to senior programming. Retaining it would require \$553,407 in capital renewal costs and \$1,048,000 in operating costs, in addition to forfeiting potential revenue from the sale of the property. Given the building's limited function, significant renewal needs, and high costs, **this option is not considered viable or recommended.**

D. South Walsingham Hall

A Business Case for Divestment

The South Walsingham Hall, located at 2070 Highway 59 in Walsingham, Ontario, sits on a 237,000 square foot parcel of parkland owned by the County. The County entered into a 100-year lease agreement with the Walsingham Women's Institute on August 12, 1967, which remains in effect. However, there is a termination clause included in the lease that allows either party to terminate the agreement by providing 3 months notice.

While the hall holds historical and community significance, its current usage is low, and the building faces significant capital investment needs to remain functional.

As part of the County's broader facilities strategy, two options have been considered.

2070 Highway 59

- Parcel Size: 237,000 sf
- Year constructed: 1863
- Current Condition: **Fair to Poor**
- Value: \$400,000



Recommended Option: Divest the Building

The recommended option is to divest the South Walsingham Hall, based on:

- Limited community usage,
- Escalating capital renewal needs, and
- The opportunity to reinvest financial resources into facilities with broader service reach and greater alignment with County priorities.

Proactive divestment will reduce service impacts while:

- Reducing operating costs,
- Avoiding future capital expenditures, and
- Mitigating long-term asset liabilities.

Rationale

- The building is in fair condition based on Building Condition Assessments (BCAs) but is projected to fall into the "very poor" performance category within the next 10 years without major investment.
- Low utilization by a limited number of user groups does not justify the scale of investment required.
- The facility was only rented out approximately 73 times between April 2024 and Mar 2025, according to the Woman's Institute that run the facility.

- Langton and Port Rowan community centres are close by and offer rental options for smaller spaces within their halls.

Divestment will:

- Avoid an estimated \$634,329 in repair costs over the next decade,
- Unlock approximately \$400K in revenue through property sale,
- Eliminate ongoing operating costs, of approximately \$110K over the ten-year period.
- Enable reallocation of funds to higher-priority County facilities that provide services to a broader population.
- Langton and Port Rowan Community centres are being retained, and they could easily handle the additional demand for the community if the property was divested.

Key Actions

The following lists the short-term and long-term key actions for this building:

- Engage with local users early in the divestment process to ensure transparency and manage expectations. Explore program relocation options in collaboration with users and enable seamless transition for program participants.
- Explore the potential for community purchase or lease transfer to local stakeholders.
- Sever the parcel as required to proceed with divestment.

Timeline

This recommendation is proposed for Q1 - 2028, due to the time required to sever the building from the park property and the level of community engagement that will be required.

Risks & Mitigation

Table 34 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 34 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability	Potential risk of leaseholder or community group opposition to the divestment process. Mitigation: Engage early with stakeholders and identify divestment conditions that respect existing lease terms.	Eliminates County liability for long-term maintenance and capital upgrades of an underutilized facility.
Financial		Reduces capital renewal obligations and eliminates ongoing operating costs.
Legislative	Complexity in severing the parcel or selling leased public land.	

	Mitigation: Seek legal and planning advice to navigate regulatory requirements.	
Reputational	Poor optics with closing a facility associated with a community group. Mitigation: Explain the business case and explore options for relocating programs together with user groups.	Reducing poor optics associated with a public-facing building in poor condition.

Financial Considerations

Overall, implementation of this option results in net savings over the next ten years, which includes:

- Savings in avoidance of required capital renewal of \$677,644,
- Savings in avoidance of operating costs of \$115,500,
- Gains from sale of the property estimated at \$400,000.

Failure to divest will result in continued capital obligations and operating costs, with no corresponding increase in utilization or community benefit representing lost opportunity costs and inefficient asset management.

The overall net savings is **\$1,193,144** over the next ten years.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Utilization / Users

- The building is used by a limited number of groups, with consistently low usage.
- The facility was rented out approximately 73 times between April 2024 and Mar 2025, according to the Woman’s Institute that run the facility.
- Broader public benefit from retaining the facility is not evident.

Functionality

- The facility does not support current or future County service delivery needs.
- It does not align with long-term functional planning or strategic asset management priorities.

Historical / Community Significance

- The building does hold a heritage designation and is valued by some segments of the community.
- However, there has been limited recent community investment or operational involvement, reducing its viability as a County-managed asset.

Building Condition

- The facility is currently in poor condition but will fall into very poor condition within 10 years without significant upgrades.
- Capital reinvestment is both urgent and costly, with little return in terms of public benefit or service alignment.

Financial Considerations

- Reduces capital liabilities and avoids major reinvestment needs,
- Eliminates ongoing operating costs, and
- Unlocks the property's financial value for reinvestment into high-impact County assets.

Alternative Option: Retain Building and Maintain Lease

This option proposes maintaining the facility and the existing lease with the Walsingham Women's Institute.

While this respects the historical connection and lease agreement, it does not address long-term financial liabilities or utilization challenges.

The County would remain responsible for rising maintenance and operating costs, despite the building's limited use by the broader community.

Therefore, this option is not recommended.

E. Port Dover Kinsmen Hall & Scout Hut

A Business Case for Decommission/Donation

The Port Dover Kinsmen Hall and Scout Hut are located at 95 Hamilton Plank Road, Port Dover, ON.

These facilities are predominantly used by the Scouts and Kinsmen. These groups have done good work for the community and have historically fundraised to contribute financially toward the buildings.

Despite efforts, the condition of these buildings is in poor condition and are a significant cost to the County to maintain.

The proposed recommendation is to decommission and/or donate both facilities.

95 Hamilton Plank Road

- Total footprint area: 8,869 sf
- Parcel Size: 29,000 sf
- Year constructed: 1972
- Current Condition: **Poor**
-



Recommended Option: Decommission/ Donate

It is recommended that both facilities be decommissioned or donated, as they pose ongoing financial and risk burdens without meeting modern functionality or supports County services. This action enables reinvestment in active, strategically located spaces.

Rationale

- The facility is not used to support any services directly delivered by the County
- The building requires substantial work with extensive capital investments, they are essentially, past their useful life and do not meet the current code or AODA requirements.
- The facilities have a current backlog of approximately \$250K and will require over \$600K in repairs over the next 10 years.
- There is alternative community rental space in proximity to the Scout Hall that could be utilized by these user groups.

Key Actions

The following lists the short-term and long-term key actions for this building:

- Engage with local users early in the process to ensure transparency and manage expectations.
- Engage community groups to explore donation options.
- Explore program relocation options in collaboration with users and enable seamless transition for program participants.
- Conduct safe demolition for unviable sites.

Timeline

This recommendation is proposed in Q1 – 2027.

Risks and Mitigation

Table 35 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 35 Risks and Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability		Reduced long-term liability from insurance, legal, and maintenance risks associated with aging structures.
Financial	Upfront divestment costs (\$70,000 per building) may be questioned. Mitigation: Clearly communicate long-term net savings of \$459,404 and reinvestment rationale.	
Levels of Service	Community concern over perceived service loss or impact to group activity spaces. Mitigation: Engage affected groups early and offer alternatives in other facilities.	Enables reallocation of resources to more functional, strategic spaces that better support broader community use.
Public Safety		Reduces risks to user groups based on poor condition of facilities.
Reputational	Public backlash due to historical value of the buildings or community sentiment. Mitigation: Acknowledge community contributions and be transparent about rationale and benefits. Poor optics with closing a facility associated with a community group. Mitigation: Explain the business case and explore options for relocating programs together with user groups.	Demonstrates responsible asset management and commitment to investing in modern, more inclusive public infrastructure. Reducing poor optics associated with a public-facing building in poor condition.

Financial Considerations

Overall, implementation of this option results in net savings over the next ten years, which includes:

- Net renewal savings \$618,792
- Net operating cost savings \$100,000
- A divestment cost of \$100,000 per building

Overall, **the 10-year net savings is \$518,792** which includes the elimination of repairs operating costs, and demolition cost.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Utilization/Users

- The facility is used primarily by one group, limiting broader value.

Functionality

- The facility is not user-friendly or accessible.

Historical/Community Significance

- The facility is highly regarded by the community group.
- The community has not significantly invested in upgrades or operational support.

Building Condition

- The current facility condition requires extensive or escalating capital investments.
- Recent capital investments are lacking or outdated.
- Addresses capital renewal challenges or removes costly liabilities.

Financial Considerations

- Reduces operating costs or improves cost efficiency.
- Reduces or redirects capital investment needs.
- Avoids large new capital outlays.

Alternative Option: Maintain and Replace Aging Facilities

The alternative option involves either maintaining the Port Dover Kinsmen Hall and Scout Hut or rebuilding them if the cost of replacement is lower than the cost of ongoing renewal. While this would continue to support the Scout and Kinsmen groups, it would also require the County to absorb ongoing operating and maintenance expenses, as well as the potential cost of reconstruction. Although it is important to acknowledge that the Port Dover Scouts and Kinsmen have historically contributed to the upkeep of these facilities and that their efforts benefit the community, the buildings do not support County programming or services and are not essential to Norfolk's facility portfolio. **Therefore, this option is not recommended.**

F. Courtland Scout Hall

A Business Case for Decommission/Donation

The Courtland Scout Hall is located at 276 Main Street, Courtland, ON.

These facilities are predominantly used by the Scouts. These groups have done good work for the community and have historically fundraised to contribute financially toward the buildings.

Despite efforts, the condition of these buildings is in poor condition and are a significant cost to the County to maintain.

The proposed recommendation is to decommission and/or donate this facility to the primary user group.

276 Main Street

- Total Existing Building Footprint: 3,765 sf
- Gross Floor Area: 4,690 sf
- Parcel Size: 195,000 sf
- Year constructed: 1952
- Current Condition: **Poor**



Recommended Option: Decommission/ Donate Scout Hall

It is recommended that this facility be decommissioned or donated, as it presents ongoing financial and risk burdens, lacks modern functionality, and does not support County services. This approach allows reinvestment in active, strategically located spaces instead of allocating significant capital to a building projected to reach the 'Very Poor' performance category within the next decade.

Rationale

- The facility is not used to support any services directly delivered by the County
- The building requires substantial work with extensive capital investments required, this facility is essentially past its useful life.
- The facilities have a current backlog of approximately \$100K and will require over \$900K in repairs over the next 10 years.
- There is alternative community rental space in proximity to the Scout Hall that could be utilized by these user groups.

Key Actions

The following lists the short-term and long-term key actions for this building:

- Engage community groups to explore donation options.
- Engage with local users early in the process to ensure transparency and manage expectations.
- Explore program relocation options in collaboration with users and enable seamless transition for program participants.
- Conduct safe demolition for unviable sites.

Timeline

This recommendation is proposed in Q1 – 2027.

Risks and Mitigation

Table 36 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 36 Risks & Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability	Community backlash or reputational risk due to perceived disregard for historical or community-valued assets. Mitigation: Engage early and transparently with Scouts and local stakeholders to explore donation or alternative use options.	Reduced liability exposure from maintaining and insuring an aging, underutilized asset in poor condition.
Financial	One-time costs for safe demolition and public engagement. Mitigation: Budget for these costs in capital planning and offset with long-term savings.	Eliminates capital renewal obligations and avoids future operating and capital costs.
Levels of Service	Perceived or real loss of community services by affected user group (Scouts). Mitigation: Work with Scouts to identify alternate County or community facilities.	Enables reinvestment in more strategic, multi-use, and better-utilized facilities that align with County services.
Public & Staff Health or Safety	Safety issues if building is left to deteriorate or inadequately secured before demolition. Mitigation: Ensure prompt action on demolition or secure vacant facility until action is taken.	Removal of potentially unsafe, aging infrastructure mitigates risks to public and County staff.
Reputational	Poor optics with closing a facility associated with a community group. Mitigation: Explain the business case and explore options for relocating programs together with user groups.	Reducing poor optics associated with a public-facing building in poor condition.

Financial Considerations

The following outlines the financial considerations associated with this recommendation:

- A renewal savings of \$972,508
- Divestment cost of approximately \$100,000.

Overall, **the 10-year net savings is \$872,508** to decommission or donation of this facility.

Alignment to County Principles

The following describes how this recommendation aligns with the County principles:

Utilization/Users

- The facility is used primarily by one group, limiting broader value.

Functionality

- The facility is not user-friendly or accessible.

Historical/Community Significance

- The facility is highly regarded by the community group.
- The community has not significantly invested in upgrades or operational support.

Building Condition

- The current facility condition requires extensive or escalating capital investments.
- Recent capital investments are lacking or outdated.
- The Facility Condition Index (FCI) is negative or below acceptable thresholds.
- It addresses capital renewal challenges and removes costly liabilities.
- Improves the overall condition or risk profile of the facility portfolio.

Financial Considerations

- Reduces operating costs or improves cost efficiency.
- Reduces or redirects capital investment needs.
- Avoids large new capital outlays.
- Unlocks property value or revenue potential.

Alternative Option: Maintain and Replace Aging Facility

The alternative option involves either maintaining the Courtland Scout Hut or rebuilding it, if the cost of replacement is lower than the cost of ongoing renewal. While this would continue to support the Scouts, it would also require the County to absorb ongoing operating and maintenance expenses, as well as the potential cost of reconstruction. Although it is important to acknowledge that the Scouts have historically contributed to the upkeep of the facility and that their service benefits the community, the building does not support County programming or services, and it is not essential to Norfolk's facility portfolio. **Therefore, this option is not recommended.**

G. Libraries

It is recommended that the libraries be retained as they are essential in supporting programming to the community and offer significant benefits at a very low cost. A library is not “nice-to-have”, it is a multi-use service hub that raises literacy and employability, closes the digital divide, and delivers multiple services from one roof at lower marginal cost. The Norfolk County Library Branches located in County owned facilities are as follows:

- Simcoe Branch Library
- Waterford Branch Library
- Delhi Branch Library
- Port Rowan Branch Library

Norfolk County Public Library is engaging in a 5-10-25-year facilities plan expected in early 2026, which will include an organizational structural review.

It is recommended that all Library Branches be retained, with the Port Dover location and lease to be reassessed at a later date.

Rationale

- The libraries function as civic hubs providing equitable access to learning, social connection, and digital inclusion. They foster literacy, belonging, and community health.
- All branches demonstrate consistent foot traffic, program participation, and circulation levels. Waterford alone serves over 9,000 residents, with projections showing growth to 12,900 by 2051.
- The 2022 Waterford Branch Plan outlines a sustainable path of incremental renovation and long-term expansion aligned with County population forecasts
- Library services directly support County priorities of accessibility, inclusion, education, and community wellbeing.
- Libraries and branches reduce social isolation, provide safe gathering spaces, and support youth, seniors, and low-income families.

Risks & Mitigation

lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability	Maintaining multiple aging buildings increases the County’s exposure to liability related to accessibility, building condition, and health and safety compliance. Mitigation: Continue investment in accessibility upgrades and ensure	

	building code, fire safety, and AODA compliance through scheduled renewals.	
Financial	Retaining all branches requires continued capital and operating investment across multiple facilities. This may constrain fiscal flexibility or create competing priorities with other County assets	Consolidation or new construction would likely create higher one-time capital and transition costs. Retaining and renewing existing branches spreads investment over time and benefits from energy retrofits and grant funding, lowering long-term life-cycle costs.
Levels of Service	Retaining all branches maintains current service coverage but could limit the ability to reallocate resources to new or expanding service models (e.g., digital, mobile, or shared-space delivery). Mitigation: Regularly review utilization and programming data through the upcoming 5-10-25 Facilities Plan to ensure resources continue to match community needs. Implement efficiency improvements (shared staffing, technology upgrades) where appropriate.	Retention ensures equitable geographic access and prevents service gaps that would arise from branch closures. Maintaining proximity-based service reduces risk of declining membership, literacy engagement, or social participation
Public Safety	Operating older facilities across multiple sites introduces potential for localized infrastructure failures (HVAC, electrical, accessibility) that may pose safety risks to staff or patrons.	
Reputational		Retaining all branches aligns with public expectations and reinforces trust in County leadership. It demonstrates a commitment to community well-being, education, and transparency reducing reputational risk from perceived service loss or inequity

Alignment to County Principles

Utilization/Users

- Waterford serves ~9,000 residents, projected to grow to ~13,000 by 2051
- Libraries remain among the County's most frequented public facilities, serving residents of all demographics.
- Usage includes book lending, digital access, literacy programs, study spaces, and community gatherings.

Functionality

- Planned renovations (e.g., Waterford Branch's +450 sq. ft. reconfiguration) will improve accessibility and space for programming
- Layouts support flexible use for meetings, makerspaces, and digital literacy programs.

Historical/Community Significance

- Branches have longstanding cultural value, representing Norfolk's commitment to literacy and learning.
- The Waterford Branch (1989) was community-funded and symbolizes civic pride
- Libraries serve as gathering places for civic engagement and multigenerational learning.

Building Condition

- Libraries are structurally sound, with active renewal projects addressing mechanical systems and accessibility.
- Waterford's planned renovations (2023–2025) include HVAC replacement, solar installation, window upgrades, and new flooring and shelving.
- Continued proactive maintenance will extend facility lifespan and support compliance.

H. Museums

The County's 385,000-object collection represents the cultural, agricultural, and social history of Norfolk County and is recognized as municipally significant. Norfolk County Heritage and Culture acts as the Public Trustee for these assets, ensuring they remain accessible to the community and preserved for future generations. The collection includes 301,600 archival items, 56,500 artifacts (including textiles and agricultural tools), 25,700 photographs, and 1,800 art pieces. As such, it is recommended that the County retain all of the following museums, including the County Archives and Art Centre:

- Norfolk County Archives
- Port Dover Harbour Museum
- Norfolk Arts Center
- Delhi Tobacco Museum & Heritage Centre
- Waterford Heritage & Agricultural Museum

It is further recommended that the County invest in a shared, centralized storage facility for artifacts across all museums. This investment would free up space within existing museum buildings, enabling expanded exhibit areas and creating new opportunities for community use and rentals, positioning these facilities as multi-use community hubs. The newly purchased Gilbertson Administration Building (GAB) has space in the industrial side of the facility to accommodate this need.

The optimization of these facilities and programming could be further strengthened through investment in modernization and coordinated management through the libraries and the recreation centres.

Rationale

- Museums and archives anchor local identity, education, and tourism. They provide direct public programming, school partnerships, exhibitions, and research services that link residents with Norfolk's agricultural, maritime, and civic heritage.
- These facilities also protect municipal records under Norfolk's retention policy, which is an essential governance function that cannot be outsourced or discontinued.
- Public use includes staff and researcher access, public visits, and educational programming.
- The buildings are in reasonable condition ranging from Fair to Very Good and have planned improvements and upgrades identified in the 10-year capital budget.

Risk & Mitigation

Table 37 lists the potential risk that may be incurred with this option including the mitigation measures. It also lists any decrease of risk as a result of the implementation of the recommendation.

Table 37 Risk & Mitigation

Risk Type	Potential Increased Risk & Mitigation	Potential Decreased Risk
Corporate Risk and Liability		Continued management of multiple heritage facilities increases exposure related to environmental controls, security, and building code compliance. Mitigation: Address through phased building renewal, improved HVAC and environmental control systems, and enhanced security/surveillance. Implement a formalized Collections Preservation and Risk Management Plan.
Financial	Maintaining multiple sites requires ongoing capital and operational investment. Mitigation: Ongoing operating and maintenance costs must be managed through preventive maintenance and coordinated asset planning.	
Levels of Service	Without storage expansion, overcrowding could limit staff efficiency, programming, and public access. Mitigation: Establish centralized collection storage (15,000–20,000 sq. ft.) to relieve capacity pressures and preserve high-quality public programming.	Retaining all sites sustains equitable geographic access, maintains specialized heritage programming (agriculture, maritime, tobacco, archives), and prevents disruption of community services.
Reputational		Demonstrates civic leadership and commitment to heritage stewardship. Builds trust with residents, donors, and partners by preserving public assets and improving access.

Alignment to County Principles

Utilization/Users

- Training all facilities preserves equitable geographic access across the County.
- Each site continues to serve a distinct community and thematic audience (agricultural, maritime, tobacco heritage, archival research).
- Sustains high public participation through exhibitions, programs, education, and tourism.
- Prevents service gaps or disengagement that would result from consolidation or closure.

Functionality

- Retention allows for ongoing operational improvements and modernization within existing, known facilities.
- Ensures continuity of programming, storage management, and administrative workflows.
- Supports a stable environment for artifact care and public access while planned storage expansion (15,000–20,000 sq. ft.) is implemented.
- Avoids costly and disruptive relocations that would impair functionality.

Historical/Community Significance

- Preserves the County's cultural identity and protects assets central to local heritage.
- Maintains long-standing community trust in the County as steward of its shared history.
- Reinforces public connection to Norfolk's agricultural, maritime, and industrial roots through place-based storytelling.

Building Condition

- Continued investment and proactive maintenance lower long-term infrastructure risk.
- Integration of energy-efficient systems (HVAC, glazing, environmental controls) improves asset longevity.
- Facility retention enables planned, phased renewal rather than costly reconstruction.
- Retention ensures controlled, County-led upkeep consistent with preservation standards.

9. Implementation Plan

The Norfolk County Facilities Master Plan is ambitious in scope, requiring careful sequencing of divestments, reinvestments, and modernization projects across a 10-year horizon. The Implementation Plan provides the bridge between strategic intent and operational reality. It outlines when projects should occur, what dependencies exist between them, and how Norfolk can ensure that change is carried out in a disciplined, transparent, and sustainable manner.

The Norfolk County Facilities Master Plan Implementation Plan is not simply a project schedule; it is a carefully designed transformation strategy. By sequencing actions over a 5 to 7-year horizon, it balances the need for quick wins with the realities of complex capital projects. It recognizes the importance of staff and community buy-in, the necessity of financial discipline, and the value of transparent leadership.

If executed with focus and rigor, the Implementation Plan will allow Norfolk to trade a fragmented, costly, and unsustainable facility portfolio for a streamlined, modern, and resilient system. The trade-offs are real, but the long-term benefits, fiscal sustainability, improved services, and facilities designed for growth and resilience, make this a transformation worth pursuing.

9.1. Guiding Principles

Several principles shape the implementation strategy. The proposed plan:

- Emphasizes early wins projects that can be executed quickly, demonstrate progress, and build momentum.
- Recognizes project complexity, sequencing high-complexity efforts (such as new builds and multi-department relocations) later in the plan to allow for adequate design, consultation, and procurement.
- Considers resource capacity, acknowledging that Norfolk's internal teams cannot deliver all projects simultaneously and will require phased engagement with architects, engineers, and specialized consultants.
- Aligns actions with cash-flow management, so that revenues from divestments offset reinvestment needs whenever possible.
- Integrates change management, requiring communication and staff supports alongside technical milestones.

9.2. Plan Summary

Table 38 shows a detailed quarter by quarter plan over the next 5 years.

Table 38 Proposed Implementation Plan by Quarter

Year	Quarter	Finish
2025	Q4	<ul style="list-style-type: none"> - A1- Tender contract for GAB renovations - A2 - Develop needs for CAB improvements (potential to design in-house or consultant) - OP1 - Deem Materials Recovery Facility (MRF) surplus and list it for sale - A3 - Deem Port Rowan Medical Centre surplus and list it for sale - OP2 - Deem Old Port Dover Works yard surplus and list it for sale
2026	Q1	<ul style="list-style-type: none"> - A1 - Complete renovations at GAB - A2 - Tender contract for CAB improvements - ES1 - Hire Consultant to design EMS extension to Waterford Fire Station - ES2 - Hire Consultant to design Culver Fire Chief Improvements - ES3 - Hire Consultant to design Delhi EMS improvements
	Q2	<ul style="list-style-type: none"> - A1, ES2 - Move HR and IT out of Culver into GAB - ES2 - Tender contract for Culver improvements - ES3 - Tender contract for Delhi improvements - C1 - Tender contract to demolish Port Dover Kinsmen Hall and Scout Hut, Courtland Scout Hut - ES4 - Hire consultant to design new St. Williams Fire Hall and EMS Base - ES5 - Hire a consultant to design improvements to 4 EMS bases - C2 - Sever South Walsingham Hall from park property
	Q3	<ul style="list-style-type: none"> - ES2 – Complete Culver Renovations - ES3 – Complete Delhi renovations - ES1 - Tender Contract to build Waterford EMS extension - ES5 - Tender Contract for four EMS base improvements - OP3 - Hire Consultant to complete a needs assessment for 2 roads yards FOB and West 45
	Q4	<ul style="list-style-type: none"> - ES2 – Move Fire Chief to Culver - ES5 - Complete improvements to 4 EMS bases - A1, OP3 - Move Facilities staff out of FOB and into GAB
2027	Q1	<ul style="list-style-type: none"> - ES4, C3 - Tender Contract to Demolish St. Williams Community Centre and Build new Fire/EMS - C3 - Deem Waterford Community Centre Surplus and list it for sale - C1 - Complete demolition of Port Dover Kinsmen Hall and Scout Hut, Courtland Scout Hut

Year	Quarter	Finish
		<ul style="list-style-type: none"> - OP3 - Hire Consultant to design new West 45 Roads yard expansion - OP3 - Hire Consultant to design new FOB Roads yard expansion - OP4 - Move Drainage staff out of Courtland yard to another location temporarily
	Q2	<ul style="list-style-type: none"> - ES4 - Deem vacant lot next to St. Williams Fire Station surplus and list it for sale - ES1 - Complete Waterford EMS extension at Fire Station - OP4 - Deem Courtland Roads yard surplus and list it for sale
	Q3	<ul style="list-style-type: none"> - ES4, C3 - Complete demolition of St. Williams Community Centre and begin construction of Fire Hall
	Q4	<ul style="list-style-type: none"> - OP3 - Tender contract for new West 45 Roads yard expansion - OP3 - Tender contract for new FOB Roads yard expansion - C4 - Deem South Walsingham Hall surplus and list it for sale
2028	Q1	<ul style="list-style-type: none"> - OP3 - Begin construction of new West 45 Roads yard - OP3 - Begin construction of new FOB Roads yard
	Q2	<ul style="list-style-type: none"> - ES4 - Complete construction of new St. Williams Fire Station and EMS Base and move staff in
	Q3	<ul style="list-style-type: none"> - ES4 - Tender demolition of St. Williams existing Fire Hall
	Q4	<ul style="list-style-type: none"> - ES4 - Complete demolition of St. Williams existing Fire Hall
2029	Q1	<ul style="list-style-type: none"> - OP3 - Complete Construction of new West 45 Roads yard - OP3 - Complete Construction of new FOB Roads yard
	Q2	<ul style="list-style-type: none"> - OP3 - Move all Roads staff into FOB or West 45 - OP3 - Move mechanics some mechanics into West 45 yard
	Q3	<ul style="list-style-type: none"> - OP3 - Demolish Central Roads yard in Delhi - OP3 -Deem Schellburg yard, Villa Nova yard, and Loader Storage on 59 surplus and list them for sale

The plan is broken into 4 distinct phases described below.

