

Norfolk County – Asset Management Plan – Facilities

An overview of the County's
Asset Management Practices
based on the Ontario Ministry of
Infrastructure's Building Together
Initiative



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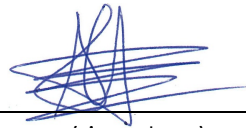
August 23, 2016

Sign-off Sheet

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Table of Contents

EXECUTIVE SUMMARY	III
1.0 INTRODUCTION	1.1
1.1 GOALS AND OBJECTIVES.....	1.1
1.2 SCOPE OF WORK	1.1
2.0 STATE OF THE LOCAL INFRASTRUCTURE	2.1
2.1 FACILITIES AND FACILITY COMPONENTS	2.2
2.1.1 Replacement Cost Valuation	2.3
2.1.2 Age and Remaining Service Life	2.4
3.0 DESIRED LEVELS OF SERVICE	3.1
3.1 FIRE/EMS HALLS	3.1
3.2 LIBRARIES	3.1
3.3 SPORTS FACILITIES/RECREATION CENTERS/COMMUNITY HALLS/LIBRARIES.....	3.1
3.4 CORPORATE	3.2
4.0 ASSET MANAGEMENT STRATEGY	4.1
4.1 NON-INFRASTRUCTURE SOLUTIONS	4.1
4.2 MAINTENANCE AND REFURBISHMENT ACTIVITIES	4.1
4.3 DISPOSAL ACTIVITIES	4.2
4.4 EXPANSION ACTIVITIES	4.2
4.5 PROCUREMENT METHODS	4.3
4.6 RISKS.....	4.3
4.7 ASSET MANAGEMENT PLAN FUTURE UPDATES.....	4.4
5.0 FINANCING STRATEGY	5.1
5.1 HISTORICAL INVESTMENTS	5.1
5.2 FACILITY ASSETS REVENUE REQUIREMENTS	5.1

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

LIST OF TABLES

Table 2.1: Facilities Asset Types.....	2.1
Table 2.2 Facilities Asset Inventory	2.2
Table 2.3: Facility Components Percent of Asset Value.....	2.2
Table 2.4: Current Facility Replacement Values.....	2.3
Table 2.5: Facilities Useful Life.....	2.4
Table 2.6: Components Expected Service Life	2.5
Table 4.1: Facility and Component Work Activities	4.2
Table 4.2: Risks Associated with Not Reaching Defined Level of Service Targets.....	4.3
Table 5.1: FIR Schedule of Operating Expenses (Schedule 40)	5.1

LIST OF FIGURES

Figure 2.1: Facility Assets Estimated Life Consumed	2.5
Figure 2.2: Number of Facilities by Year – Replacement Profile	2.6
Figure 4.1: Life Cycle of a Community Hall and its Roof Component	4.1
Figure 5.1: Facilities 100-Year Capital Cost Distribution	5.2

LIST OF APPENDICES

APPENDIX A: FACILITIES LIST	A.1
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Executive Summary

Municipalities are stewards of Community infrastructure. Well-managed infrastructure fosters prosperity, growth, and quality of life for a Community's residents, businesses, and visitors.

Most Canadian municipalities are struggling to maintain existing infrastructure under current tax and rate levels. They continue to deal with downloaded responsibilities and, at the same time, face growing needs to maintain and renew aged and decaying infrastructure.

The subject of asset management has been gaining increasing public awareness as a result of the introduction of Bill 175, the Sustainable Water and Sewage Systems Act in 2002, and the implementation of "Full Cost Accounting" through the Public Sector Accounting Board (PSAB). The emphasis is now being placed on not only knowing the true cost of providing services to your customers today, but also understanding what will be required to maintain the services virtually in perpetuity (or as long as they are required), through the use of life cycle costing. In other words, we are moving towards Sustainable Asset Management.

Ontario's Ministry of Infrastructure has also recently released guidelines for the development of Municipal Asset Management Plans, which support the Province's 10-year infrastructure plan "*Building Together*". The objective of these guidelines is to provide a basis for the standardization and consistency of asset management practices across Ontario's municipalities.

This document follows the Ministry's guidelines for the development of an Asset Management Plan for Norfolk County's Facilities.

1.0 INTRODUCTION

1.1 GOALS AND OBJECTIVES

This Asset Management Plan has been prepared in response to the Ontario Ministry of Infrastructure's *Building Together* initiative, and provides the County with a medium-term business plan that will set the path toward long-term sustainability of the County's infrastructure and other assets.

1.2 SCOPE OF WORK

The scope and format of this document follows the Ministry of Infrastructure's *Building Together: Guide for