Phase One: Early Actions (Q4 2025 – Q2 2026)

Implementation begins in Q4 2025 with a set of low-risk but high-impact actions. The GAB renovations are tendered, marking a visible step toward modernized administrative hubs. Simultaneously, surplus properties such as the Port Rowan Medical Centre and Old Port Dover Works Yard are declared and prepared for sale. These actions serve as immediate signals of commitment, producing near-term revenue and reducing deferred maintenance liabilities.

In early 2026, momentum builds with the completion of GAB renovations and the tendering of improvements at the County Administrative Building (CAB). Initial design scoping begins for Emergency Services projects, including the EMS extension at Waterford and planned upgrades to Culver and Delhi bases. These projects, while more complex, are sequenced early enough to ensure that Norfolk's emergency response capacity is preserved throughout facility transitions.

Strategic success factor: During this phase, Norfolk will need to focus on communication. Declaring facilities surplus and moving staff functions to new administrative hubs will require internal communication and coordination.

Phase Two: Scaling Up (Q3 2026 – Q2 2027)

By mid-2026, the County should begin to tackle more visible divestments. Demolition contracts for underutilized community facilities such as the Port Dover Kinsmen Hall and Courtland Scout Hut are tendered. The South Walsingham Hall is severed from its park property, preparing it for divestment. At the same time, design work begins for the new St. Williams Fire/EMS facility and upgrades to four EMS bases.

By Q4 2026, CAB and Delhi EMS renovations should be completed, and tendering is issued for the Waterford EMS extension. Operations consolidation also moves forward, with needs of the Roads division and how the FOB and West 45 road yards, need to retrofit to accommodate all of the staff and operations. HR and IT functions are relocated from Culver into GAB, further advancing the administrative consolidation strategy.

The year 2027 marks a turning point. In Q1, Norfolk should be tendering the demolition of the St. Williams Community Centre and the construction of the new joint Fire/EMS facility. Later that year, the Waterford Community Centre is declared surplus and listed for sale. These steps signal a shift from preliminary projects into higher profile, more community sensitive changes.

Strategic success factor: Norfolk needs manage change fatigue during this phase. Staff relocations, building demolitions, and new construction will coincide. Ensuring staff have clear transition plans and providing residents with consistent updates on project timelines and reinvestments, will be essential to maintaining momentum.

Phase Three: Major Capital Delivery (2027 – 2028)

This phase is dominated by capital delivery. Construction of the new St. Williams Fire/EMS station begins, alongside upgrades at existing bases. The Waterford EMS extension proceeds through tendering and into build. Community facility divestments accelerate, with properties such as Waterford Community Centre listed and sales finalized.

At the same time, the County begins to make progress on operations yard consolidation. Needs assessments inform tendering for new or expanded consolidated yards, enabling the eventual closure of outdated and costly satellite yards.

This period will also see staff relocations finalized, with departments settled into modernized administrative hubs. The visibility of new construction and renovated administrative offices will serve as evidence of progress, helping to counteract concerns about the loss of legacy community facilities.

Strategic success factor: Norfolk’s attention must shift to project management discipline. Major construction projects are complex and prone to overruns. Strong cost controls, clear contract management, and regular reporting to Council will be vital to prevent cascading delays.

Phase Four: Consolidation and Optimization (2029 – 2030)

The latter years of the plan are about consolidating gains. By 2029, new builds such as the St. Williams Fire/EMS station will be operational, allowing redundant sites to be closed and divested. Operations yards are consolidated, reducing duplication and creating more efficient service delivery hubs. Community facility sales are completed, freeing up one-time revenues to cover remaining capital needs.

Strategic success factor: In this phase, Norfolk must focus on measuring results. Regular monitoring of facility utilization, financial performance, and service outcomes should be reported, demonstrating that the plan is delivering on its promises. This accountability will be important to sustaining public and political support.

9.3. Overall Strategic Success Factors

Beyond the timelines themselves, Norfolk’s success in implementing this plan will hinge on several broader factors:

1. **Leadership and Political Will**

The plan’s success depends on Council and senior leadership remaining disciplined in implementing the full strategy, not cherry-picking projects. Some scenarios require investment (e.g., Fire & EMS) while others generate savings (Administration, Operations, Culture); only in combination do the benefits balance out.

2. **Transparent Communication**

Community identity is tied strongly to local facilities. Success will require proactive,

transparent communication with residents and stakeholders to explain not just what is changing, but why the trade-offs are necessary, and how reinvestment will improve long-term outcomes.

3. Change Management and Staff Support

Staff consultations have already revealed “change fatigue.” Without strong change management, including leadership messaging, staff supports during relocations, and recognition of community contributions to facilities, implementation risks faltering.

4. Financial Discipline and Phasing

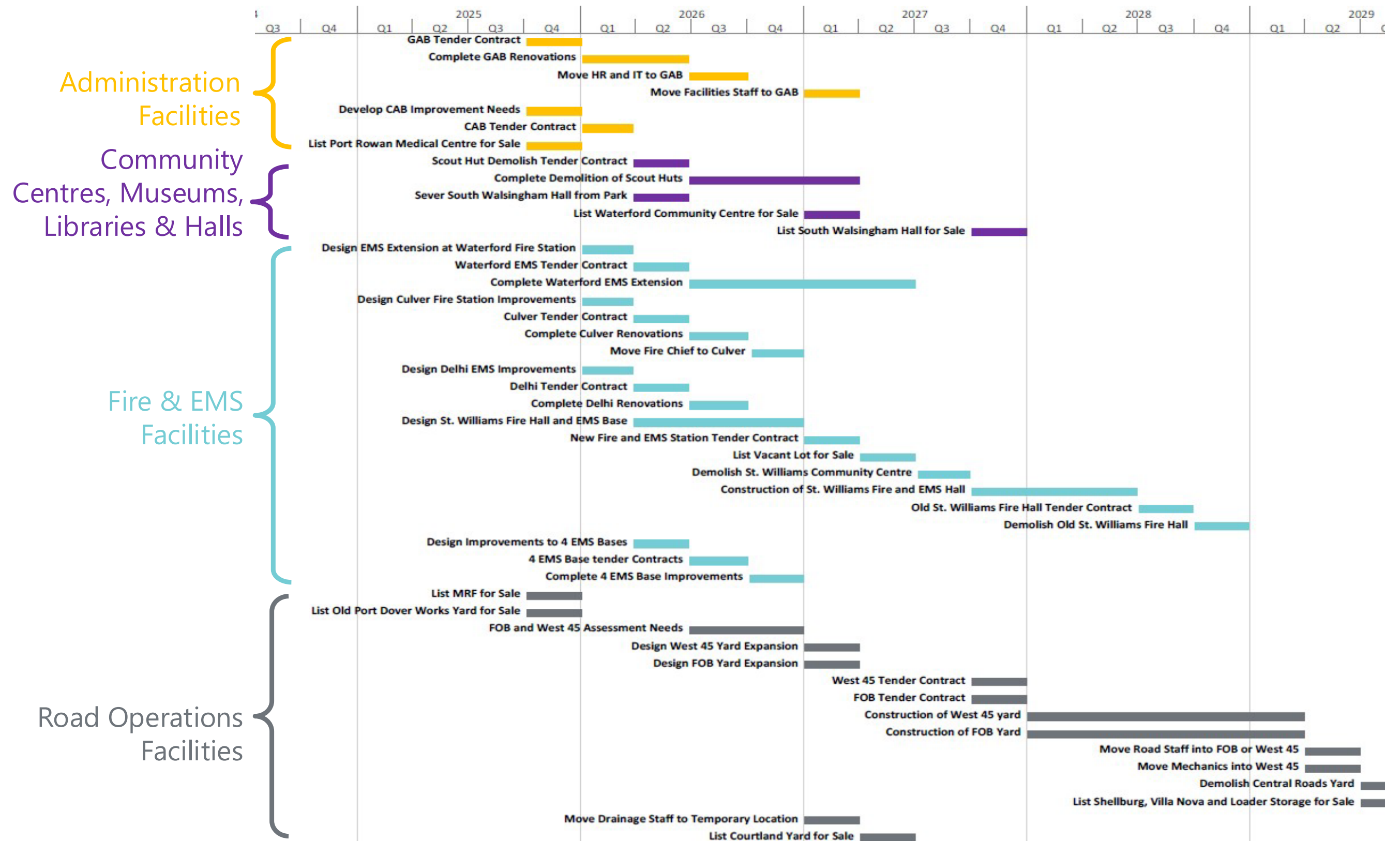
The County must carefully manage timing so that revenues from divestments are realized before or alongside reinvestments. Strong cost controls on design and construction will be important factors to manage, as capital budgets are tight and overruns could cascade into delays.

5. Monitoring and Continuous Improvement

The plan includes provisions for periodic monitoring of facility utilization and regular reporting to stakeholders. Establishing this discipline early will build credibility and allow for course corrections as growth patterns or community needs evolve.

The Implementation Plan provides Norfolk County with a structured, phased pathway to transition from an unsustainable facility portfolio to a modern, efficient, and resilient system. By starting with early wins, sequencing high-impact divestments with reinvestments, and embedding change management at each step, the County positions itself for long-term success.

Below is a high-level schedule of the overall implementation plan. Staff will continue to refine these dates and times as they work through the various stages of the plan.



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Appendix B: Full List of Facilities in Scope

Facility ID	Facility Name	Facility Address
F500	County Administration Building	50 Colborne Street South
F503	Delhi Administration Building	183 Main Street of Delhi
	Gilbertson Administration Building	12 Gilbertson Drive
F810	Port Rowan Medical Centre	1035 Bay Street
F501	County Administration Building 2	60 Colborne Street South
F502	County Administration Building 3	40 Colborne Street South
	Robinson Administration Building	185 Robinson St, Simcoe
F450	Cedar Street Administration Buildings	396 Cedar Street
F638	Vittoria Old Town Hall	1538 Old Brock Street
F634	St. Williams Community Center	80 Queen Street West
F640	Waterford Lions Community Center	51 West Church Street
F636	Teeterville Woman's Institute Hall	194 Teeter Street
F632 / F635	South Walsingham Hall - Main Building	2070 Highway 59
F627/F842	Delhi Friendship Centre & Parks Storage	418 Queen Street
F628/F642/F844	Port Dover Kinsmen Scout Huts	95 Hamilton Plank Road
F628/F642/F844	Port Dover Kinsmen Hall	95 Hamilton Plank Road
F625	Adult Community Centre (Pond St)	89 Pond Street
F830	Parks Storage Building & Workshop (Pond St)	129 Pond Street
F643	Courtland Scout Hall	276 Main Street of Courtland
F553	Teeterville Pioneer Museum	194 Teeter Street
F626	Courtland Community Center	272 Main Street of Courtland
F557	Alligator Tug Storage Building	N/A
F630	Port Dover Community Center	801 St. George Street
F637	Vittoria Community Center	35 Oakes Blvd.
F629	Langton Community Center	28 Albert Street
F631	Port Rowan Community Center	14 College Avenue
F632 / F635	South Walsingham Hall - Quonset	2070 Highway 59
F578	Simcoe Branch Library	46 Colborne Street
F579	Waterford Branch Library	15 Main Street South

Facility ID	Facility Name	Facility Address
F575	Delhi Branch Library	192 Main Street of Delhi
F577	Port Rowan Branch Library	1034 Bay Street
F551	Norfolk County Archives	109 Norfolk Street South
F552	Port Dover Harbour Museum	44 Harbour Street
F505	Norfolk Arts Center	21 Lynnwood Avenue
F554	Delhi Tobacco Museum & Heritage Centre	200 Talbot Road
F555	Waterford Heritage & Agricultural Museum	159 Nichol Street
F600	Delhi Community Centre Arena - Storage and Fieldhouses	144 Western Avenue
F601	Langton Arena - Fieldhouse	30 Albert Street
F601	Langton Arena - Pavillion	30 Albert Street
F845	Simcoe Lions Park	75 Davis Street East
F846	Simcoe Memorial Park	273 Owen Street
F841	Thompson Park Fieldhouse	17 Oakes Boulevard
F839	Win-Del Park Fieldhouse	3178 Nixon Road
F860	Walsingham Fieldhouse	2072 Main Street of Walsingham
F601?	Langton Arena Fieldhouse	30 Albert Street
F837	St. Williams Fieldhouse	114 Queen Street East
F853	Delhi Fieldhouse	144 Western Street
F856	Courtland Fieldhouse	329 Main Street of Courtland
F857	Courtland Pavillion	330 Main Street of Courtland
F838	St. George Street Washrooms	9 St. George Street
F843	McLaughlin Sports Park	510 Main Street of Delhi
F078	Norfolk County Youth Soccer Park - Main Building	660 West Street
F078	Norfolk County Youth Soccer Park - Pavillion	660 West Street
F862	Lawn Bowling Clubhouse	155 Kent Street North
F836	Langton Recreation Storage Building and Daycare	30 Albert Street
F600	Delhi Community Centre Arena	144 Western Avenue
F601	Langton Arena	30 Albert Street
F602	Port Dover Arena	809 St. George Street
F603	Talbot Gardens Arena	10 Talbot Street North

Facility ID	Facility Name	Facility Address
F604	Waterford Tricenturena	32 Church Street East
F004/F701/F641	Simcoe Recreation Center Arena and Annaleise Carr Aquatic Centre	182 South Drive
F700	Delhi Kinsmen Pool	336 Talbot Road
F508/F774	Culver Operations Building	95 Culver Street
F783	St. Williams Fire Station	180 Townline Street
	St. Williams Fire Station Vacant Lot	180 Townline Street
	New St Williams Fire Station and EMS Base	80 Queen Street West
F785	Delhi EMS Base	789 James Street
F788	Port Dover EMS Base	309 St. Patrick Street
F787/F820	Port Rowan EMS Base	1417 Highway 59
F776	Waterford Fire Station & EMS Base	294 Main Street South
F780	Langton Fire Station & EMS Base	18 Queen Street
F775	Port Dover Fire Station	111 Nelson Street
F777	Teeterville Fire Station	186 Teeter Street
F778	Delhi Fire Station	104 Argyle Avenue
F779	Courtland Fire Station	272 Main Street of Courtland
F781	Fairground Fire Station	722 County Road 28
F782	Port Rowan Fire Station	35 Erie Avenue
F789	Vittoria Fire Station	1375 Vittoria Road
F880	Material Recovery Facility	28 Grigg Drive
F302	Facilities Operations Building	591 Norfolk Street South
F403	Central Roads Operations Facility	340 Argyle Avenue
F403	Central Roads Operations Facility Dome	340 Argyle Avenue
F407	Villa Nova Roads Facility	1355 County Road 9
F407	Villa Nova Roads Fabric Storage Bldg	1355 County Road 9
F404 / F507	Schellburg Operations Facility	8 Schellburg Avenue
F404 / F507	Schellburg Operations Facility Dome	8 Schellburg Avenue
F401?	West Roads Operations Facility	1630 County Road 45
	Port Dover Old Public Works Building	212 Nelson Street East
F400	Courtland Operations Facility Dome	4329 Highway 59
F400	Courtland Operations Facility	4329 Highway 59
F412	Loader Storage Garage	3090 Highway 59
F412	Loader Storage Garage Dome #1	3090 Highway 59

Facility ID	Facility Name	Facility Address
F412	Loader Storage Garage Dome #2	3090 Highway 59
F301	Norfolk County Garage	568 Queensway West
F301	Norfolk County Garage Dome #1	568 Queensway West
F301	Norfolk County Garage Dome #2	568 Queensway West
F302	Facilities Operations Building Dome #1	591 Norfolk Street South
F302	Facilities Operations Building Dome #2	591 Norfolk Street South
F411	Dundurn Salt Storage Building	474 County Road 5
F835	Port Dover Lions Park Storage Building	809 St. George Street
F405	Walsh Salt Dome	984 Charlotteville Road 7
F859	Port Rowan Community Parks Storage Building	Bay Street
F833	Waterford Parks Storage Building	32 Church Street East
F750	Oakwood Cemetery Building	55 Potts Road
F832	Parks Storage Building	177 Western Avenue
F832	Delhi Parks Storage / Daycare Building	144 Western Street

Appendix C: External Survey Results

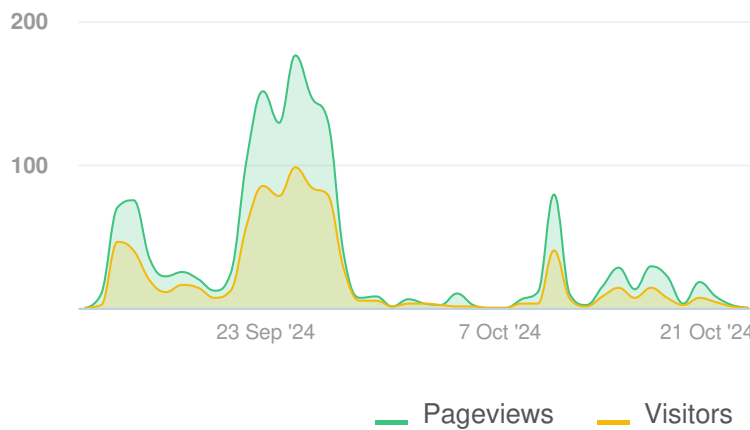
Project Report

10 September 2024 - 21 October 2024

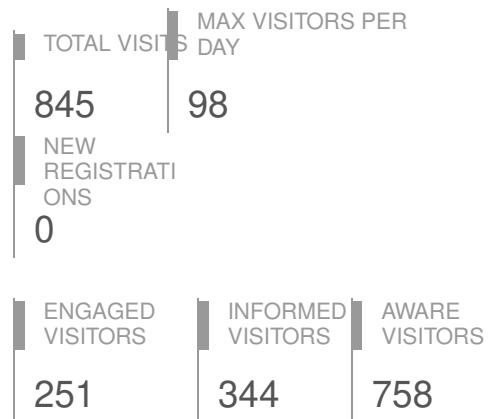
Engage Norfolk Facilities Review and Master Plan



Visitors Summary

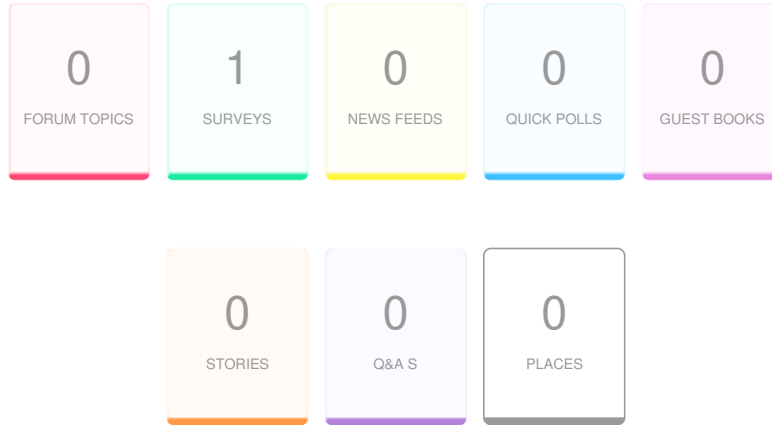


Highlights



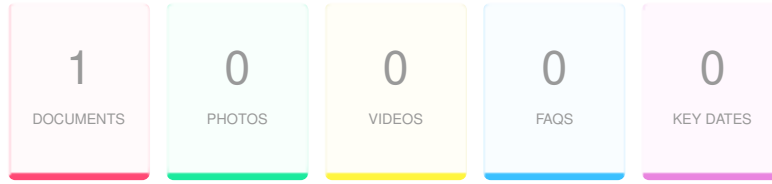
Aware Participants		Engaged Participants		
758		251		
Aware Actions Performed	Participants	Engaged Actions Performed		
Visited a Project or Tool Page	758	Registered	Unverified	Anonymous
Informed Participants	344	Contributed on Forums	0	0
Informed Actions Performed	Participants	Participated in Surveys	0	0
Viewed a video	0	Contributed to Newsfeeds	0	0
Viewed a photo	0	Participated in Quick Polls	0	0
Downloaded a document	4	Posted on Guestbooks	0	0
Visited the Key Dates page	6	Contributed to Stories	0	0
Visited an FAQ list Page	0	Asked Questions	0	0
Visited Instagram Page	0	Placed Pins on Places	0	0
Visited Multiple Project Pages	94	Contributed to Ideas	0	0
Contributed to a tool (engaged)	251			

ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Facilities Master Plan Survey	Published	372	0	0	251

INFORMATION WIDGET SUMMARY



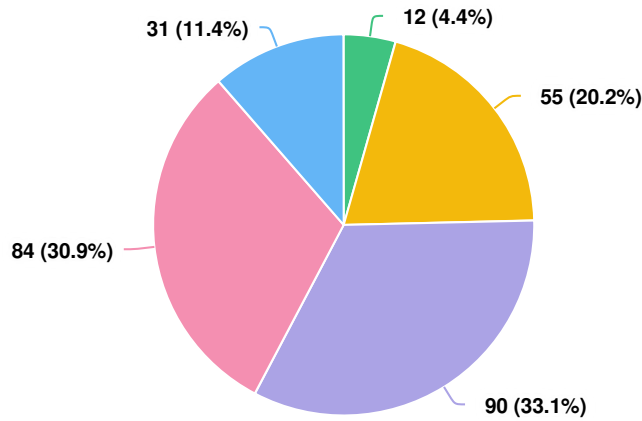
Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Key Dates	Key Date	6	6
Document	Facilities Review Presentation	4	5

ENGAGEMENT TOOL: SURVEY TOOL

Facilities Master Plan Survey

Visitors 372	Contributors 251	CONTRIBUTIONS 272
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How satisfied are you with the current state and condition of Norfolk County's facilities (e.g., administration, operations...



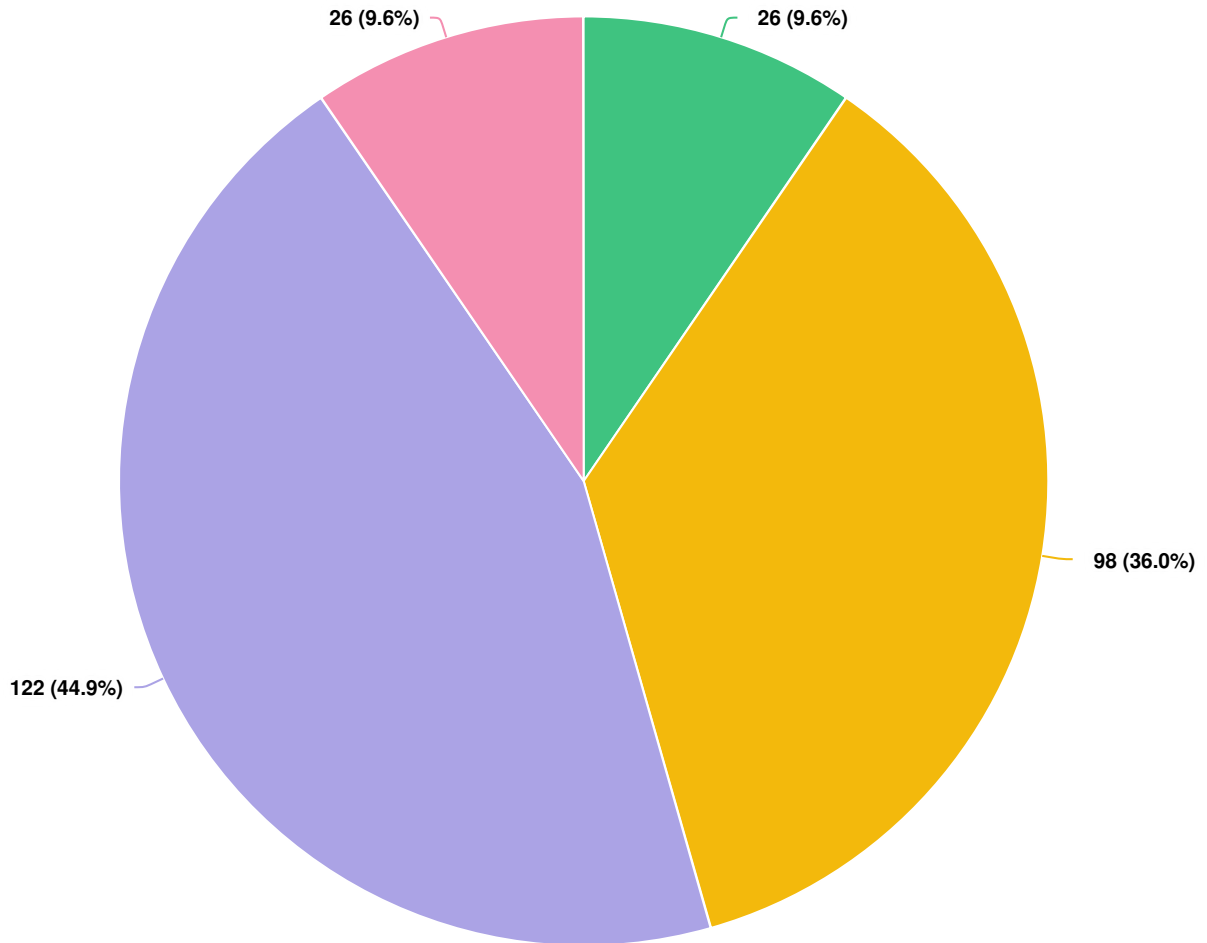
Question options

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Mandatory Question (272 response(s))

Question type: Radio Button Question

Do Norfolk County's facilities meet the needs of the community?



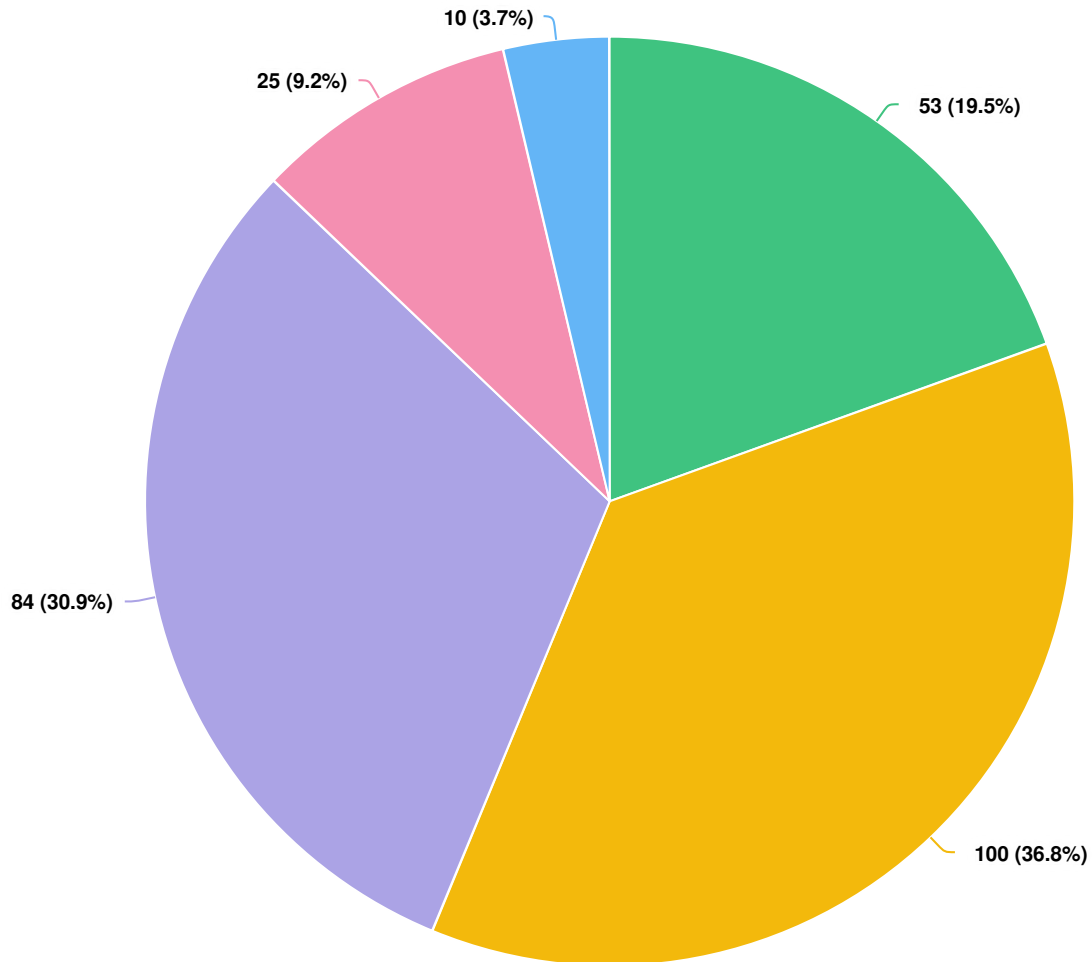
Question options

- Yes, they meet all needs
- Yes, but there are areas for improvement
- No, they do not fully meet the needs
- No, they do not meet the needs at all

Mandatory Question (272 response(s))

Question type: Radio Button Question

How concerned are you about the aging infrastructure of Norfolk County facilities?



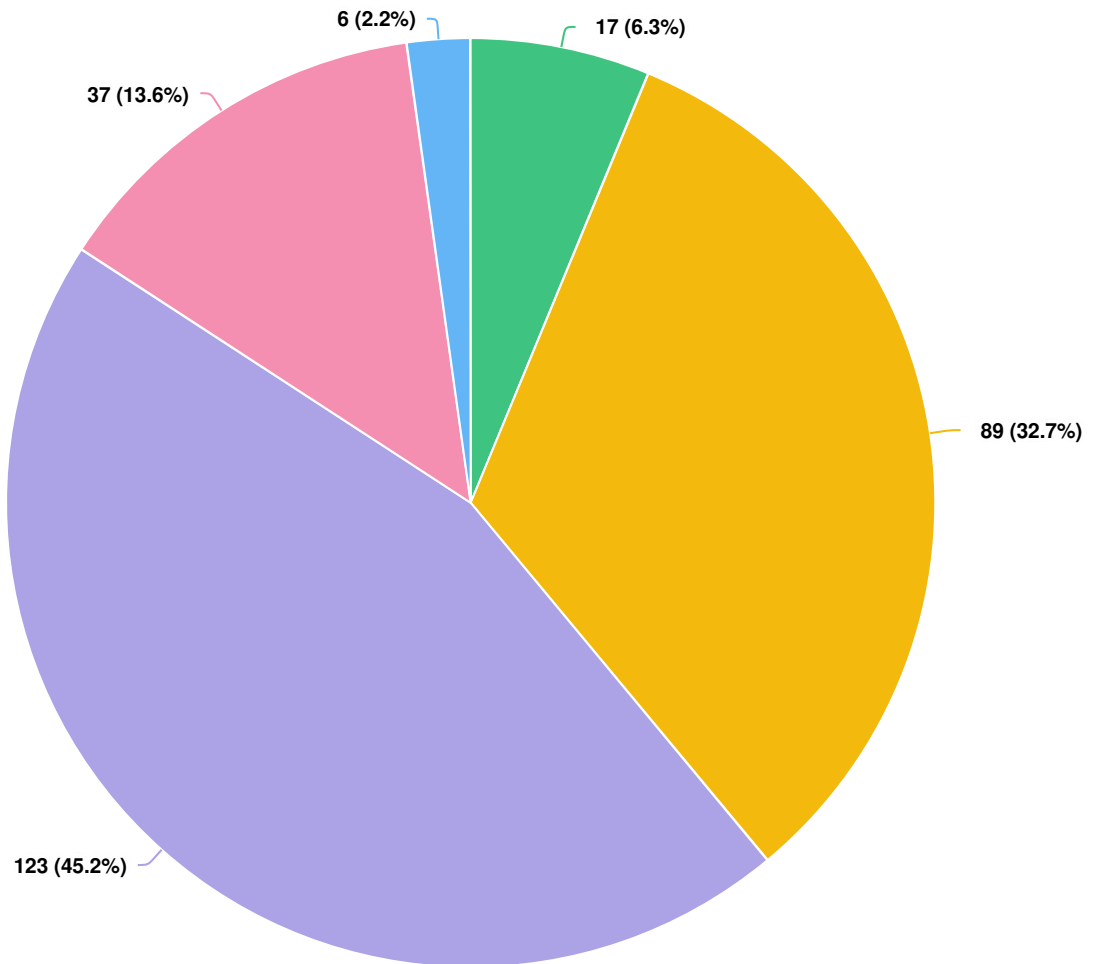
Question options

- Extremely concerned
- Very concerned
- Somewhat concerned
- Not very concerned
- Not concerned at all

Mandatory Question (272 response(s))

Question type: Radio Button Question

How would you rate the accessibility of Norfolk County facilities (e.g., location, transportation, physical access)?



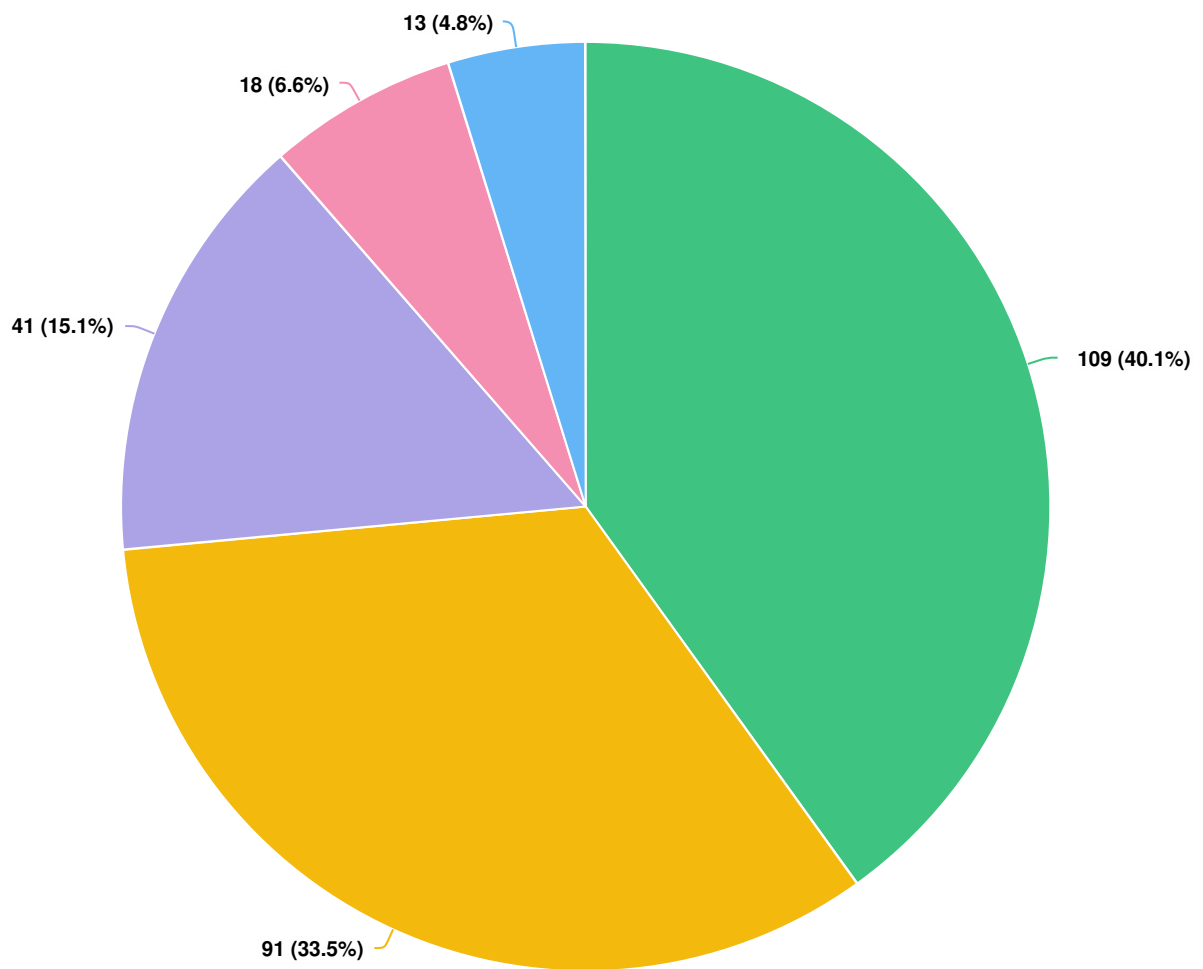
Question options

- Excellent
- Good
- Fair
- Poor
- Very Poor

Mandatory Question (272 response(s))

Question type: Radio Button Question

How important is it for Norfolk County to keep its local facilities, community centers, town halls, etc.?



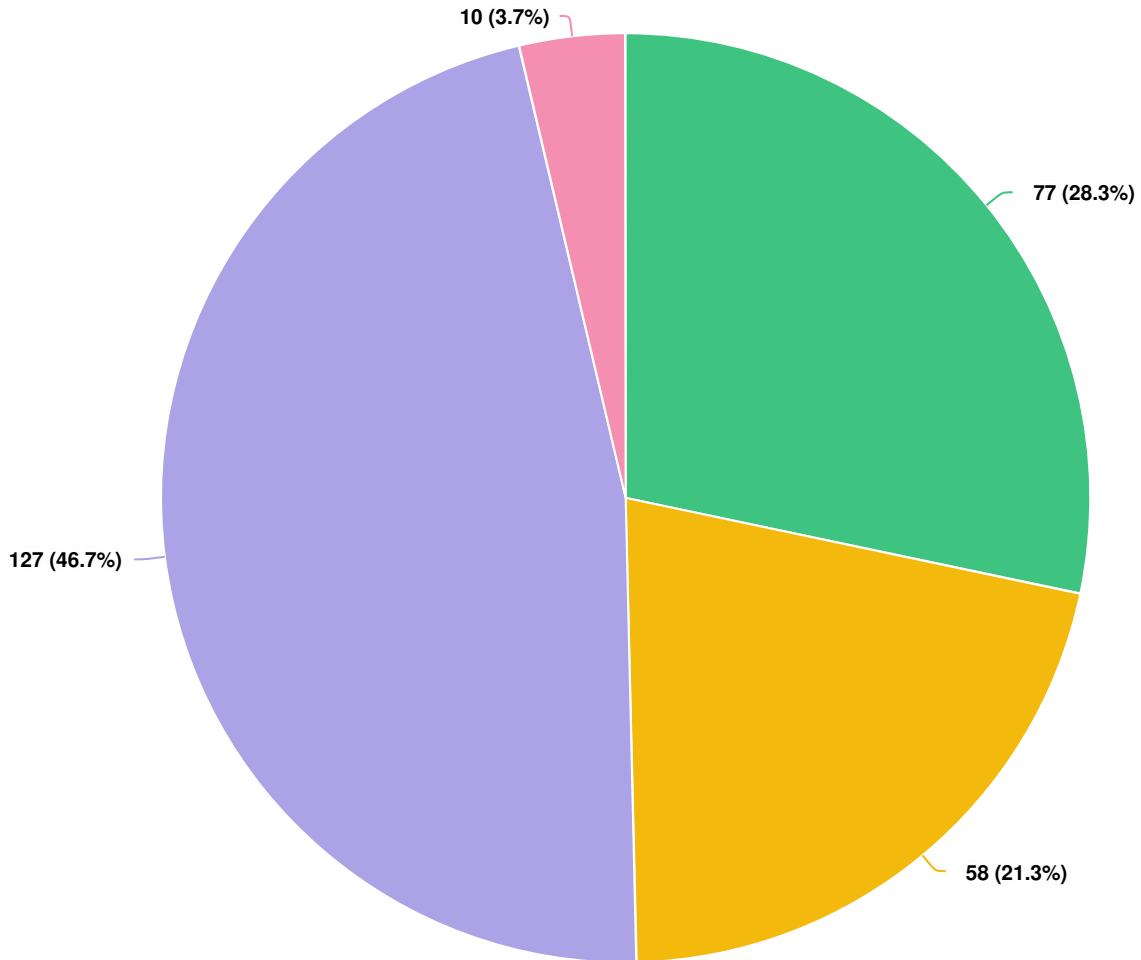
Question options

- Extremely important
- Very important
- Somewhat important
- Not very important
- Not important

Mandatory Question (272 response(s))

Question type: Radio Button Question

Should Norfolk County invest in the maintenance and repair of its existing facilities or build new ones?



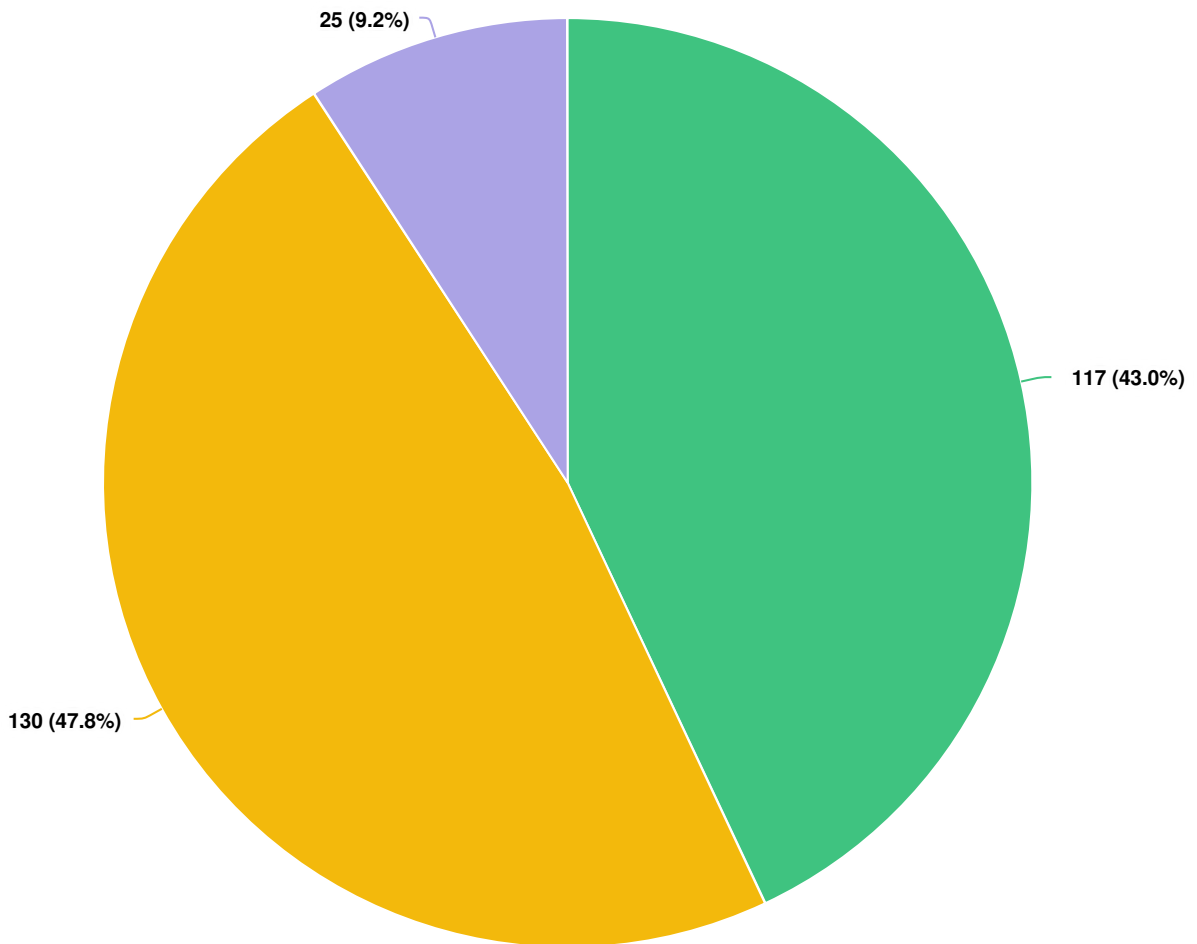
Question options

- Focus on maintaining and repairing existing facilities
- Focus on building new, modern, multi-use facilities
- Balance between maintenance and building new facilities
- No opinion

Mandatory Question (272 response(s))

Question type: Radio Button Question

Would you prefer to access more Norfolk County services and programs in one multi-use facility?



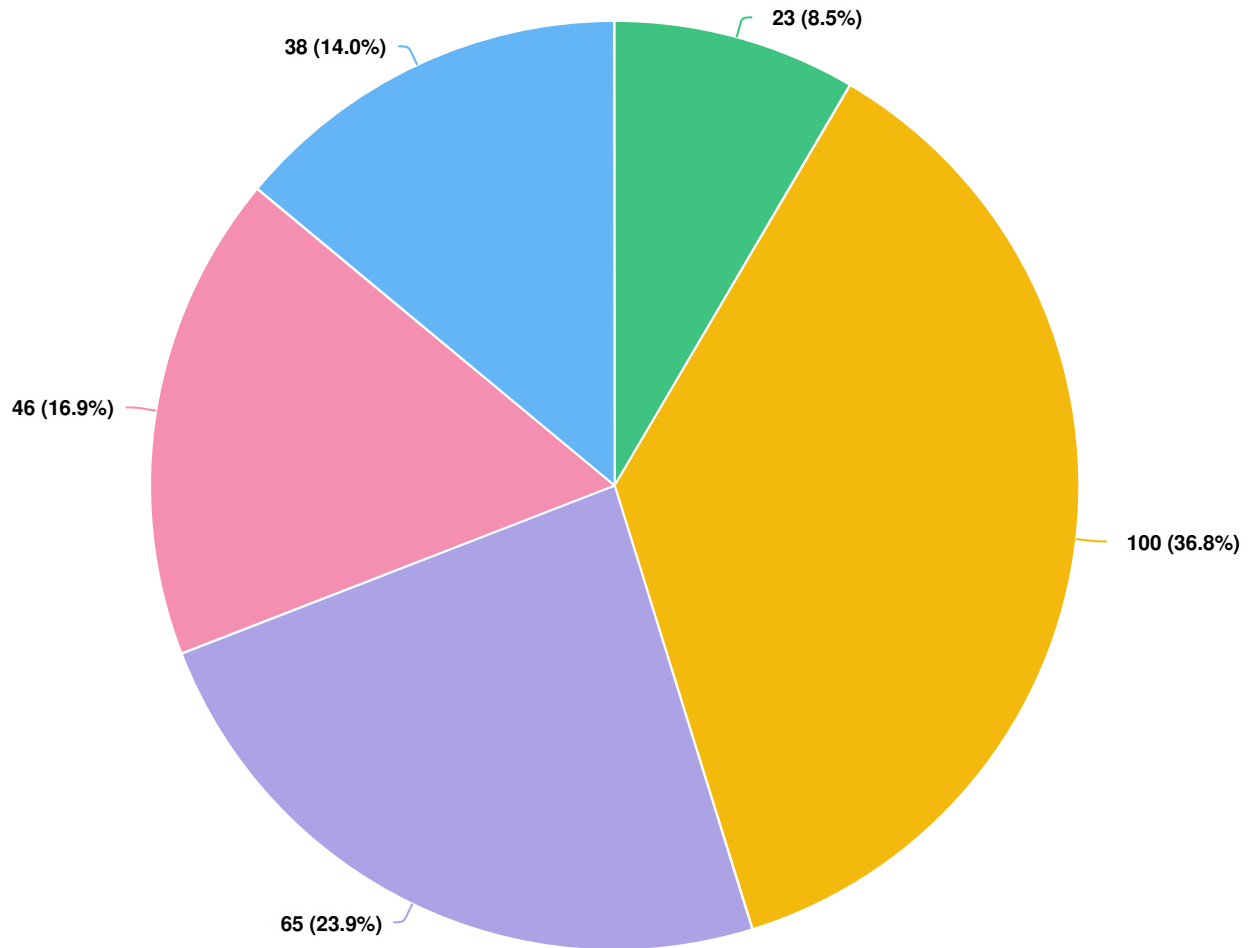
Question options

- Yes – central and multi-use facilities would be more convenient
- No – smaller local facilities are more important
- Unsure

Mandatory Question (272 response(s))

Question type: Radio Button Question

Do you support Norfolk County taking on debt to fund necessary repairs and upgrades to its facilities?



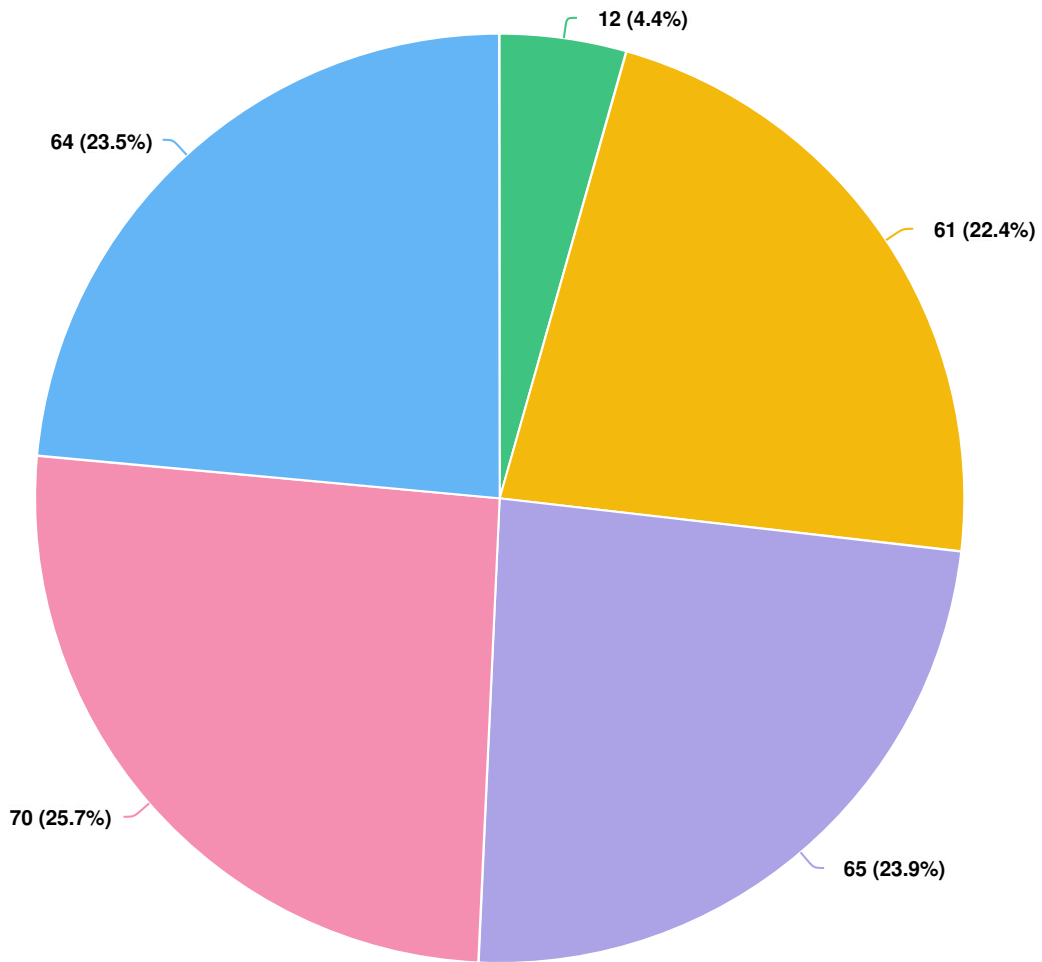
Question options

- Strongly support
- Support
- Neutral
- Oppose
- Strongly oppose

Mandatory Question (272 response(s))

Question type: Radio Button Question

Do you support paying higher taxes to ensure Norfolk County can keep and maintain its existing facilities?



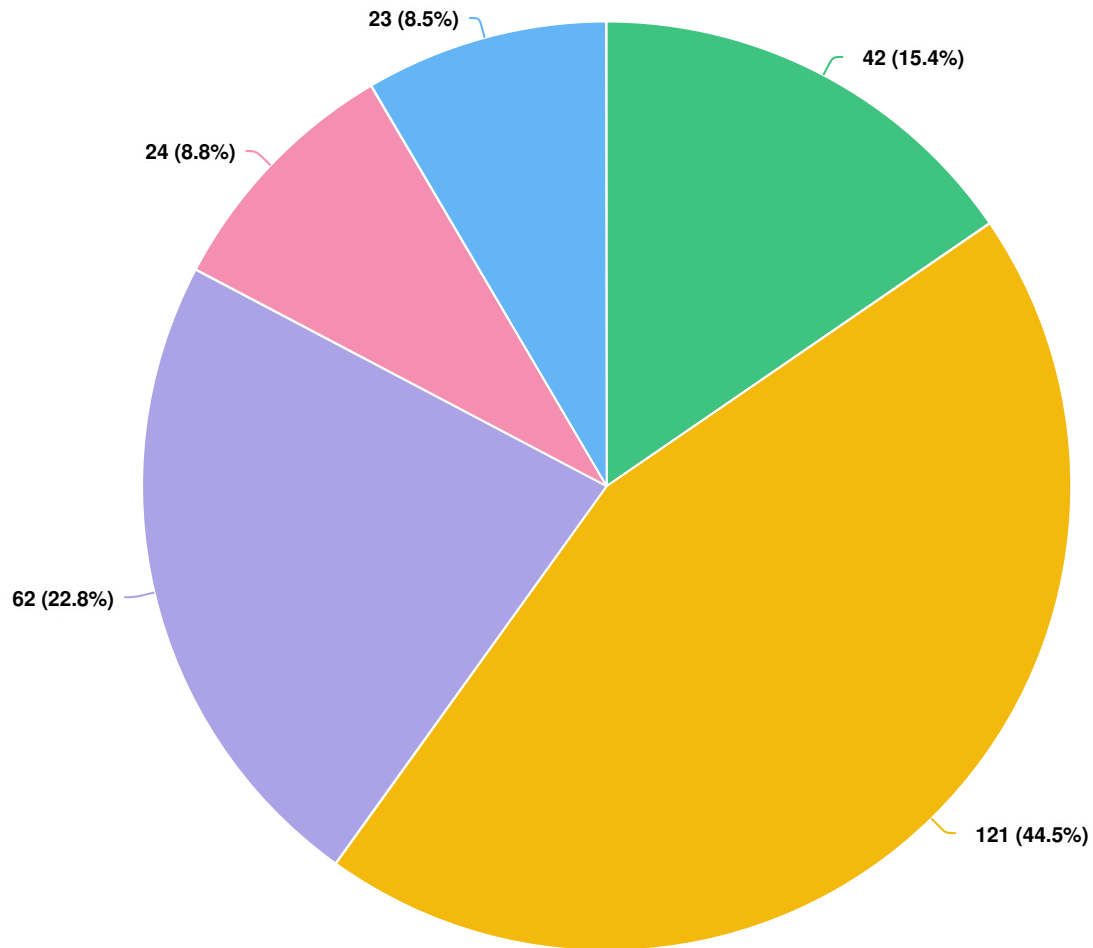
Question options

- Strongly support
- Support
- Neutral
- Oppose
- Strongly oppose

Mandatory Question (272 response(s))

Question type: Radio Button Question

Do you support paying higher user fees to ensure Norfolk County can keep and maintain its existing facilities?



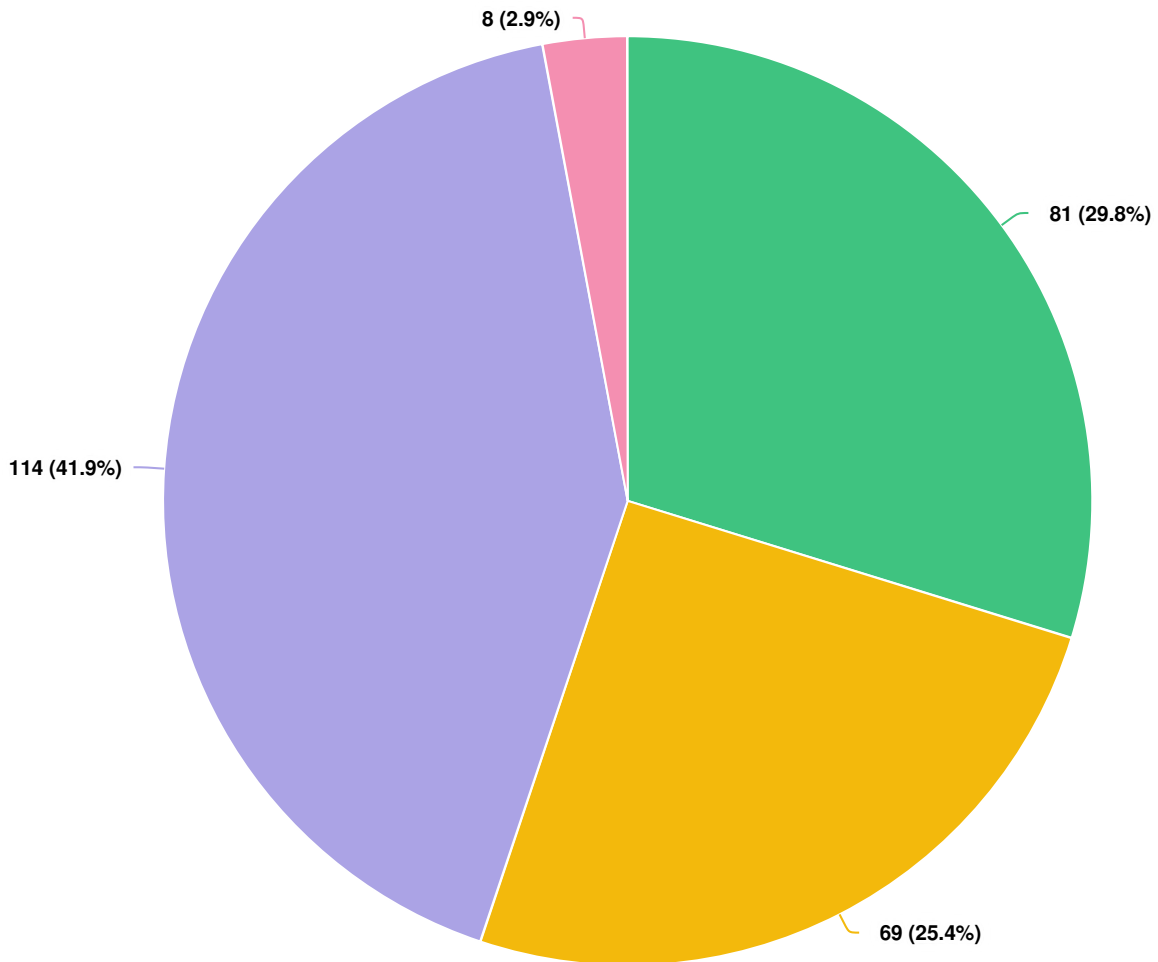
Question options

- Strongly support
- Support
- Neutral
- Oppose
- Strongly oppose

Optional question (272 response(s), 0 skipped)

Question type: Radio Button Question

How should Norfolk County prioritize spending on its facilities?



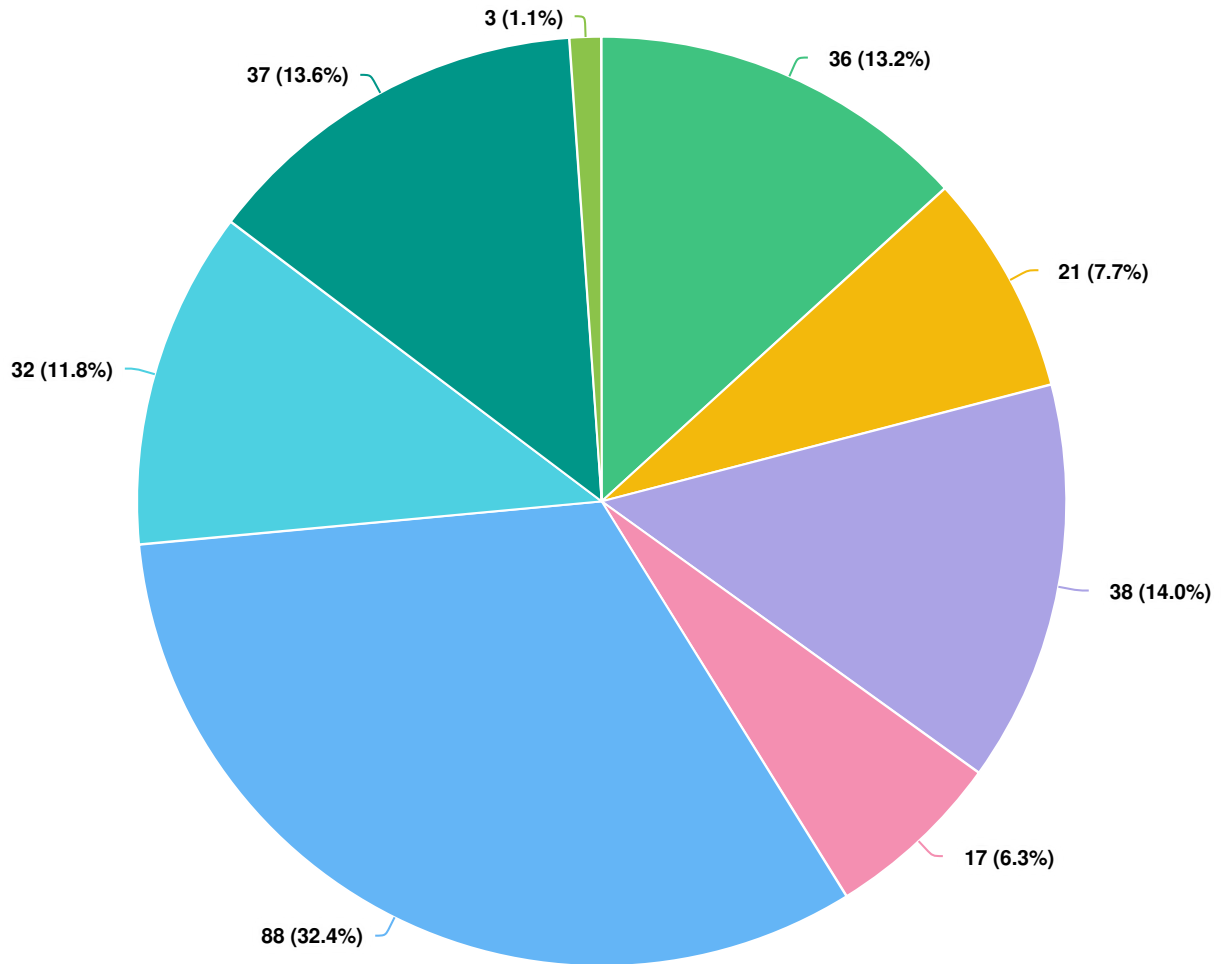
Question options

- Balance between all types of facilities
- Focus on facilities in critical condition
- Focus on high-usage facilities
- No opinion

Mandatory Question (272 response(s))

Question type: Radio Button Question

What community do you live in?



Question options

- Ward 1 (Port Rowan, Long Point, Walsingham)
- Ward 2 (Courtland, Langton, Wyecombe)
- Ward 3 (Delhi, LaSalette, Windham Center)
- Ward 4 (Vittoria, Turkey Point, Port Ryerse)
- Ward 5 (Town of Simcoe)
- Ward 6 (Port Dover, Renton)
- Ward 7 (Waterford, Villa Nova and Wilsonville)
- Live outside the County but use Norfolk County facilities

Mandatory Question (272 response(s))

Question type: Radio Button Question

Facilities Review Spring/Summer 2025 Survey

SURVEY RESPONSE REPORT

09 March 2022 - 13 July 2025

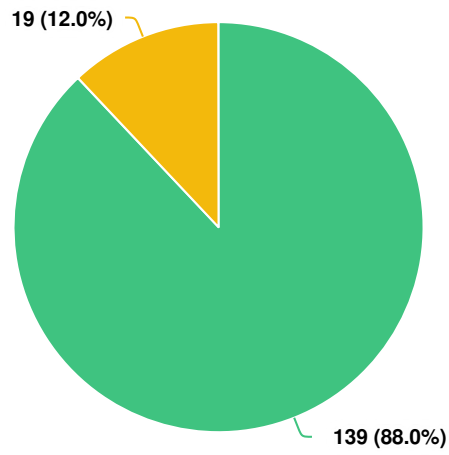
PROJECT NAME:

Facilities Review and Master Plan



SURVEY QUESTIONS

Q1 | Have you reviewed the draft strategic options?

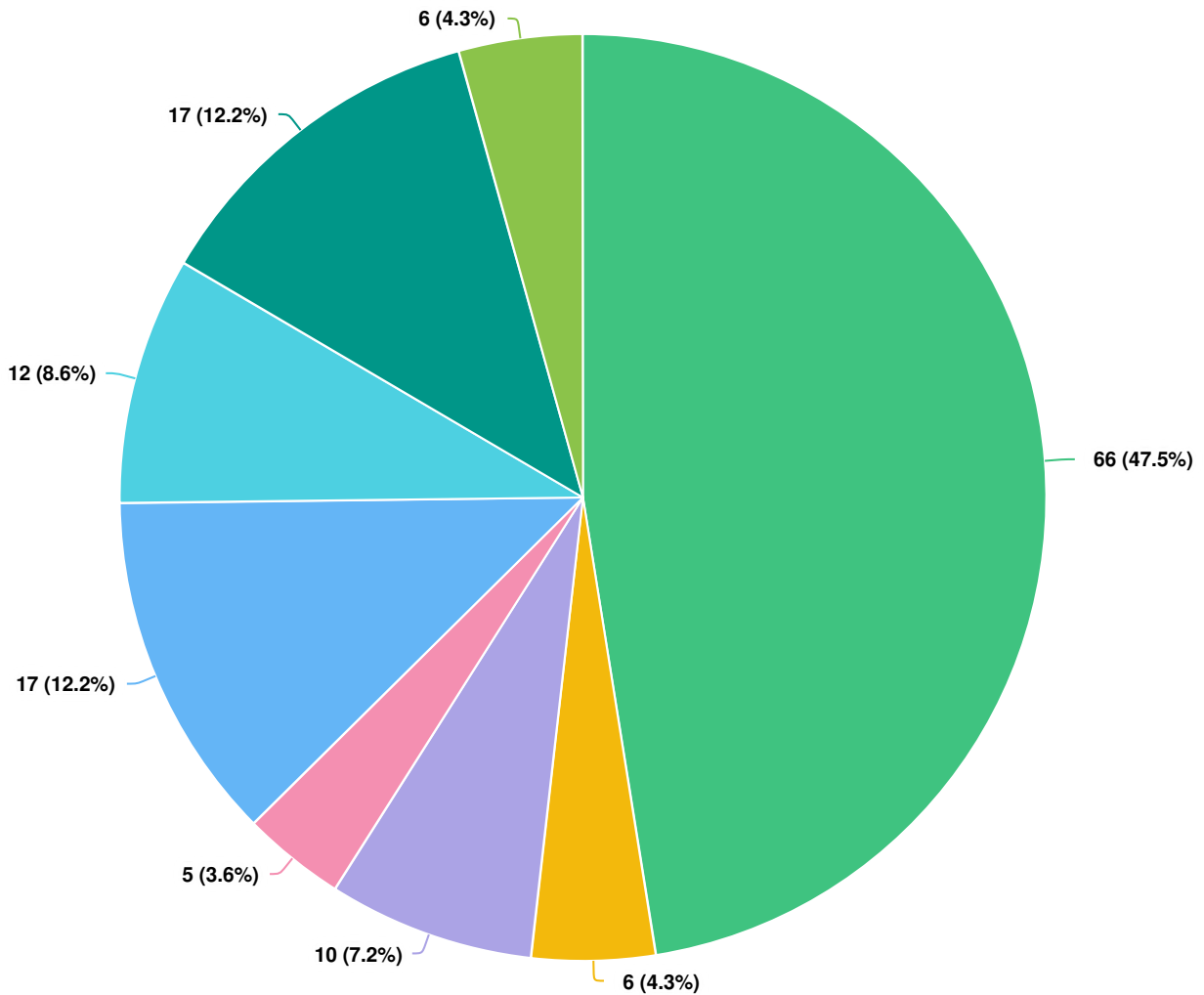


Question options

- Yes
- No

*Mandatory Question (158 response(s))
Question type: Radio Button Question*

Q2 | What community do you live in?

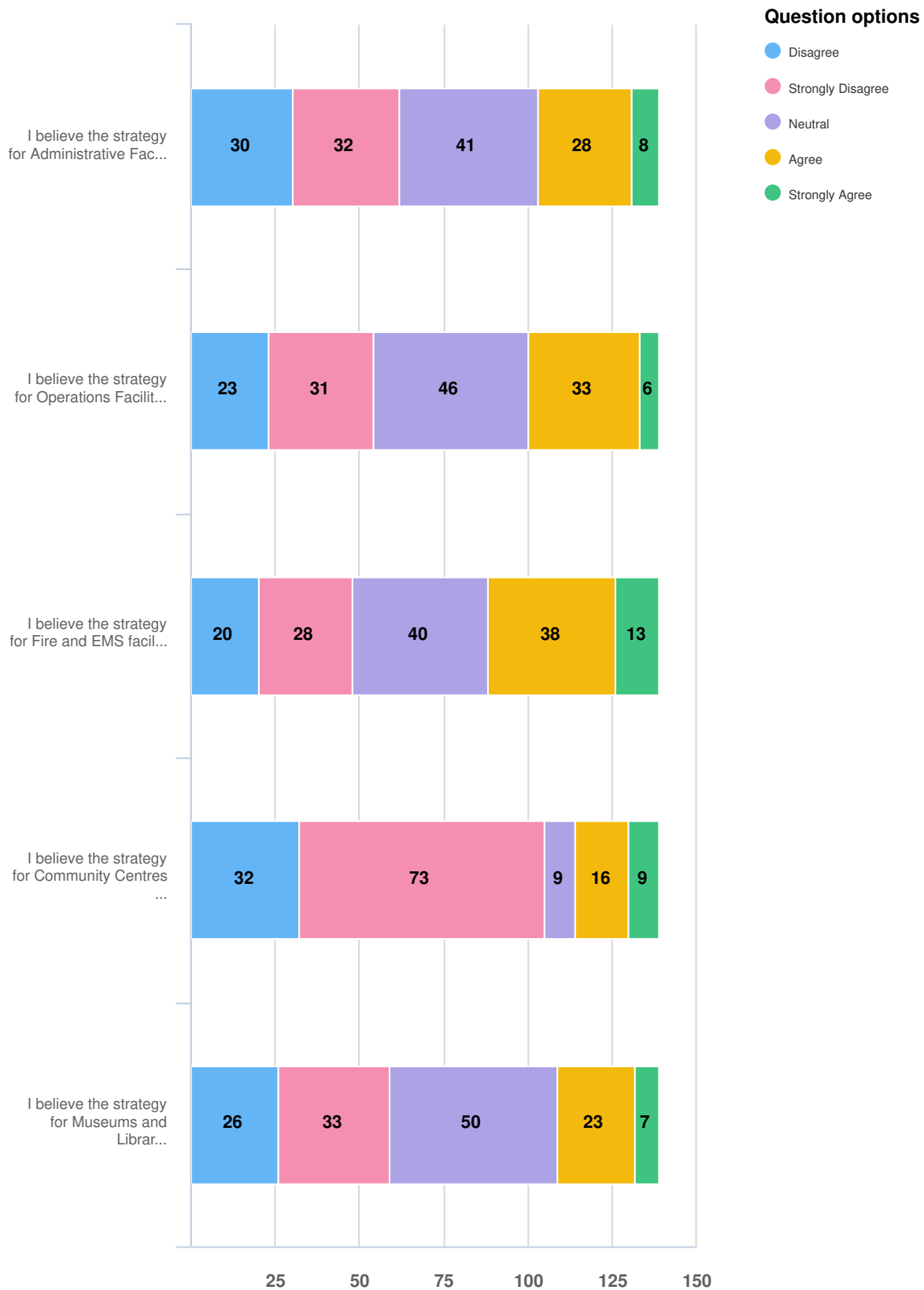


Question options

- Ward 1 (Port Rowan, Long Point, Walsingham)
 ● Ward 2 (Courtland, Langton, Wyecombe)
- Ward 3 (Delhi, LaSalette, Windham Centre)
 ● Ward 4 (Vittoria, Turkey Point, Port Ryerse)
● Ward 5 (Town of Simcoe)
- Ward 6 (Port Dover, Renton)
 ● Ward 7 (Waterford, Villa Nova, Wilsonville)
- Live outside the County but use Norfolk County Facilities

Mandatory Question (139 response(s))
 Question type: Radio Button Question

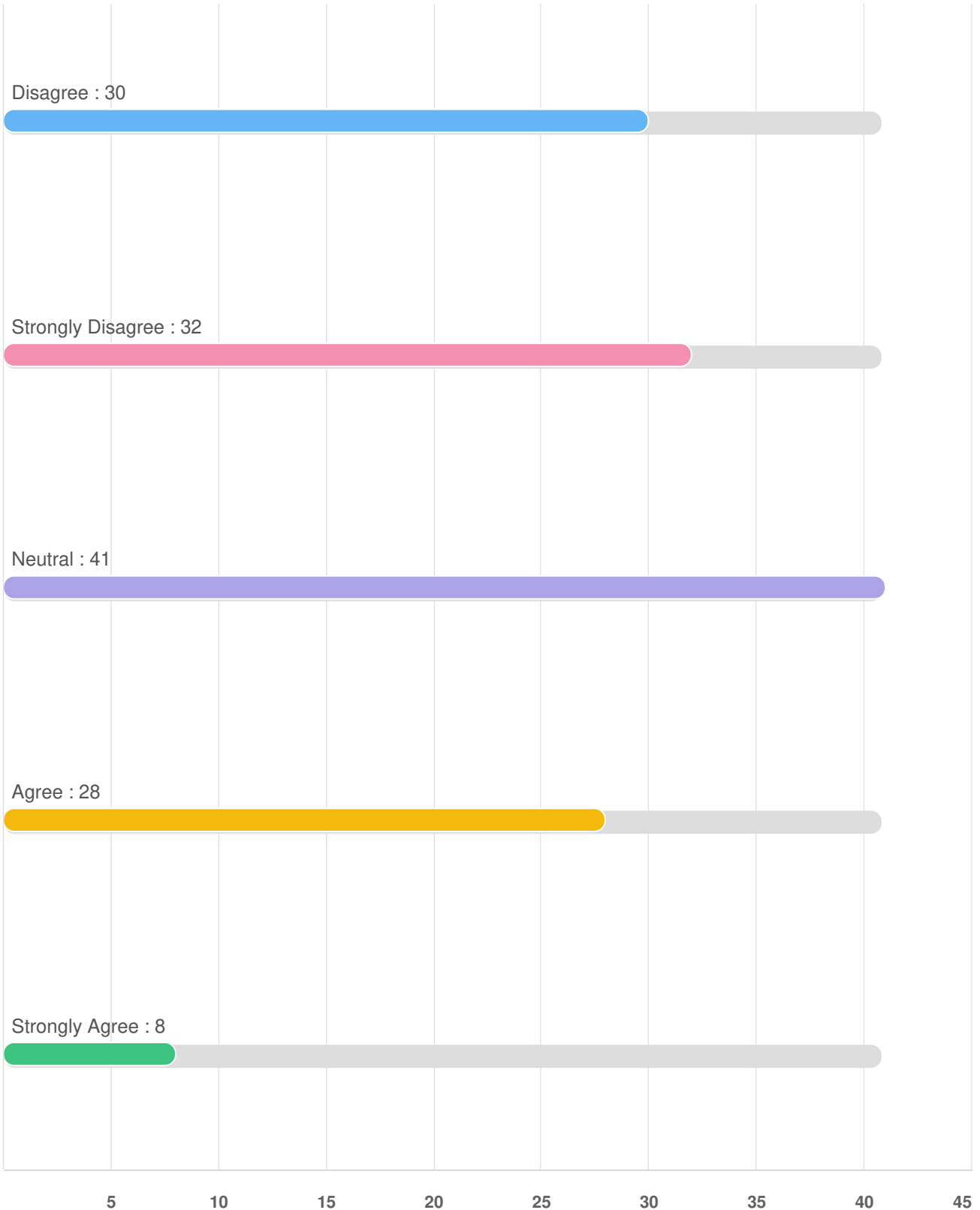
Q3 Please rate your agreement with the following statements:



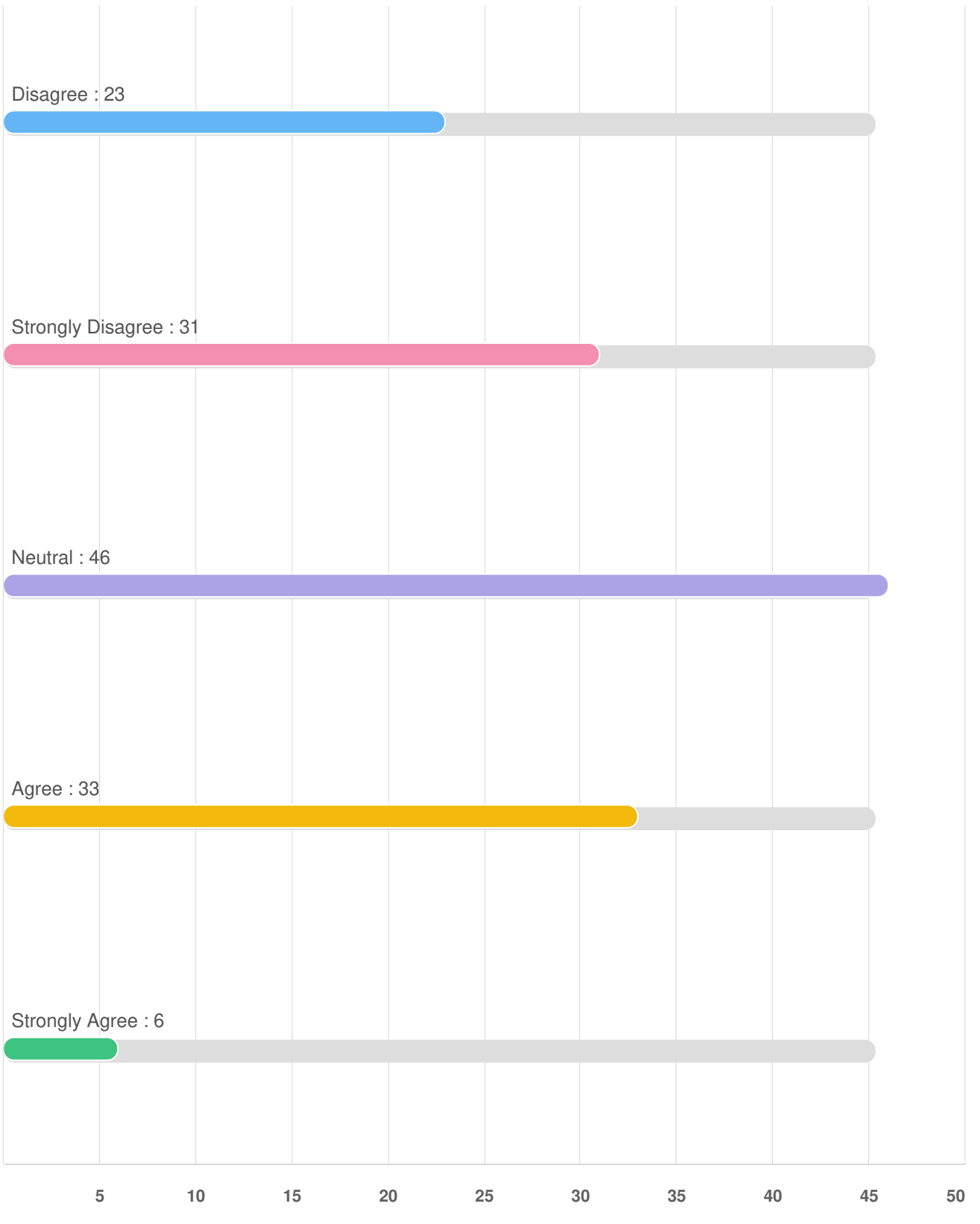
Mandatory Question (139 response(s))
Question type: Likert Question

Q3 | Please rate your agreement with the following statements:

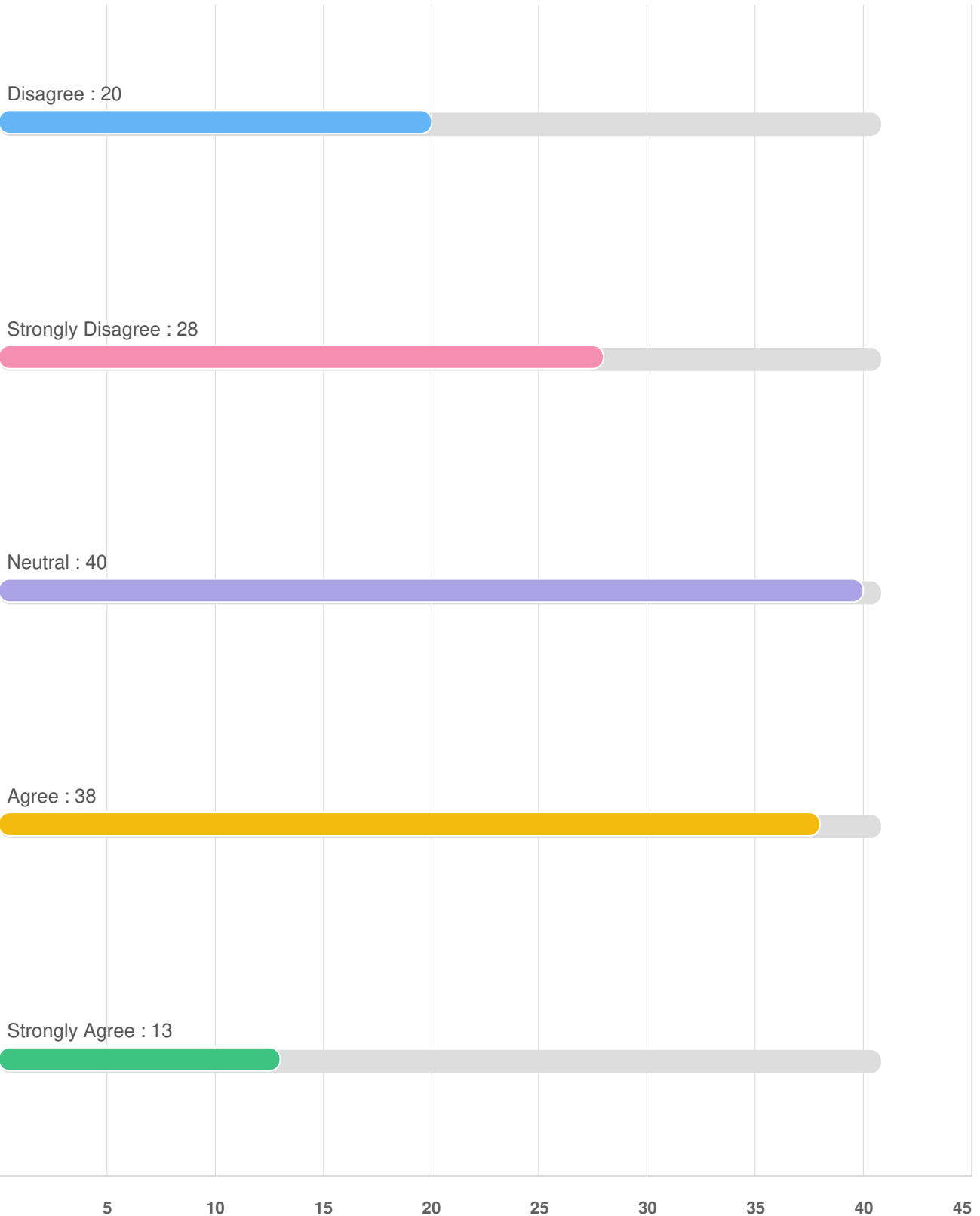
I believe the strategy for Administrative Facilities will have a positive impact on Norfolk County now and into the future



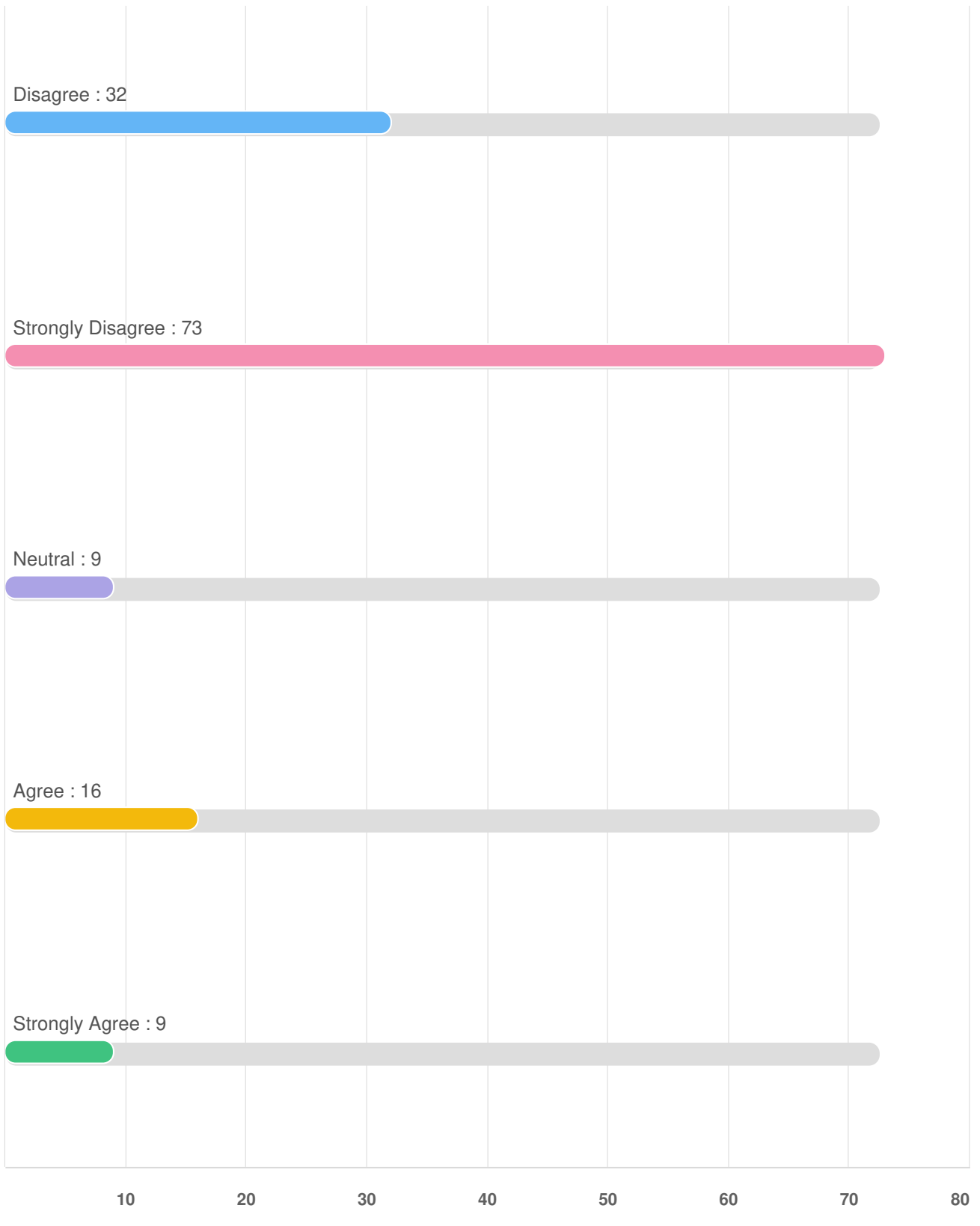
I believe the strategy for Operations Facilities will have a positive impact on Norfolk County now and into the future



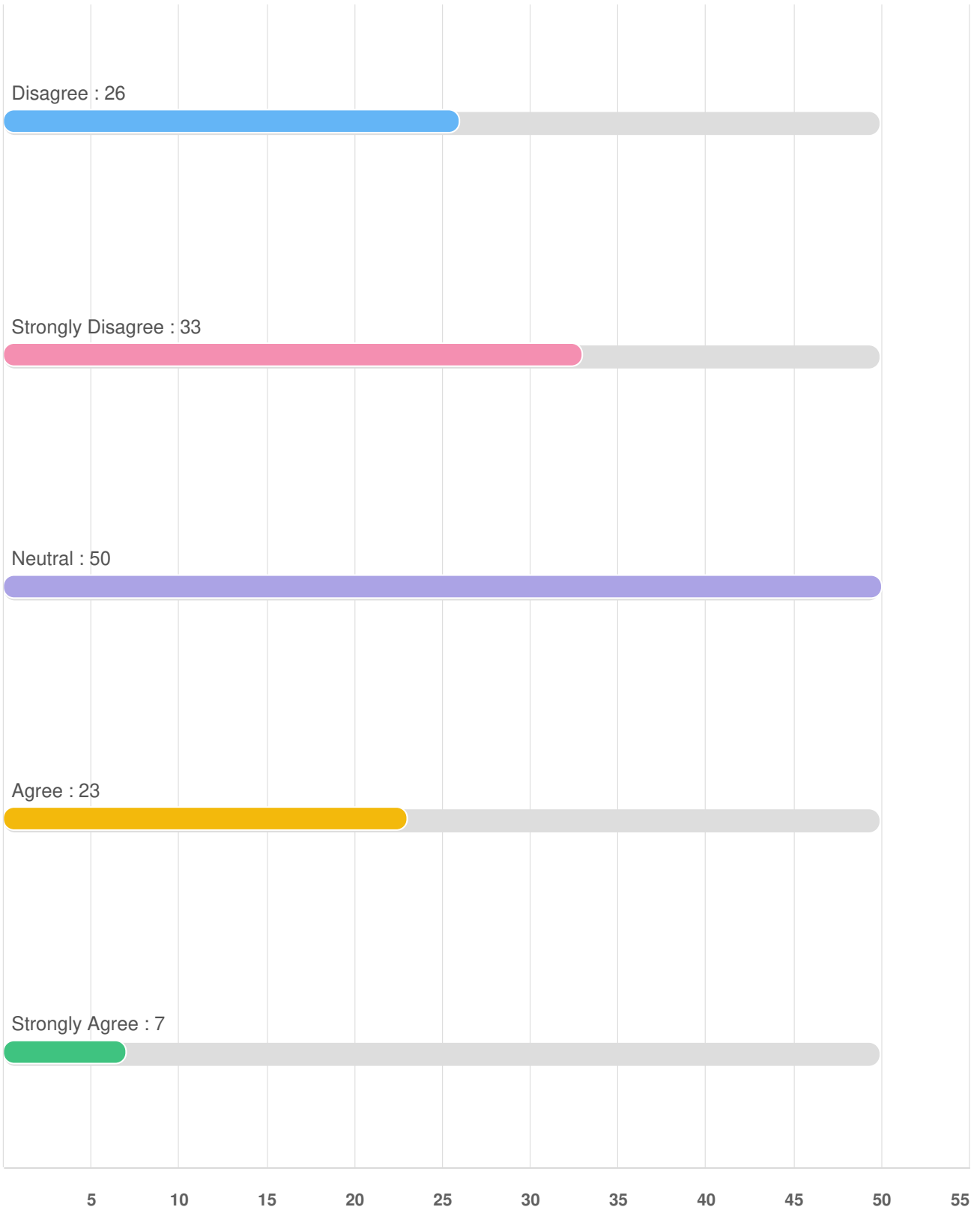
I believe the strategy for Fire and EMS facilities will have a positive impact on Norfolk County now and into the future



I believe the strategy for Community Centres and Halls will have a positive impact on Norfolk County now and into the future



I believe the strategy for Museums and Libraries will have a positive impact on Norfolk County now and into the future



Q4 | What are the positives of the overall strategy?

Anonymous 6/09/2025 08:21 PM	St.williams has been long over due for a firehall replacement I fully support the construction of the new fire station
Anonymous 6/10/2025 11:09 AM	Condensing costs are important, without disrupting the general public.
Anonymous 6/10/2025 02:28 PM	EMS needs much better facilities to House our paramedics
Anonymous 6/10/2025 07:16 PM	More customer service and Norfolk County staff in Simcoe as it's centralized, and with the most residence and businesses.
Anonymous 6/12/2025 04:08 AM	Decomissioning of facilities that are not needed. Keeping libraries as is.
Anonymous 6/13/2025 02:51 AM	Save money in the short term.
Anonymous 6/13/2025 04:39 AM	None
Anonymous 6/13/2025 06:19 AM	Combining facilities will save money and have a positive outcome
Anonymous 6/13/2025 01:09 PM	Reducing the number of buildings and centralizing more of the administration to fewer locations saves tax dollars and confusion on where to go for services for the public
Anonymous 6/14/2025 07:33 AM	Nil
Anonymous 6/14/2025 06:56 PM	fire hall and ems services. stop renting property for administration building (prov court etc) and fix existing buildings that can be utilized, think outside the box
Anonymous	It is good to have a strategy in place as a road map for the future,

6/15/2025 06:35 AM

consolidation of properties/staff is more efficient

Anonymous

6/15/2025 04:08 PM

Need to close buildings... too much costs with little to no profit

Anonymous

6/17/2025 12:44 PM

I honestly don't see one unless we close an administrative building of significance

Anonymous

6/19/2025 08:56 AM

I look at what a corporation the size of Norfolk etc and what would they do with these question and the result is very different, for example real estate is expensive in both land value and operating expense so for example why would you not maximum efforts for example and combine libraries and Museums. they share a common interest etc and it would ease the cost to operate with recover of cost such as real estate value

Anonymous

6/22/2025 10:54 AM

GETTING RID OF SOME FACILITIES AND PUTTING STAFF IN DIFFERENT AREAS IS GREAT

Anonymous

6/28/2025 01:41 PM

Buying GAB not bad idea. The strategy is forward-thinking, focusing on long-term sustainability, cost-efficiency, and geographic equity. It prioritizes modern, accessible, and energy-efficient facilities while offering flexible, phased options to adapt to future needs. The approach also encourages smarter use of space through consolidation where appropriate.

Anonymous

7/01/2025 10:15 AM

New Fire Station for St. Williams will be great for the community.

Anonymous

7/04/2025 07:20 AM

Dover Scout hut does need renovations and needs to be accessible.

Anonymous

7/04/2025 07:54 AM

Looking for redundancies, awareness of complications like Pt. Rowan and St. Williams serving cast areas for Fire. Planning for improved EMS bases. We love maintaining the uses of the Robinson building. The Health unit being there has been a huge improvement for our family.

Anonymous

7/04/2025 02:48 PM

None

Anonymous

7/05/2025 04:27 AM

A new fire hall for St. William's.

Anonymous

7/05/2025 04:32 PM

none

Anonymous

7/06/2025 06:59 AM

Fire halls and EMS

Anonymous

7/06/2025 03:29 PM

I think upgrades will affect services and moral positively for staff and Norfolk County communities.

Anonymous

7/07/2025 10:01 AM

very little

Anonymous

7/07/2025 01:01 PM

Norfolk County cannot financially maintain so many facilities. It is economically responsible to decrease the total number of facilities.

Anonymous

7/07/2025 09:39 PM

Prioritizing fire and EMS facilities that desperately need upgrades. Decommissioning some of the most underutilized community centres where there are others nearby

Anonymous

7/09/2025 11:53 AM

None address the fact the county has neglected buildings and diverted funds for years and now claims buildings are in poor shape.

Anonymous

7/09/2025 03:34 PM

Nothing

Anonymous

7/09/2025 04:48 PM

St William's really does need a new fireball....

Anonymous

7/09/2025 06:48 PM

I'm not seeing one

Anonymous

7/09/2025 08:43 PM

I can't see anything very positive about decimating the community halls in South Walsingham Tiwnship.

Anonymous

7/09/2025 09:07 PM

Too many administrative buildings...

Anonymous

7/09/2025 10:20 PM

NIL

Anonymous

7/09/2025 11:38 PM

You are thinking about an issue; however, is it the most important issue facing the county? Sometimes removing items such as halls or service buildings looks good on paper but that is all it does. It does not address the real issues.

Anonymous

7/10/2025 04:28 AM

None

Anonymous

7/10/2025 04:29 AM

That you want to advance our fire and ems

Anonymous

7/10/2025 05:46 AM

Updating EMS, looking for cost savings

Anonymous

7/10/2025 06:30 AM

None

Anonymous

7/10/2025 08:19 AM

I like that you want to update st Williams fire and put more money into EMS

Anonymous

7/10/2025 08:32 AM

I cannot find any. Make your financial cuts elsewhere. You have no consideration for communities here. The halls are social centres and needed in communities who have lost their local governance, their sense of community is now in peril.

Anonymous

7/10/2025 09:00 AM

Will service a slowly growing population

Anonymous

7/10/2025 09:04 AM

There are none.

Anonymous

7/10/2025 09:58 AM

I guess you need to know where you are going to get there! BUT have they looked at the demographics of each area of need--It looks like we can add 30000 people in the next 20 years or so----did you take into account about 25-30 % of us will be dead? All those old retirees in lakeside cottages, family homes.....read the book,"the Rainbow Effect" when all our invested money hits the market...

Anonymous
7/10/2025 10:22 AM
I think the most positive us that the community has an opportunity to have their say I just hope that council listens

Anonymous
7/10/2025 11:09 AM
Maintaining quality essential services and quality of living, playing and working in Norfolk County

Anonymous
7/10/2025 11:34 AM
we need places where the public can go to conduct business and have places for sports and entertainment

Anonymous
7/10/2025 11:59 AM
Museum storage.

Anonymous
7/10/2025 12:05 PM
Decrease the number of administration buildings

Anonymous
7/10/2025 01:28 PM
great things for Simcoe and take more away from the rural residents.
W

Anonymous
7/10/2025 02:51 PM
Finally building a new firehall in st.williams

Anonymous
7/10/2025 02:54 PM
-a place for community events -convenience -happy citizens

Anonymous
7/10/2025 03:01 PM
Willing to work with obvious strengths of existing facilities instead of pretending to repair everything constantly.

Anonymous
7/10/2025 03:29 PM
The recognition that the buildings will be updated.

Anonymous
7/10/2025 05:24 PM
Really nothing... closing many places

Anonymous
7/10/2025 06:21 PM
Streamline operations

Anonymous
7/10/2025 07:03 PM
There is nothing positive for our ward or any other ward. You are tearing the fabric of each of our wards. We are not in favour of centralization of these entities. They are the major high points in each

of our communities. Many of them are historical places and they are the heart of our communities. There are lots of issues. Our arena parks libraries halls etc are vital in our communities no positives for our communities

Anonymous

7/10/2025 08:02 PM

A plan for the future, transparency

Anonymous

7/11/2025 04:43 AM

None

Anonymous

7/11/2025 07:19 AM

Planning for the future.

Anonymous

7/11/2025 11:02 AM

Divesting of old facilities that no longer serve the county and require costly upgrades. Centralizing services in one building,

Anonymous

7/11/2025 11:40 AM

I like the idea of upgrading our fire hall. Norfolk county is so large that we need to keep all of them.

Anonymous

7/11/2025 11:54 AM

Good to review use and current suitability of facilities.

Anonymous

7/11/2025 12:11 PM

Looking ahead to what will be needed, attempting to make better use of tax dollars.

Anonymous

7/11/2025 01:08 PM

Nothing: does not benefit our Ward

Anonymous

7/11/2025 02:09 PM

It is in the eye of the beholder. Most things are in Simcoe. Delhi is more central. Why are so many buildings in Simcoe needed. needed

Anonymous

7/11/2025 03:26 PM

I welcome the creation of an archive to optimize exhibit rotations. It's hard to cut back and I think staff are just doing their job putting options forward.

Anonymous

7/11/2025 04:02 PM

Combining departments and therefore simplifying the map. Selling the community centres and hall is a good idea for the community to keep it running

Anonymous

7/12/2025 07:02 AM

Nothing positive for Ward 1

Anonymous

7/13/2025 11:57 AM

Aligning the administration makes sense to have people all together

Anonymous

7/13/2025 01:34 PM

Operations and ems and fire

Optional question (72 response(s), 86 skipped)

Question type: Essay Question

Q5 | What are the issues or drawbacks, if any?

Anonymous

6/09/2025 08:21 PM

The loss of a community center

Anonymous

6/10/2025 11:09 AM

Norfolk County is a very vast area and taking away local small town arenas I think would be detrimental to some families. Especially for those that do not have vehicles. That family living near Waterford arena or Delhi arena or Port Dover arena or any small community arena would have to find rides instead of walking to them.

Anonymous

6/12/2025 04:08 AM

Diverting lions community centre in Waterford.

Anonymous

6/12/2025 10:12 PM

Leaving two small centres without community centres and no other facilities that could be used for such events. Concerns things may end up centralized in the Simcoe area.

Anonymous

6/13/2025 02:51 AM

You should never close down a community centre more so when it was built by a service club and donated to Norfolk County (no cost but maintenance) especially in a town you expect to triple in size in a few years. If anything a new larger location should be built.

Anonymous

6/13/2025 04:39 AM

Cuts cuts cuts, screw the community and save money.

Anonymous

6/13/2025 06:19 AM

Closing some of the facilities will put a hardship on certain communities

Anonymous

6/13/2025 06:40 AM

Lack of community halls will be result in decrease community involvement

Anonymous

6/13/2025 09:51 AM

The removing of the Waterford community hall Does not provide anything positive for our community It serves a great purpose for the Waterford lions and the great works they do for Norfolk Along with other events from other organizations Nothing will be gained from Divesting this property

Anonymous

6/13/2025 04:29 PM

Stop worrying about what admin buildings look like and their conditions. Offices aren't the important part of running a county. The hospital has been falling apart for decades-yet lipstick keep getting out on the pig-you can suck up the office downfalls

Anonymous

6/14/2025 07:33 AM

Nil

Anonymous

6/15/2025 06:35 AM

I am concerned about the divesting and decommissioning of community centres. There is not enough detail in the slides to provide comment on this item, and provide support to the recommendations. Additional information should be provided for each hall noting usage, operation costs, upgrades requirements/cost, and current revenue it generates. I do not support making any decisions on these facilities until additional details are explained. Details should also be provided where the displaced programs/service clubs would be relocated to.

Anonymous

6/15/2025 04:08 PM

Why r we keeping all museums open? Why not consolidate for 1 or 2?

Anonymous

6/17/2025 07:56 AM

Too costly

Anonymous

6/17/2025 12:44 PM

Staff silo's, results in low morale. Another transition without understanding the inter workings of the middle and lower staff tiers. Senior leadership should not be the focus for operations unfortunately.

Anonymous

6/18/2025 03:14 AM

Need to ensure a solid plan in place for Delhi Seniors and ensure they do not lose out on space and programming, can be relocated but

still need a space for them selves and programming to support.

Anonymous

6/19/2025 08:56 AM

as Outlined about, bring departments and management under one roof if very cost effective rather than operating multiple site for different purposes for example why operate a service office and community centre when they can be combined into a multipurpose facility. saving over all costs

Anonymous

6/19/2025 03:44 PM

Moving operations yards will reduce service in areas

Anonymous

6/22/2025 10:54 AM

WHO EVER LOSES SOMETHING IN THEIR AREA WILL NOT BE HAPPY AND WILL COMPLAIN. WHEN SIMCOE LOST ARENA USERS WERE NOT HAPPY.

Anonymous

6/28/2025 01:41 PM

I honestly don't put much faith in this. 5 years from now be same questions with same old infrastructure.

Anonymous

7/01/2025 10:15 AM

I am writing to express serious concern over the decision to take down the existing community centre in Ward 1—a space that already serves a vital role in our neighbourhood, particularly during a time when our community has seen far too many cuts to essential services. This centre is more than just a building. It's a gathering place, a hub for local programs, events, support services, and an anchor for many residents—young and old alike. Its removal would not only be a loss of a much-needed facility, but also send a disheartening message to the people who rely on it, especially given that the community contributed financially for development. Replacing the community centre with a fire station, while we understand the need for emergency services, could have unintended consequences—creating tension between residents and the fire department, which has long enjoyed strong community support. By taking away a shared space that brings people together, we risk damaging that relationship and weakening the community spirit that helps keep Ward 1 safe and connected. We ask that this decision be reconsidered and that other alternatives be explored—options that allow both the fire department and the community to be served, without sacrificing one for the other.

Anonymous

7/04/2025 05:17 AM

I believe the drawback of the removal of the scout hall at the kinsmen park will have a negative effect to the 60 plus youth who use the hall both for their meetings and essential fund raising to keep the youth organization running. The hall is well situated both, for the youth to use the park in a safe and traffic free area. The parking lot is well

situated for drop off and pick up, the cost of the hall is well situated for a non profit volunteer youth group, the location is good for PD 13 fundraising

Anonymous

7/04/2025 07:20 AM

Dover Scouts need an independent space that belongs to them, like the Scout hut.

Anonymous

7/04/2025 07:54 AM

Worry about where long-standing community activities will occur (E.g., Port Dover Scouting, Kinsmen) if the aging buildings at Kinsmen Park are divested. It is a very safe and convenient place for kids and parents to engage with Scouting's unique programming. Relocating to other buildings like churches or even the community center would detract from much of the outdoor programming our kids experience currently.

Anonymous

7/04/2025 08:51 AM

Decommissioning the scout hut is a problem given the number of youth using this space.

Anonymous

7/04/2025 02:48 PM

No respect for small communities and the contribution by these communities to the character of this county.

Anonymous

7/04/2025 07:59 PM

We will lose our history if you close/sell heritage halls

Anonymous

7/05/2025 04:27 AM

Walsingham Hall.

Anonymous

7/05/2025 10:20 AM

By removing the Sea Sout Hut in Port Dover you are removing important and invaluable access to programs to over 60 youth in our area. This is a vital hub for our kids in Port Dover.

Anonymous

7/05/2025 04:32 PM

i disagree with you trying to close south Walsingham hall! The hall is being used by many people (baby showers, weddings, birthday parties, Christmas parties, Anniversarys, Ext. I belong to the Walsingham Women's Institute. I don't think it is fair that we did not know of the previous meetings until just a few days ago! And we have to have this survey in by Monday!!!

Anonymous

7/06/2025 06:59 AM

Taking away the halls , librairies

Anonymous

7/06/2025 03:29 PM

Meeting the costs through taxes will likely upset tax payers. And the unexpected reasons for delays in progress are always frustrating.

Anonymous

7/07/2025 03:35 AM

Scout hall is needed in port Dover

Anonymous

7/07/2025 10:01 AM

closing the Walsingham Hall is out of the question. The Community needs this hall....

Anonymous

7/07/2025 01:01 PM

Actually finding spaces for those displaced of services should any facilities close may be very difficult to achieve. I would like to see that handled before divesting or decommissioning current assets.

Anonymous

7/07/2025 05:25 PM

I fore see that the County wants to decommissioning Port Dover Hall's and are looking for property to be sold off for development?

Anonymous

7/07/2025 09:39 PM

Those losing nearby services in their community will suffer/be inconvenienced. A big one not really clarified in the text on the slides is the arenas/rec facilities. People on the western part of the county should not always be forced to drive all the way to simcoe for recreation it's simply too far. It would be nice to see more recreational options in the western/ southern part of the county.

Anonymous

7/09/2025 10:43 AM

We need our Community Center in St Williams. It is a well used center for our area!

Anonymous

7/09/2025 11:53 AM

St Williams will lose its community center and other communities as well. Many of these centres were supported by local families. St. Williams will lose its community center for the new fire station. The only way to alleviate the loss is to create dual space which contains a community center. St Williams is one of the only accessible community centres. In the future the county should avoid flat roof structures.

Anonymous

7/09/2025 03:22 PM

I'm very disappointed hearing they want to get rid of the St. Williams community center to rebuild the fire department. The community centre is just that our community area we all use to be host bake sales and heritage festivals. The community centre is very much needed and wanted in st.williams.

Anonymous

7/09/2025 03:34 PM

No mention of updating swimming pool, we need a better pool that can offer more pool time for all swim groups . It's become the senior pool and forcing the younger people out. We need to focus on offering facilities and programs for families and all ages to keep people in this area and not a retirement and or disability town.

Anonymous

7/09/2025 04:32 PM

Absolutely not impress with the idea of replacing St. Williams fire hall by utilizing the property currently occupied by the St. Williams Community Centre. That Community Centre is relatively new and would be disgracefully wasted funding the had been invested not so long ago to see it become obsolete as a Community Centre now. There is a parking lot area to the immediate North of the current firehall, that could be utilized as space for the new firehall; as it butts up to the property with the existing fire hall and that space could fill the need combining the 2 sections of property together as 1.

Anonymous

7/09/2025 04:48 PM

But why not use the lot next to the current firehall for the new firehall?? The community centre isn't even that old and I know a lot of people who helped financially to ease the burden on the county to build it

Anonymous

7/09/2025 05:22 PM

The st.williams community centre is a newer building already, with funding that was partially provided by the community to build. Tearing it down and replacing it is a waste of time, money and resources when we rely on the community centre itself. The cost to rent a hall for an event around here can be upwards of \$600-\$1200. The st.williams hall is a fair price and it allows for a more reasonable priced option for those in the community.

Anonymous

7/09/2025 05:30 PM

Taken the newest community centre away from Norfolk County which was built so it didn't compete with the larger community centres is insane!

Anonymous

7/09/2025 06:17 PM

The community halls are part of the history of Norfolk county and should all remain open.

Anonymous

7/09/2025 06:28 PM

Closing St. Williams community centre. This centre is used more than most small town centre's. It would be unfortunate to lose the gathering place in the community.

Anonymous

7/09/2025 06:48 PM

Taking away community centres and historic buildings is doing the opposite of bringing our community together.

Anonymous

7/09/2025 07:30 PM

Seems Norfolk County keeps raising taxes and wanting to bring more and more people into the area. Yet they disregard and by some choices disrespect the Norfolk residents that have been here for centuries, whose families built this area. Taking away the culture and history of Norfolk County.

Anonymous

7/09/2025 08:43 PM

The South Walsingham hall is well used by the community and it is a very beautiful and important historical building. The community hall in St Williams is underutilized but that's because the county over charges and makes renting it prohibitive to most groups.

Anonymous

7/09/2025 09:07 PM

Why tear down a fairly new building when you can expand on the property beside the fireball in st Williams?! Also the decommissioning of historical buildings - we need to have our historic structures or we lose our heritage...think of Europe...the history of the areas are a strength for its local people. We need to value our past and lead it to our future.

Anonymous

7/09/2025 10:20 PM

The St. Williams Town Hall is one of the newer buildings in our area. Foolish to destroy it. Find another place to build firehall. I am sure land is available. The Walsingham Town Hall is a heritage building and used by many members of community.

Anonymous

7/09/2025 10:51 PM

Selling the town hall in Walsingham to a private person is just a shame.

Anonymous

7/09/2025 11:38 PM

-why do you need so many buildings for county employees? -what is wrong with the St Williams hall that it will become a fire hall? - walsingham hall should be viewed as a historic site that is valued not thrown away -moving roads equipment or supplies, are the locations chosen that offer the best location, and size to store equipment. If you have 3 roads department sections, then there should be only 3 locations

Anonymous

7/10/2025 04:28 AM

Taking away buildings that are always in use

Anonymous

That you want to take away the st Williams community centre and the

7/10/2025 04:29 AM

south walsingham hall

Anonymous

7/10/2025 05:46 AM

Losing halls that are utilized by community's for special events.

Anonymous

7/10/2025 06:30 AM

Destroying a functioning great building that is used through the community to facilitate anew firehouse I understand we need a new firehouse but not at the expense of tearing down our community centre . Suggest leave it where it is but add in the parking lot beside it ..

Anonymous

7/10/2025 07:41 AM

Saving designated heritage buildings are not a priority and they should be. Once these building are gone we never get them back. Please preserve our historical buildings!! These buildings serve useful purposes in our small communities. Once again, rural Norfolk seems to be the target of many cuts.

Anonymous

7/10/2025 08:19 AM

You need to put more money into Port Rowan Fire and EMS. Thry are very busy here because of the large numbers of retirees in the Pirt Rowan Village. If you combine Pilort Rowan into St Williams facilities, it will literally kill people. Port Rowan facilities need to remain close to the village.

Anonymous

7/10/2025 08:32 AM

Drawbacks cannot be quantified as in dollars. Have you no feeling for feelings of community? Regional government was the first blow to these small places we love, and the threats just keep coming. Why don't you suggest calling the entire area simply Simcoe and be done with it. Taking away the names of our small towns and hamlets will likely be your next step. Think is the dollars saved in signage alone. Save your money with fewer studies. This is Rubi's!

Anonymous

7/10/2025 09:00 AM

probably over built. As capacity grows anything that is overbuilt will be obsolete.

Anonymous

7/10/2025 09:04 AM

You are cutting out services that matter to the community and will make it harder for your community members to get to or find those services that they need.

Anonymous

7/10/2025 09:58 AM

I can't judge without more data--ie Walsingham Hall; we use free as WI .We look after the cleaning ,booking etc--I need a spread sheet to see income /outgo. Is there a loss? Are you allowing building growth

in that community? The building has heritage value--think what Europe would look like if they knocked down all their old buildings!! The Mennonite people have taken over the school and built a church--have they plans to expand? they are a vital part of that area and Norfolk.

Anonymous

7/10/2025 10:22 AM

I feel like we're losing parts of our heritage that is unreplaceable

Anonymous

7/10/2025 11:34 AM

cost

Anonymous

7/10/2025 11:59 AM

It reprehensible to sell the Walsingham town hall. The community relies on it and will be devastated without it.

Anonymous

7/10/2025 12:05 PM

-Why divest rhe one admin building located outside of Simcoe? -why purchase an additional building then turn around to decrease number of buildings? You didnt purchase a modern up to date building. What is wrong with St Williams hall? -South Walsingham hall is utilized regularly. It is vital to the hamlet. With its historic designation, it should be important to the county.

Anonymous

7/10/2025 01:28 PM

Many drawbacks. Completely trying to gut the rural areas. We already have the worst snow and ice removal for our roads - 100% worse than it was 10 years ago and now you want to close the west 45 yard. And you should try driving from Courtland to the southwest end of Norfolk County and tell me how close it is. Courtland is NOT central to the southwest of the county. Also, how can you get rid of all the historical buildings and call that good for the county? Why is it always take from the country people to give to anyone living in Simcoe? Why are St. Williams and Walsingham losing their buildings, completely short sighted in my opinion.

Anonymous

7/10/2025 03:01 PM

Not enough depth of information regarding the actual state of the cultural facilities. County needs to take urgent steps to reduce the amount of duplication in the museum collections. It has been very poorly managed and continues to be in a nightmarish state. Very little lack of accountability surrounding the management of cultural assets. Time has come for the County to reduce, deaccession collections that are duplicating each other. A new municipal cultural plan would help Council and staff steer these assets in a different way. Instead of constantly asking the public for input, this road map would help guide Council's investment in culture. As for the Lynnwood Campbell-Reid

House, it needs professional leadership to guide its work as a Hub - arts centre for the community. The issues with small museums with limited programming and staff, has been on-going for years. These museums were put in buildings or structures that are not purpose built. It's time to combine the collections, and centralize them into a combine admin/museum like Cayuga did. Don't waste any more time trying to repair the service doors of the Waterford Museum - nostalgia does not make a great museum.

Anonymous

7/10/2025 03:29 PM

There is nothing listed about what will happen to the Delhi Seniors Centre. I hope the programme will continue. That is the same for other buildings there is no intended repurpose of buildings to be made redundant so it is hard to say whether that decision will be good. Also it appears that all the administration buildings will be kept is there anything that be consolidated there.

Anonymous

7/10/2025 03:49 PM

Community centres are needed

Anonymous

7/10/2025 05:24 PM

What about the roads? The amount in taxes we pay... didnt see any salt over the winter amd the roads are horrible in Norfolk county. Closing centres in small towns is not a great idea,especially when they are newer buildings uncertain how this is wise

Anonymous

7/10/2025 06:21 PM

The loss of community halls is a mistake. Walsingham is a Heritage building that has been cared for by the Women institute. This building show not be loss. St. Williams hall was fund raised by the people and is a crime to lose community gathering places. These halls create a strong healthier community. I have always felt the cost to use them is to high. You could gain a higher revenue by reducing the prices and it would be more accessible to all for community functions. Please don't overlook the pride and work by the community to have a meeting place. Small community don't have alot so make these building an asset for all.

Anonymous

7/10/2025 07:00 PM

Closing at Williams community centre- funds raised and facility equipment maintained by community fundraising

Anonymous

7/10/2025 07:03 PM

We do not want to centralize these activities. We don't want to drive twenty to 45 miles to participate in these activities. We do not want to lose our Town hall in Walsingham which is a very busy place that is affordable for everyone. Even the poor can host an activity at our hall. If you want an expensive bigger hall they can go to Langton or Port

Rowan or Courtland. Some people can only afford Walsingham hall. We also need our arena library and recreational fields for soccer baseball etc. in fact Walsingham has the best ballpark in the area. It has the. Only mound.

Anonymous

7/10/2025 08:02 PM

Divestment of active roads yards and closing of walsingham women's institute and st William's community centre are huge draw backs

Anonymous

7/11/2025 04:43 AM

The community centre in St.Williams is a very busy and cost effective solution for many looking to have events. It's interior setting it bright and well maintained with up to date flooring which makes it much more appealing then other community centres in the near by area such as port rowan cc. The firehall, here, in st Williams is already on its own land, why not repurpose this same land for the same use? There are also two parking lots within proximity to both of these buildings which could be used and then parking lots replaced where the old firehall is disposed of. I do not see a need to tare down a perfectly conditioned building that is used very regularly. The county just spent all last week updating the gardens at the st Williams cc. If the plan is to tare it down why are we wasting our tax dollars to have the property updated for curb appeal if it is just going to be torn down? Seems ridiculous...

Anonymous

7/11/2025 06:47 AM

Losing the small community centres and halls will greatly affect local residents. The Walsingham Hall in particular is an affordable venue for family gatherings and community events. Moving programs to a location further from these areas could make it more difficult or impossible for residents to attend.

Anonymous

7/11/2025 07:19 AM

Losing facilities that have been used by families for gatherings and special events forever.

Anonymous

7/11/2025 11:02 AM

Aging Gilbertson office - poor entrance, poor parking. Not an inviting, economical or ideal building to invest money into and place all services in.

Anonymous

7/11/2025 11:40 AM

I do not like the idea of decommissioning the St. Williams Community center. It is where people gather for fundraising breakfasts, thanksgiving and Christmas dinners, proms, jamborees and so much more. Decommissioning it would be very detrimental to the community. The same goes for the Walsingham Hall. It is an historical building and should be preserved.

Anonymous

7/11/2025 11:54 AM

The South Walsingham heritage building is attractive and valuable as a heritage structure. It is a facility that serves an under-serviced Mennonite Community, as well as an isolated area in Haldimand Norfolk. It is a very affordable rental.

Anonymous

7/11/2025 12:11 PM

The larger centres benefit. The southwest loses out as important facilities close or are sold off. Once again, we have to drive for services. Our history and heritage gets forgotten about as facilities close. We end up feeling like forgotten citizens in the southwest. We identify more with Tillsonburg than Simcoe.

Anonymous

7/11/2025 01:08 PM

taking away everything

Anonymous

7/11/2025 01:30 PM

Roads department is way too expensive. Start privatizing some of this work and lay off a lot of the staff. Sell off half of the equipment that only sees minimum use.

Anonymous

7/11/2025 02:09 PM

Closing Walsingham Hall or selling it is totally ridiculous. This hall is a historical landmark. It is a well-used venue to host our parties, baby showers, wedding receptions, bridal showers, Christmas parties, meetings, Women Institutes meeting, girl guides, funeral receptions, and other activities. This hall is moderately priced which enables it to be used by everyone especially when they don't need a large expensive venue. This hall was originally given to The Wome's Institute. It is a wonderful comfortable venue. In addition it is a historical building. It is the heart of our community. It is still being used on a regular basis. It is a beautiful hall Destroying St. Williams Hall to build a new fire station. This hall is used for spexial events that occur in the area. The hall is more economically priced so everyone can afford a venue for their events. Everyone can not afford the more expensive halls.

Anonymous

7/11/2025 03:26 PM

West Norfolk cannot stand to lose more services and facilities. Walsingham Community Hall is well used by the baseball league.

Anonymous

7/11/2025 04:02 PM

You aren't thinking of the community point of view. You are using the economical which is understandable but won't win you over with your residents. The centres and halls have a drastic impact on the community. It's where people gather. Losing the st Williams community centre will cause a massive stir with the residents. As for

demolishing the centre there and repurposing it as the fire station would not provide a significant improvement. There is land beside the fire station that is Norfolk county land. The cars that use that parking lot can go 75 metres up the road to the community centre. There you have now doubled the space that you could ever need to build a new fire station. As for Operations, each building still holds significant value that you plan to divest. The main idea that pops to mind is how will it affect the other departments. Such as fueling. Divesting some of those main buildings will result in people having to go out of their way to get gas whereas before there would be one in the area. This would also include storage. How do you plan to get heavy machinery to and from places that you have now doubled the drive time. Ultimately resulting in jobs not getting done as responsive or even being put off. As for fire and EMS. Please don't use the word cosmetic. That is the least of your worries. Give your staff a debit card and tell them to get a new bed or convection oven if their amenities are not up to standard. Having to work that into a budget is not necessary.

Anonymous

7/11/2025 04:41 PM

Tearing down comm centre in building a fire hall there does not make sense.

Anonymous

7/11/2025 04:45 PM

Walsingham Hall is well used and should be kept for the community!!!

Anonymous

7/11/2025 06:48 PM

I'm new to the area, but oppose the divestment of the Walsingham historic community centre. It is important to community cohesiveness to have gathering places that can be used by everyone, regardless of religious affiliation. Please reconsider this one.

Anonymous

7/12/2025 07:02 AM

You are not doing anything for Ward 1 all about improving Simcoe as usual

Anonymous

7/13/2025 11:57 AM

We are a large area. People in Frogmore still deserve facilities and access to admin. Decommissioning the scout hut and kinsmen hall seems like a bad idea. There are no other areas like this in port Dover. They need to stay

Anonymous

7/13/2025 01:34 PM

Waste management

Optional question (95 response(s), 63 skipped)

Question type: Essay Question

Q6 | Do you have any additional comments on the project and/or on the consultation process?

Anonymous

6/10/2025 11:09 AM

Condensing Norfolk County Staff facilities are important. Some clerical businesses are strictly remote (this came to light during the pandemic) However, be careful of condensing arenas. Arenas are the heart of the community. Was there any thought in collaborating with the school board about libraries? For example, SCS/WDHS have the library linked to the high school. Where is there is access through the school from students with an access card. The public can access through an outside door but cannot access the school. This would benefit the school and the county, streamline cost on books, equipment, building maintenance, and staff. Or public can only access after school hours and on Saturdays, if there is a safety concern. Waterford Lions Community Hall - don't know to much about this facility and how the lions are utilizing this hall. I do know that the hall is small and the parking is not the greatest. What about Norfolk County selling this facility to the Lions or sell the property in general. Lions can, I am sure rent from the many different church halls or the Legion or the museum for their meetings. This would support churches, Legion or the Museum. That would eliminate a building for upkeep. There should be a way to collaborate with churches on the use of their halls, to support them and to lower the overhead cost for the county. Streamlining is key - review what facilities are being utilized, when, how many times and work with non-profit groups and utilize their space to support them. (churches, Legions etc.)

Anonymous

6/11/2025 07:21 PM

Lack of clarity if all of the building properties are actually needed given remote work. Work that can be done fully remote should be fully remote to reduce number of unnecessary buildings and office space. Having people work in the office simply to be "in an office" is old thinking and needs to evolve with the times. Time, money, and space can be saved by working remotely. It should be part of the building infrastructure plans.

Anonymous

6/12/2025 10:12 PM

Please keep in mind small communities are important part of Norfolk County.

Anonymous

6/13/2025 02:51 AM

You need to invest in the communities not take away... you expect a huge population increase but want to cut amenities... I'm not sure how that's going to work because you're already falling short, let alone for the huge population boom you predict. (no jobs, no housing for them)

Anonymous 6/13/2025 04:39 AM	Save what you have, it is all vital to the growth of the communities. Promote them better.
Anonymous 6/13/2025 06:19 AM	The whole process was handled badly promises were made, and not kept. I think it should be revamped.
Anonymous 6/13/2025 04:29 PM	We need to keep arenas separate-you will never find one that's local for ALL areas, just what is conveyor simcoe residents like always
Anonymous 6/14/2025 07:33 AM	No
Anonymous 6/15/2025 06:35 AM	What consultation has been completed with the stakeholders of the community centres that will be impacted?
Anonymous 6/15/2025 04:08 PM	Bottom.line need to cut costs and close facilities... it 2025..no more keeping buildings open in wards just because...
Anonymous 6/18/2025 03:14 AM	Need to ensure we protect public community spaces in all areas of the county and ensure proper budgeting for maintaining or replacements when needed to not let the problem get worse.
Anonymous 6/19/2025 08:56 AM	No
Anonymous 6/19/2025 03:44 PM	Moving ems and fire back to Simcoe instead of keeping it central to the county doesn't seem like the west end is getting the same response from the commanders.
Anonymous 6/22/2025 10:54 AM	PRESENTLY NORFOLK COUNTY HAS WAY TO MANY COMMUNITY HALLS THAT COST TAXPAYERS TO MAINTAIN. EXAMPLE, PORT ROWAN. LANGTON, WALSINGHAM AND ST. WILLIAMS HALLS., 5 MINUTES APART. ALSO USER FEES FOR POOLS AND ARENAS SHOULD BE RAISED. SO PEOPLE USING FACILITIES PAY AT LEAST 60 % OF COST TO OPERATE AND MAINTAIN.
Anonymous 6/28/2025 01:41 PM	Fire Services Consideration: While some references to emergency services are present, a more detailed analysis of fire station locations,

response times, and training facility needs would be valuable—particularly given our rural geography and volunteer-based model. • Multi-Use Facilities: The idea of co-locating services is promising, but operational realities—especially for emergency services—must be weighed carefully to ensure that shared spaces do not compromise response readiness, security, or service delivery. • Public Engagement: The consultation process has been reasonably transparent, but engagement opportunities for front-line staff and internal stakeholders (e.g., fire department, facility maintenance crews) should be emphasized. These groups offer critical insight into how current facilities are used and where inefficiencies exist.

Anonymous

7/01/2025 10:15 AM

Keep the fire station land and use the park lot beside it to put the new fire hall up.

Anonymous

7/04/2025 07:54 AM

I hope that having "artifact storage" isn't going to lead to eventually closing local my museums. Statistically speaking, your ranking labels are wrong. "Strongly disagree" should be the bottom choice to match the relative weight of the "strongly agree" on the opposite end.

Anonymous

7/04/2025 07:59 PM

Rural areas are left behind. Only big central areas seem to matter.

Anonymous

7/05/2025 04:27 AM

I cannot recall anyone attending our meetings or contacting the Walsingham Women's Institute members on this issue. Was there ever a letter sent to us regarding this? This hall does not sit empty!!!

Anonymous

7/06/2025 06:59 AM

The halls are used regularly throughout the year for many occasions and are needed

Anonymous

7/06/2025 03:29 PM

I do. I'm really concerned for the plan to divest The Walsingham Hall. It is utilized by the Walsingham Women's Institute, and the Girl Guides. It is the most affordable location for social gatherings, such as family reunions, weddings, birthday parties, and celebration of life. There is no other local, affordable, or practical community space for how the hall is utilized now. And if there is, please let us know where before you divest. Thank you.

Anonymous

7/06/2025 08:12 PM

Attraction of business development in the area will create a stronger tax base and better community facilities will attract more professionals to settle in the area. Housing development regulations and bylaws needs to be relaxed and common sense needs to be

applied.

Anonymous

7/07/2025 10:01 AM

the Walsingham Women's Institute Lease this hall. Why haven't they been consulted???? W.I. Has a Lease.

Anonymous

7/07/2025 01:01 PM

Across Norfolk County and especially in Port Dover many of The County's assets were purchased, built, or established by community organizations and community fundraising dollars. To begin decommissioning or divesting these assets while still in use sets a precedent that may dissuade citizens and service organizations from taking this initiative in the future.

Anonymous

7/07/2025 09:39 PM

There should have been more clarity around arenas as well as what is happening with the sites slated for divestment or decommissioning

Anonymous

7/09/2025 10:43 AM

Use the parking lot beside our fireball in St Williams to expand the hall- Not our Community Center!!

Anonymous

7/09/2025 11:53 AM

It appears that the county has taken advantage of the historical designation requirements that means that heritage sites both public and private cannot be added to the list again for five years allowing their dispersment and risk when sold to other parties

Anonymous

7/09/2025 03:22 PM

The fire hall has lots of space around it too build onto in. We shouldn't lose our community center because the fire hash needs up dating. A temporary solution to move some where while rebuilding on the site it is on now should be considered.

Anonymous

7/09/2025 03:34 PM

No

Anonymous

7/09/2025 04:48 PM

I think tearing down the current community centre in St William's is a mistake

Anonymous

7/09/2025 05:30 PM

I would like to know where my tax dollars are going because every time you turn around something else is being taking away! It sad that the best equipped community centre is be taken away when volunteers supplied countless hours to make it !

Anonymous

7/09/2025 06:13 PM

Our Community Centre here in St. Williams would be greatly missed. The Church ladies, lions and lioness clubs depend on their events for fundraisers. The Fellowship of Joy would not have a venue for their holiday meals and celebrations. We need our hall to come together as family, friends and community. Our little hamlet has not grown much over the years, but we still deserve that joy that comes with community events.

Anonymous

7/09/2025 06:17 PM

Bring all services back to Norfolk and employ Norfolk residences. Outsourcing is not helping our county and the residents.

Anonymous

7/09/2025 07:30 PM

I have to wonder why our County uses out of area people for things around here that someone local could do.

Anonymous

7/09/2025 08:43 PM

The County needs to actively protect and preserve the community halls which provide so much enjoyment and enrich the lives of the people of South Walsingham Township.

Anonymous

7/09/2025 09:07 PM

Why can't the County get rid of the administrative centers? Reduce the staffing or make use of them better?

Anonymous

7/09/2025 10:20 PM

Stop destroying our history. These Town halls are the heartbeat of our communities.

Anonymous

7/09/2025 11:38 PM

There needs to be a better way for people to learn about the surveys that will be utilized in your decision making. I do not believe that the current practise is a true reflection of how people actually feel in the communities.

Anonymous

7/10/2025 04:28 AM

Don't do it

Anonymous

7/10/2025 05:46 AM

Seem to have a lot of admin buildings for Norfolk County staff. There is mention of utilizing the Delhi building to replace the friendship centre, so there must be available space inside this building and potentially others. Can the admin buildings be utilized in a way that the county doesn't require so many. Utilize shared office space, cubicles, if staff are still working from home some days then do we need space for all of them on every day or can there be a rotational calendar. Residents have less ties to admin buildings versus community centers and halls and the cost of the admin buildings in

the circle graph seems to be a larger piece of the pie compared to areas that are in the proposed cuts.

Anonymous

7/10/2025 06:30 AM

Community centre was through donations not purchased by the county. Why is this being rushed through? It appears to be a done deal....

Anonymous

7/10/2025 08:19 AM

Do not tear down Historic properties in Walsingham. Do not get rid of St. Williams community centre. It's highly used by neighborhood groups and there isn't an alternative space. Many people in my area don't have vehicles or are too old to drive. What seems close to you, might be far for locals. You have to consider the percentage of people who walk to where they need to go. No cabs. No buses. No Ubers. If you take away the local committee hubs, you will isolate hundreds of people.

Anonymous

7/10/2025 08:32 AM

I think I have said my piece. Just wish somebody would listen. First indication of you centralized thinking was your short timeline. Also I often wonder whether your consultants talk to local people or groups before putting these off-base ideas on paper.

Anonymous

7/10/2025 09:00 AM

Project and consultation process has set a very low bar. You are doing the minimum amount but expect maximum returns. Its important to look more holistically perhaps focus more on historic cultural as this is something that CANNOT be replaced - well maybe by a plaque that nobody visits.....

Anonymous

7/10/2025 09:04 AM

From where I stand, these cutbacks are just another way to line councils pockets with more raises and less work. Councilors don't even respond to their constituents problems as it is. You need to consult with the communities and the people that live their before you make decisions that will affect us all.

Anonymous

7/10/2025 09:58 AM

We all hate change but will we have lots? Young people --Children -- what are the school boards planning for? recreation I know is a hot spot --but only families with money and time can participate--unfair to families. The same with renting/insurance.....If you can't afford it --you stay home--

Anonymous

7/10/2025 10:22 AM

Yes maybe they should consider places like Walsingham hall to give it to the Walsingham Women's Institute at no cost but anything

moving forward they would be responsible for any issues. Same as the St Williams hall

Anonymous

7/10/2025 11:34 AM

we cannot have norfolk county looking like a forlorn dump. We need to keep fresh and vibrant

Anonymous

7/10/2025 11:59 AM

Do not sell the Walshingham Town Hall and lose it historical value as well as it community importance.

Anonymous

7/10/2025 12:05 PM

Better communication to all citizens who will be impacted by the decision made needs to take place. These decisions are made by those who do not have any connections to the sites and can not make recommendations about the significance or the potential negative impact because they do not have life experience with the area impacted.

Anonymous

7/10/2025 01:28 PM

I don't think you show enough detail about where you get your numbers. I can't tell where the 166.7m investment NEED is coming from.

Anonymous

7/10/2025 02:51 PM

If the community center in st.williams is an issue why not build a new one on the existing ground and take over the the parking lot to the north of it to make the building space bigger to facilitate a new fire hall

Anonymous

7/10/2025 03:01 PM

No.

Anonymous

7/10/2025 03:29 PM

It would be helpful if alternatives to repurposing were listed. Additionally if the impacts on categories such as seniors, families. It is important to be mindful of the rural nature of the county and not have everything centralized to Simcoe or Port Dover because transportation is lacking in the county.

Anonymous

7/10/2025 03:49 PM

More public input needed loss oo

Anonymous

7/10/2025 05:24 PM

Not really

Anonymous

7/10/2025 06:21 PM

Save the Heritage of norfolk and don't discard our pass by selling these great buildings. Walsingham hall needs to be saved.

Anonymous

7/10/2025 07:00 PM

Put st Williams new fireball in over flow parking

Anonymous

7/10/2025 07:03 PM

When is the council going to recognize that the other wards going to recognize we do not want to amalgamate with the town of Simcoe. Or tear down our halls. Start demolishing the urban areas.

Anonymous

7/10/2025 08:02 PM

Ties right into my last answer, would not support closures if certain facilities

Anonymous

7/11/2025 04:43 AM

Looking for land else where as stated or making use of the existing parking lots instead of the community centre would be a far better use. The parking lot just next to the firehall is also in rough condition and could benefit from being redone anyways..

Anonymous

7/11/2025 07:19 AM

Put it out there that you are open to the possibility of having some trades volunteer their time (not material) and help to fix up these older buildings like the Walsingham community center. We have used the Walsingham Hall quite a bit for funerals, Christmas, gatherings, and family birthdays. It's been a staple in our family, and we are originally from the Walsingham area. They have not increased the fees in a long time for using that facility. Take a look at user fees and maybe bring them up to today's prices. I'm not saying to gouge people, but charge a bit more for the facility.

Anonymous

7/11/2025 11:02 AM

no

Anonymous

7/11/2025 12:11 PM

Why would you close St. Williams Community Centre?

Anonymous

7/11/2025 01:08 PM

It is focused on the town of simcoe

Anonymous

7/11/2025 01:30 PM

If the county should be closing a couple of the fire halls and split the areas with the others. Do a work study on the ambulance service. People are sitting around not doing anything way to often

Anonymous

7/11/2025 02:09 PM

I just found out about this a few days ago. Not everyone has I-phones, newspapers.. You should send out flyers to everyone in the community. Most people have not heard of this plan. Why do you not have community reps give there input. I have lived in Walsingham for over 80 years. My life experiences have been interwoven with this hall. It has so much meaning to me that you or your consultant have no knowledge of. Destroying g this historical landmark is a tragedy.

Anonymous

7/11/2025 03:26 PM

We need to find cost saving measures without giving up control of services, land, and heritage buildings (recognized or not). We need to preserve waterfront access for future generations without monetizing every piece of it. The land doesn't owe it to us to make money, so just because an area doesn't make a profit doesn't mean the county should sell it off. For old buildings that are beyond reasonable repair, have the heritage committee and community meetings find compromise by preserving certain pieces of the old buildings to be part of the new building and some pieces for museum use (ex. Save bannisters, stained glass, bricks for a feature wall etc) and photograph the building for archival record before demolition.

Anonymous

7/11/2025 04:02 PM

Please use your brain

Anonymous

7/11/2025 04:41 PM

Do not tear down the St. Williams community center. Instead build the fire hall the adjacent lot. Why would we want to lose community centre that people work so hard to make sure we had?

Anonymous

7/12/2025 07:02 AM

Help keeping the old halls open and in use. Don't sell them and build new or have nothing for the community

Anonymous

7/13/2025 01:34 PM

Better subsidy offers to encourage recreation use alot of counties provide a credit limit to families that would help encourage more use of facilites

Optional question (72 response(s), 86 skipped)

Question type: Essay Question

Q7 | What do you believe the implications are of the overall strategy?

Anonymous

6/10/2025 11:09 AM

My biggest and greatest fear is increasing taxes to Norfolk County residents for big and beautiful brand new facilities. Norfolk County is

already an extremely pricey place to live with the land taxes and especially Water/Waste fees. It's getting to the point that some will not come to Norfolk or leave Norfolk because of the high cost. Why not trim the fat first and save that money for the future and potentially building a new facility. Another example: streamline where staff are, why have several different buildings, in several different locations. I thought that was what the building on Robinson Street was for, to streamline where Norfolk County staff are? As mentioned above, some Norfolk County staff could work remotely (at home) would cut cost and space required. As a longtime Norfolk County resident, the only concern I have is the pool/change room quality (lack of). The high cost of taxes and water/waste and the amount of facilities Norfolk County staff work in. Condensing where Norfolk County staff work out of would assist Norfolk residents to understand where they need to go for support. As currently different departments work out of different buildings. Thank you for your time.

Anonymous

6/12/2025 04:08 AM

It's hard to say what are the cost implications and impact on taxes.

Anonymous

6/12/2025 10:12 PM

Waterford has grown very much in the last little while and if anything close down the community centre and build something better.

Anonymous

6/13/2025 02:51 AM

Less community involvement. Service clubs getting the shaft and eventually disbanding (bigger impact on the community than you realize) The public opinion on Norfolk County/Council is already bad, this will make it worse by far.

Anonymous

6/13/2025 04:39 AM

No facilities mean no community , every one will have to travel. Most new comers don't even know they exist.

Anonymous

6/13/2025 06:19 AM

I believe the closing, some of the facilities is necessary, but other facility should be kept open because it would put a undue stress on the committee

Anonymous

6/13/2025 01:09 PM

Hopefully to make Norfolk more efficient with fewer overhead costs. There are several community centres that don't get used enough and are a drain on the county's funds to keep them.

Anonymous

6/13/2025 04:29 PM

It's redundant

Anonymous

6/14/2025 07:33 AM

Nil

Anonymous

6/15/2025 06:35 AM

Not enough details are been provided to answer this question.

Anonymous

6/15/2025 04:08 PM

Council will not close facilities that they should be

Anonymous

6/17/2025 12:44 PM

I think this is going to be very costly for no real benefit

Anonymous

6/19/2025 08:56 AM

Strong disagree in the proposal we should be looking at how to save money not spend it. I look at what a normal corporation would do in a similar circumstance with proper business management

Anonymous

6/19/2025 03:44 PM

Sames like alot of money to spend to upgrade facilities, and no one will want to buy the Simcoe and Delhi roads yards because of the contamination from salt and oils as well Delhi is beside the old dump

Anonymous

6/22/2025 10:54 AM

TIME WILL ONLY TELL WHAT IMPLICATION WILL HAPPEN YEARS LATER.

Anonymous

7/04/2025 05:17 AM

I believe there will be many implications of the overall strategy positive and negative

Anonymous

7/04/2025 07:54 AM

Should be positive and cost-saving. I hope all implementations are done thoughtfully and with respect for the emotional and logistical challenges any changes will impose on longstanding citizens who are used to things being a specific way (e.g., St. Williams losing their community center)

Anonymous

7/04/2025 02:48 PM

It is the master plan of a group of people who have no respect for and commitment to this county. They prepare reports, present them to Council and then hope they can con them into accepting them. Totally disrespectful. The fiasco with the Carillon tower crossing is a prime example.

Anonymous

7/04/2025 07:59 PM

Rural areas don't count.

Anonymous

7/05/2025 04:27 AM

Another waste of the tax payers money! Disrespectful!

Anonymous

7/06/2025 03:29 PM

I think it's time consuming and costly, and probably going to cause some inconvenience. There are always growing pains with growth. Just please don't take away community spaces in the meanwhile. Thank you.

Anonymous

7/06/2025 08:12 PM

The tax base to pay for the changes and improvements need to be nurtured by NC.

Anonymous

7/07/2025 10:01 AM

poor

Anonymous

7/07/2025 01:01 PM

That in order to save money buildings must be closed.

Anonymous

7/07/2025 05:25 PM

Bad for Port Dover

Anonymous

7/07/2025 09:39 PM

Saving on some budgetary line items which is important with an unfortunate loss of services for some of the smaller hamlets

Anonymous

7/09/2025 03:34 PM

Not helping families and users of all ages.

Anonymous

7/09/2025 06:13 PM

So is the plan to tear down a perfectly good building. Build new for firehall, then tear down old firehall??? Really! Tear down 2 and build 1. What is that going to cost?

Anonymous

7/09/2025 06:48 PM

Dividing the community

Anonymous

7/09/2025 07:30 PM

I feel the Implications of overall strategy is to take away our history and culture to bring in strangers. That they care more important than the ones who built this area.

Anonymous

7/09/2025 08:43 PM

The implication is that the County does not know what makes a good quality of life. Historic buildings are key - that is why Stratford, Fergus,

Niagara of the Lake and Prince Edward County to name a few, are such attractive designations. They have and value their built heritage. People need to have a rich community life in order to be happy - and that means going to what happens in buildings like the Walsingham Hall - girl guides, baseball final suppers, family reunions, funerals, etc enrich our lives and they have been held in that hall for 157 years. The implication of the strategy is that the County does not provide or value what matters to its citizens.

Anonymous

7/09/2025 09:07 PM

We lose our heritage and our values of what made Norfolk County and its history of our people so important.

Anonymous

7/09/2025 10:20 PM

Tax payer unrest and serious loss of votes for staff in the future.

Anonymous

7/09/2025 11:38 PM

Communities located on the periphery will lose landmark valuable buildings in their communities because county does not see their value or need. I believe that it is an illusion yo make it look like county is doing something positive but at the expense of small towns. I am guessing it has more to do with balancing budgets to offload some expense. Maybe trimming down the layers of management would be beneficial.

Anonymous

7/10/2025 04:29 AM

Negative impact

Anonymous

7/10/2025 05:46 AM

Potentially losing community halls and centres that are utilized for community functions and bring joy to the residents that live there. The information provided doesn't outline how often these halls and centers are being utilized as that should factor in to the decision as well.

Anonymous

7/10/2025 06:30 AM

I'm writing to express my concern about the proposal to closely our community centre to make room for a new fire hall. The community centre is a well used moderate facility that serve people or all ages from children programs to senior activities and plays a key rule in keeping our community connected and healthy. Shutting it down would be a huge loss. Well we all support the need of an updated fire hall there are other available locations that don't involve destroying a perfectly good and much loved public space. Let's not take away something that works so well for so many. Please reconsider this decision in favour of a solution that supports both our emergency service and our community well-being.

Anonymous

7/10/2025 08:19 AM

Not a fan. I think you need more meaningful community involvement. Just posting a survey isn't enough. Most affected people don't know about it. You should at least mail info to people in the affected communities.

Anonymous

7/10/2025 08:32 AM

Why are you doing this? I am sure the only implications you can see are dollar signs. You are making the electorate in some small communities very angry. Try to understand a "sense of place" before you take ours away further than is has been taken already

Anonymous

7/10/2025 09:00 AM

Does not contribute to the richness and diversity of this community to the extent that it can be. This can be done for very little \$ commitment. It is too much focused on the budget/monetization of new builds. Lacks foresight and creativity. Implication is we will keep spending more with fewer results.

Anonymous

7/10/2025 09:04 AM

Less resources for communities to utilize and less people to help the citizens when they need it.

Anonymous

7/10/2025 09:58 AM

1.Fear, Resentment, used--My taxes are as important as the next person. ALL the Lions, clubs, residents who spent their time and money to build halls etc,. 2. Wake up call--good to get the big picture so we can plan--BUT the need must be felt to move on.

Anonymous

7/10/2025 10:22 AM

I think we're looking to lise to much and the local places for rent for special occasions. Things have to be affordable in order for locals to be able to rent them

Anonymous

7/10/2025 11:34 AM

getting people to agree to using taxpayer money or raising taxes.

Anonymous

7/10/2025 11:59 AM

The people of the county have lost their faith in council to make the right decisions for our small hamlets. Centralization is not working.

Anonymous

7/10/2025 01:28 PM

I believe this will continue to erode any sense of community that barely exists in the entire county. I think you're more than happy to take and continue to increase taxes for anyone living in rural Norfolk but keep taking away amenities.

Anonymous

-happy citizens -use of facilities

7/10/2025 02:54 PM

Anonymous

7/10/2025 03:01 PM

Willingness to reduce the heavy burden of carrying multiple facilities over a large geographic area.

Anonymous

7/10/2025 03:29 PM

There can be savings but not at the costs of the rural nature of the community. Multi use and hub model facilities are great in each community.

Anonymous

7/10/2025 03:49 PM

Loss of community resources es

Anonymous

7/10/2025 05:24 PM

Just does not seem right to close so much in the area... it will affect communities and without places like the St. Williams community centre will hinder people from moving to these small towns.

Anonymous

7/10/2025 06:21 PM

Loss of small town community halls and heritage buildings will be a loss of community togetherness.

Anonymous

7/10/2025 07:03 PM

Have everything located in Simcoe or other large urban areas particularly Simcoe. We worked hard to get what we have in our. We do not want to have it taken away from our families. Lastly I feel you still have a dream to build your big arena and recreation centre at the expense of the outlying area. Furthermore I definitely do not want the Walsingham historical hall torn down.

Anonymous

7/10/2025 08:02 PM

N/A

Anonymous

7/11/2025 04:43 AM

Those who use the st Williams community centre to host events such as craft and vendor shows that generate Income for people of this community, housing many luncheons for celebrations of life etc, will now all be faced to rent a bigger space and pay more money at already difficult times. Fees at other halls should then be reduced if we are going to be limiting options to those in such a rural area already

Anonymous

7/11/2025 06:47 AM

Local residents will no longer have access to affordable venue rental and programs offered in the venues in question.

Anonymous

7/11/2025 07:19 AM

You're going to have some people that are very upset when you get rid of some of these old buildings. Yes it makes common sense dollar wise but you're tugging at people's heart strings. There's going to be a lot of emotions.

Anonymous

7/11/2025 01:08 PM

What am I paying taxes for...walsingham town hall is a heritage building that has been here longer than most buildings in the area. Very disappointed

Anonymous

7/11/2025 01:30 PM

Expenditures are way too high. People can't pay their taxes and they are still increasing

Anonymous

7/11/2025 02:09 PM

Hurt feelings. Discontent with council. When you start to take away it is from the outlining wards. The council are focused on centralizing everything and stripping the rest of everything. We get tired of running to Simcoe for everything. How would you like to travel to Fairground for everything. We have very few important things in our community but you even want to strip us of those. It soon will be you will want the land that are our cemeteries. When will you come to dig up our graves and move our corpses.

Anonymous

7/11/2025 03:26 PM

I worry the strategy of contracting the community to save money will weaken it and allow for unwanted development. I question the judgement of the County in insisting on cutting back on facilities and getting rid of historic community buildings to make managing the county easier while spending money on questionable strategies such as those 50 km/hr signs in the middle of the road that everyone hates.

Anonymous

7/11/2025 04:02 PM

Please refer to your staff. Consider the people maintain the halls. The ones working at these different roads building and those that may have to move administrative buildings. Mind you I'm not talking of the head of the division. Reach out to the supervisors lead hands fire chiefs the people that know things. Respectfully you guys have made mistakes in the past that could have been avoided if you reached out to the people who work in the environment first. While this may sound all good on paper there could be significant side effects in result because you were simply unaware of the details. View it as, are things still running now? How is that still running? How is this plan going to change things?

Anonymous

7/11/2025 04:41 PM

I think we have people making suggestions that may make some economical sense, but because they are not actually from this area,

don't realize the implications their suggestions have on the actual communities involved.

Anonymous

7/13/2025 11:57 AM

Not really sure. Things need fixing - fix them. Staying on top of items instead of making new items to stay on top of makes more sense. Items deteriorate because they're not looked after the way they should be so to build new and not look after them after them is redundant.

Anonymous

7/13/2025 01:34 PM

Cost and infrastructre

Optional question (65 response(s), 93 skipped)

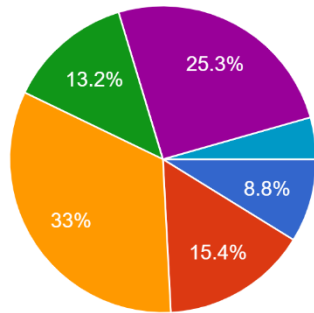
Question type: Essay Question

Appendix D: Internal Survey Results

July 2025

Please select the Division you currently work in

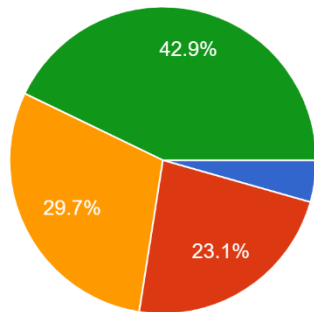
91 responses



- Office of the Chief Administrative Officer (CAO) which includes Human Resources, Information Technology, and Legal Services
- Corporate Services which includes Finance, Legislative Services, Information Technology, and Legal Services
- Emergency and Social Services which includes Fire, Paramedic, Long term care, and Social Services
- Community and Development Services which includes Parks and Recreation, Planning and Zoning, and Economic Development
- Public Works which includes Roads, Engineering, and Maintenance
- Norfolk County Public Library
- Prefer not to say

Please select the level that applies to your current role:

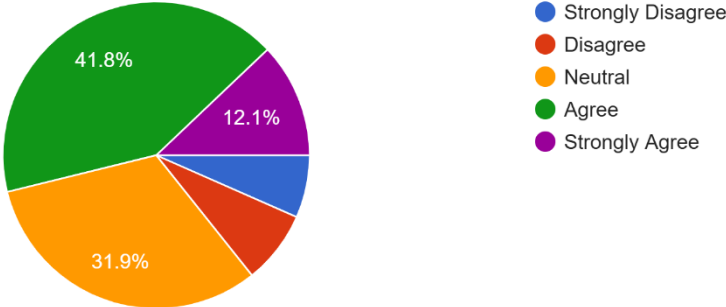
91 responses



- Senior Leadership/Departmental Leadership
- Manager/Supervisor
- Generalist, Coordinator, Assistant, Technician, or similar
- Front line staff (e.g. someone who works at a service counter and has regular interactions with the public and/or operates our facilities and services directly)

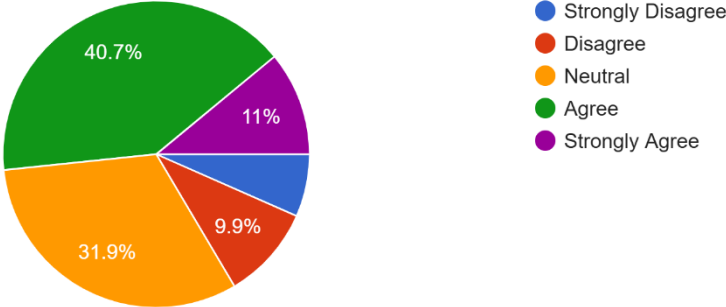
I believe the strategy for administrative facilities will have a positive impact on Norfolk County now and into the future

91 responses



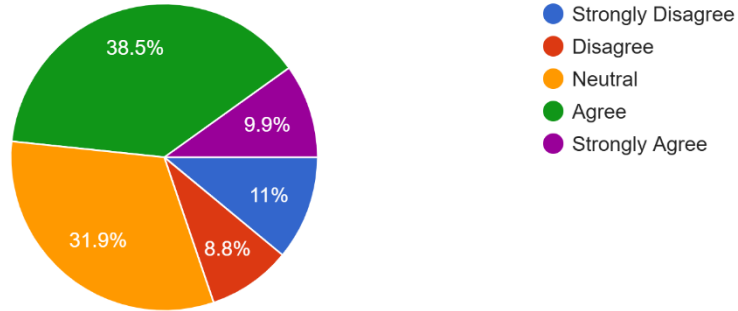
I believe the Operations strategy will have a positive impact on Norfolk County now and into the future

91 responses



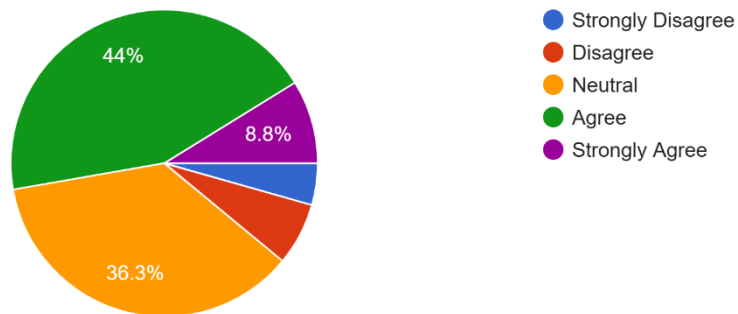
I believe the Fire and EMS strategy will have a positive impact on Norfolk County now and into the future

91 responses



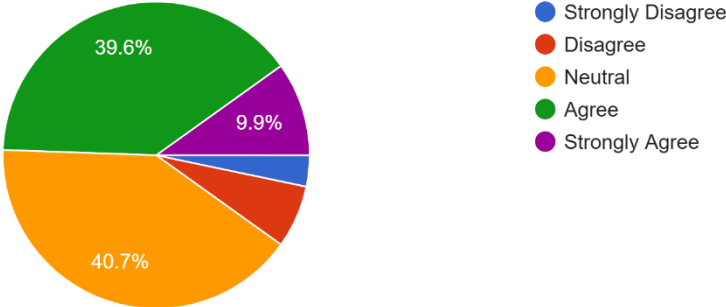
I believe the strategy for Community Centres and Halls will have a positive impact on Norfolk County now and into the future

91 responses



I believe the strategy for Libraries and Museums will have a positive impact on Norfolk County now and into the future

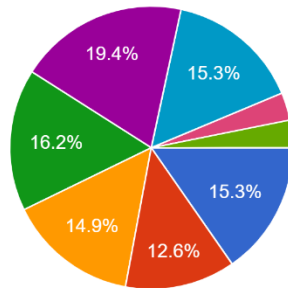
91 responses



September 2024

Please select the Division you currently work in:

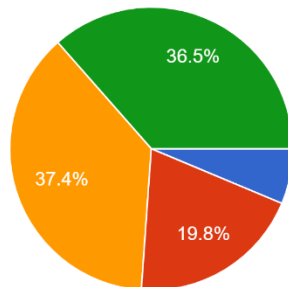
222 responses



- Office of the Chief Administrative Officer (CAO)
- Community Development Division
- Corporate Services Division
- Environmental and Infrastructure Services Division
- Health and Social Services Division
- Operations Division
- Norfolk County Public Library
- Prefer not to say

Please select the level that applies to your current role:

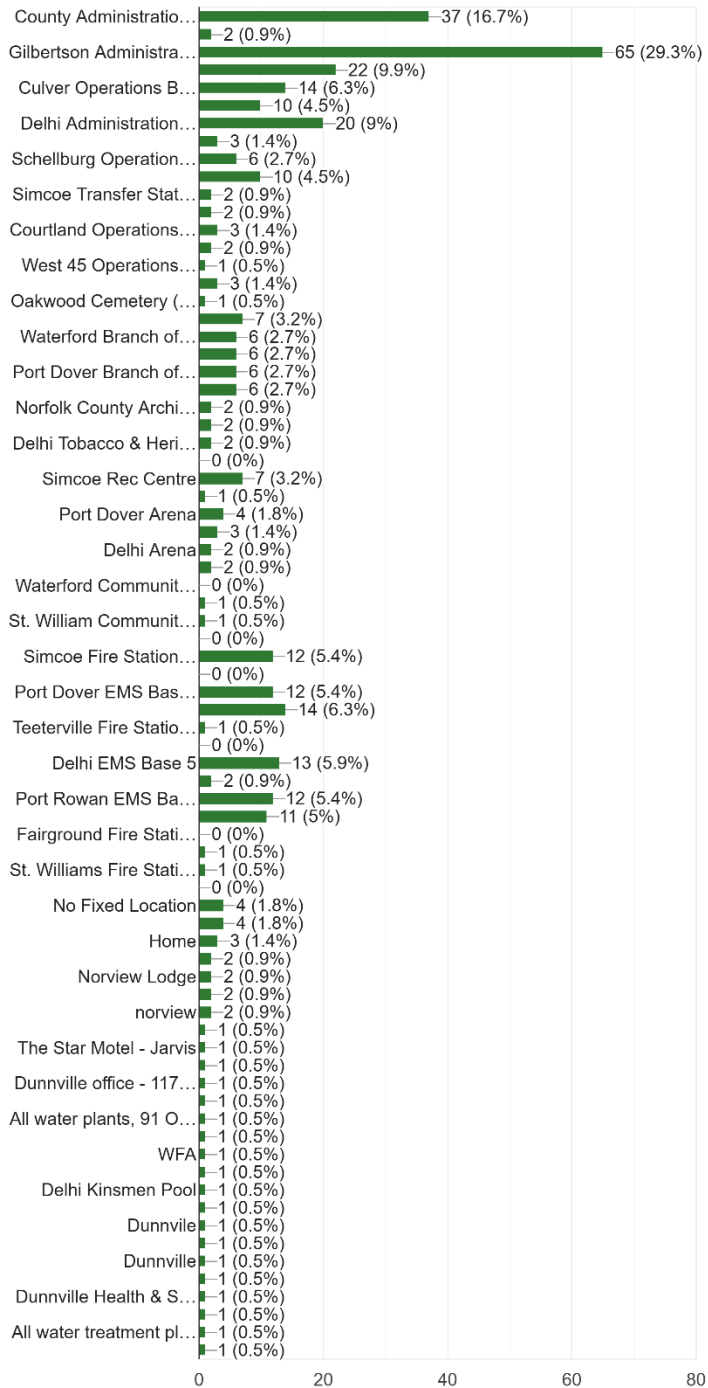
222 responses



- Senior Leadership/Departmental Leadership
- Manager/Supervisor
- Generalist, Coordinator, Assistant, Technician, or similar
- Front line staff (e.g. someone who works at a service counter and has regular interactions with the public and/or operates our facilities and services directly)

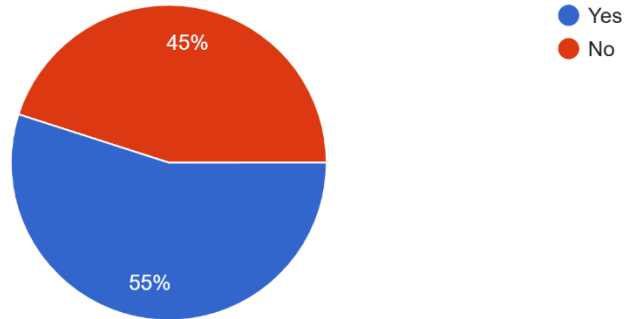
Norfolk County Facilities Master Plan

Which locations or facilities do you regularly work from? (select all that apply if you work from multiple locations)
222 responses



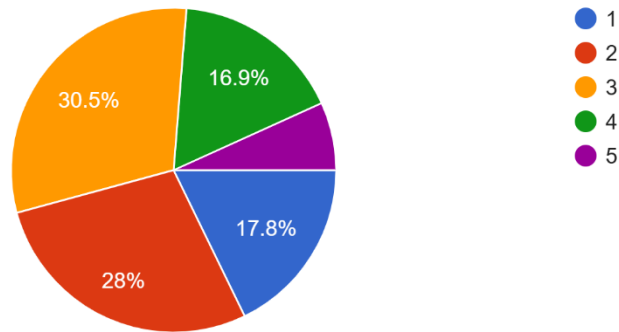
Does your position allow you to work from home?

222 responses



If so, how many days per week on average do you work from home?

118 responses



Appendix E: Community Leadership Workshop

Community Leadership Workshop #1 – Strategy Development

Morning Session

September 23, 2024

Representation:

Delhi BIA
Langton Lions Club
Simcoe Lions Club
Accessibility Advisory Committee
Planning Advisory Committee
Economic Development Advisory Committee
Courtland Lions Club
Downtown Simcoe BIA
Haldimand Norfolk Housing Corporation
Port Dover Lions Club

Presentation From Jim Harnum and Glenn Pothier

Questions and Answers

Q – What does the operating cost include?

A- Operating costs includes Hydro, Heat, landscaping, cleaning etc. This does not include salary.

Q: Where did you get the replacement values from?

A: Replacement values were taken from the BCAs. They reflect the amount of money needed to replace the building in current-day dollars, excluding land.

Q: Can we get the PowerPoint?

A: It will be emailed after the workshop.

Q: Does the County pay property taxes?

A: No, except for Water & Wastewater Facilities.

Q: Is there an additional cost for insurance?

A: It is embedded in the operating costs.

Q: Is there any opportunity for privatization?

A: All opportunities are on the table.

Facilitation Questions

What are you hearing about the facilities?

- Many facilities lack physical accessibility. Lifts are not accessible for scooters, and visitors often must enter through back doors, which is neither fair nor welcoming.
- Facilities are underutilized; existing assets should be repurposed.
- Renting parks for events is hindered by red tape and hassles, discouraging use.
- Recreation activities are revenue-neutral, but youth lack cost-free gathering options.
- Facilities are not suitable for competitive sports; proper accommodations for children and seniors are needed.

I will know this project has been successful if...

Results in Change

- No effective plan has been implemented despite multiple studies.
- Strong consensus from participants that change is needed.

Funding and Maintenance Needs

- The County must allocate funds and maintain buildings.
- One-third of funding comes from service clubs and organizations.
- Negative perceptions exist around donated buildings that have not been maintained.
- Community contributors feel burnt out.
- Examples of neglect (e.g., unrepaired damage at community buildings).

- The public is unaware of the extent of community club investments.

Call for Action

- Strong demand for tangible, visible action.

Need for a Plan

- A coherent plan is required, with a focus on prioritization.
- Repairs are handled ad hoc rather than strategically.
- Skepticism exists about the process.

External Pressures

- Comparisons to organizations with much larger budgets.
- Rising living costs challenge fundraising efforts.
- Concerns about wasted funds.

Economic Opportunities Planning

- Current facilities do not support hosting major events.
- Service club membership is declining.

Decision-Making Criteria

- Without maintenance, facilities will deteriorate.
- Poor communication between County and service clubs.
- Periodic assessments and timely actions needed.
- Location, accessibility, and affordability are critical.
- Consider future opportunities, privatization, or partnerships.
- Geographic equity is a concern (East vs. West).

What Would You Do?

Administration

- Elevator failures create community concern.
- Establish a remote work policy.
- Assess redundancies to maximize efficiency.
- Consider a centralized administrative building.
- Review the future of existing administrative buildings.

Fire & EMS

- Services should be distributed near volunteer locations.
- Unused spaces at fire stations could be repurposed.
- Explore policy changes to minimize driving times.
- Consider options for selling or repurposing yards.
- Evaluate logistics of facility placement.

Community Centres & Halls

- Comparisons with privately managed halls highlight efficiency gaps.
- Some halls demonstrate strong partnerships and revenue sharing.
- Reservations require payment and insurance.
- A holistic approach is needed: some facilities may close while others expand.
- Explore local levies to fund facilities.
- Consider partnerships with service clubs.
- Explore sponsorships and naming rights.
- Calls for Council to collaborate more with communities.

Museums & Libraries

- Investigate zoning to maximize property value when selling.
- Consider facility improvement fees.
- Online services under review.
- Implementation requires Council and staff action.

Key Theme: WANTS ACTION, Partnerships

Community Leadership Workshop #1 – Strategy Development Afternoon Session

Representation

Delhi Kin Club

Waterford Lions Club

Waterford Chamber of Commerce

Sustainability Advisory Committee

Waterford Chamber of Commerce

Heritage Advisory Committee

Norfolk Public Library Board

Rotary Club of Norfolk Sunrise

Seniors Support Services

Presentation From Jim Harnum and Glenn Pothier

Questions and Answers

Q: Does the “currently budgeted” slide account for increased taxes, future funding, etc.?

A: No. It is based on the 10-year plan as a snapshot in time.

What Are You Hearing in the Community?

- The pool in Simcoe is inadequate, too small, and negatively impacts revenue.
- Swimming lessons are difficult to book due to limited capacity; many families go to other communities.
- Recreational services do not measure up to other municipalities, forcing youth to leave to play sports at higher levels, creating a negative perception.
- Equitable access should be considered, with reasonable travel distances.
- Questions about whether all administration building space is necessary.
- Confusion about customer service; people don't know where to go or who to contact.
- Concession stands cannot sell food due to water access issues.
- Recreation centers in local communities are valued and important.

- Asset management planning is inadequate.
- Lack of staff and budgets means facilities cannot be properly maintained.
- The organizational culture needs to change so requests reach Council.

Aspirations – I Will Know This Project Is Successful If...

- Equity is established in the system.
- Workplace culture improves, attracting and retaining high-quality staff.
- The organization reduces disjointedness and staff turnover.
- Customer service improves, with prompt responses and better synergy.
- Facilities are used to their full potential.
- Traditions and community values are honored while planning for the future.
- Each community has an opportunity to benefit.
- Service groups are engaged through a stronger community engagement model.
- Existing resources are maximized through partnerships.
- A clear plan is implemented with staff and resources allocated.
- Prioritization and focus are agreed upon.
- Significant funding already invested in some communities is acknowledged.
- Service groups and clubs are supported equitably.
- A collaborative, county-wide approach is taken rather than focusing on single communities.

Decision-Making Criteria

- Increase revenue or reduce expenses (leasing, revenue generation, etc.).
- Evaluate community social value in addition to costs.
- Emergency service equity is critical; disparities in response times must be addressed.
- Fairness in facility locations.

- Health and safety must be prioritized.
- Resource planning must accompany building planning.
- Consider reducing office space if service levels remain stable.
- Facilities should be adaptable for upgrades and expansions.
- Lack of adaptability poses risks.
- Historical significance adds costs but should be factored in.
- Poor maintenance has contributed to current problems.
- Multi-use facilities should be prioritized for flexibility.
- Rural facilities may not be prioritized if underutilized.
- Economic viability must be evaluated, even if taxes must be raised.
- Consider privatization of historical buildings.
- Diverting resources requires community buy-in.
- Clarify rental processes and points of contact.
- Avoid selling assets solely for short-term revenue.

What Would You Do with the Administration Buildings?

- Shift from leasing to ownership to reduce costs.
- Address customer service and geographic accessibility issues.
- Explore using archives or museums as municipal service hubs.
- Consider eliminating outdated administrative buildings with maintenance or safety concerns.
- Address disparities between urban and rural centers, especially regarding internet access.
- Explore opportunities to co-locate services in existing County-owned buildings.

Fire & EMS

- Relocate and consolidate facilities where appropriate.
- Engage fire volunteers in decision-making.
- Avoid piecemeal repairs; ensure modern functionality and adaptability.
- Some facilities were not built to accommodate EMS needs.
- Removing one station may weaken support in neighboring areas.

Operations Facilities

- Consider consolidation.
- Remove facilities in poor condition.
- Some locations could serve as central hubs but require upgrades.
- Analyze geographic impacts before eliminating facilities.
- Position trucks strategically at domes.
- Explore electric fleet transition.
- Align facilities with growth and land-use planning.

Recreation & Halls

- Consider permanent leases for nonprofits.
- Expand programming to increase revenue and utilization.
- Seek funding opportunities.
- Address repair costs.
- Reduce red tape and insurance barriers to rentals.
- Avoid closing underused halls without exploring solutions.
- Explore sponsorship and partnerships to improve utilization.
- Ensure policies, risks, and fees (kitchens, Wi-Fi, etc.) do not deter use.
- Make booking systems more responsive and transparent.

- Support community-driven initiatives over top-down management.

Libraries & Museums

- Some libraries (e.g., Delhi) are performing well.
- Encourage more open community engagement.
- Resolve conflicts over rules, fees, and red tape.
- Address disbanding of support groups due to micromanagement.
- Explore co-location with schools.
- Address staffing shortages in museums.
- Plan for collection growth and space limitations.
- Recognize the role of cultural institutions in attracting residents and sustaining community identity.

Key Themes

- Equity across communities.
- Improved customer service and staff culture.
- Actionable plans with prioritization.
- Partnerships with community groups.
- Strategic consolidation and adaptability.
- Balancing economic viability with cultural and historical value.

Community Leadership Workshop #2 – Strategy Refinement

Morning Session

June 19th, 2025

Representation:

Accessibility Advisory Committee

Norfolk Public Library Board

Agricultural Advisory Committee

Haldimand Norfolk Housing Corporation

Port Dover Lions Club

Norfolk Association For Community Living

Port Dover Board of Trade

Sustainability Advisory Committee

Simcoe Lions Club

Port Dover Scouts

Presentation From Jim Harnum and Glenn Pothier

Background

- Utilization history and use rate noted; no one had approached about it.
- Alternative for Port Dover Scout Hut missing from the report. Need to talk to users and determine future location. This is what the plan requires.
- Gap adjustment for inflation questioned; confirmed as taken from AMP.
- Utilization study done 3 years ago; reporting shown as 24/7 open houses was incorrect.
- Facilities rated poor to very poor; structural concern raised. Response indicated BCAs were a superficial look based on age and estimates.

Administrative

- Federal funding available to make Delhi Admin building accessible.
- Delhi Admin building across from library; discussion of divesting Delhi with CS presence in library. Delhi has good parking.
- Concern community may not accept based on tax increases; past closures of hockey rinks cited as negative precedent.
- Belief that community would strongly oppose losing Delhi Admin; significant pushback and outrage expected; could negate entire plan.
- If any one component fails, the whole plan may fail.
- Service levels must be maintained or increased; decreasing service levels will not be accepted as each smaller community has individual needs.

Roads

- Divestment considered from a contamination perspective. Disclosure and potential remediation may be needed.
- Option to convert property into a park and leave as-is.
- No utilization plan for divesting identified; recommendation to divest but not necessarily best use of divestment.

Community

- Concerns raised about west end communities (e.g., St. Williams Community Centre, South Walsingham). Past changes tied to political consequences.
- St. Williams CC had significant fundraising, including support from Lions.
- Substantial investment from community and grants. Facility serves as hub for cultural events and youth programming year-round. Only facility with indoor/outdoor space, safe for kids. Discussion that consolidating two facilities into one could be a viable option.
- Suggestion to combine fire hall and community space.
- South Walsingham building poorly maintained; lack of useful life; wifi limited due to infrastructure; underutilized; heritage designation complicates matters.

- Programming could be integrated but would require more staff.
- Concern that recommendations without follow-up create failure; need explicit requirement for county to follow up.
- Suggested to look at other counties to understand best practices and pitfalls.
- Accessibility factors raised; expected negative reaction from some communities. Options must be presented, especially for Port Dover and Delhi.
- Waterford CC feedback: strong local board involvement, potential for service clubs to participate, residential growth adds pressure.
- Growth plan earmarks Waterford CC area for residential development; divestment without rebuilding contradicts Master Plan.
- Positive reception to strategy being created publicly; commitment to incorporate feedback.
- Question whether vacant properties would be sold off quickly ("fire sale").

**Community Leadership Workshop #2 – Strategy Refinement
Afternoon Session**

June 19, 2025

Representation:

Port Dover Kinsman

Venture Norfolk

Planning Advisory Committee

Delhi Kin Club

Waterford Lions Club

Kinsman Club of Waterford

Simcoe and District Chamber of Commerce

Presentation From Jim Harnum and Glenn Pothier

Background

- Certain wards will grow while others will not; growth patterns should inform decisions.
- Concern raised about cost of re-entry if facilities are sold and later needed again.

Administration

- Seen as a positive change for CAB.
- Archives board wants archives relocated.
- Economic development currently in Gilbertson; location does not represent the work or target clients.
- Idea proposed for a modern presentation room for economic development to strengthen presence.
- Question raised whether investment in such a space is necessary given other existing options.
- Development group expressed preference for visibility and engagement with people, not aesthetics; presentation space considered a non-starter.

Operations

- Consultation with adjacent property owners at Bonnie Heath noted as important.
- Risk identified that opposition could sabotage progress.
- Suggestion to align operational planning with growth.

Fire & EMS

- Waterford EMS issue has persisted for 8 years.

Community

- Suggestion for mobile exhibits/artifacts to be brought to people at events rather than investing in a fixed facility.
- Museums: Council has already decided on Teeterville.
- Libraries received praise.
- Emphasis that decisions should consider ward population counts; concern that small groups could be over-represented in county-wide decisions.
- Grave security concerns identified at Simcoe library.
- Concern raised about Delhi library funding being redirected to other branches (\$6–10k per year).
- Waterford Lions interested in taking over Waterford CC through a memorandum of understanding; area identified as one of the fastest growing in Canada (~100 people noted).
- Debate over whether facilities should function as community centres or rental centres.
- Need to clarify and make public which facilities are county-owned, group-operated, and under what structure.
- Option raised for customer services to operate out of Delhi Museum.
- Acknowledgment that changes may upset people, but financial realities make them necessary.

- Kinsmen halls noted as heavily used but not accessible; parks and pavilions often used instead.
- Social impact highlighted: events such as Friday the 13th need deliverables.
- Proposal for prefabricated facility to serve multiple groups.
- Other facilities have capacity for large events of 100–200 people.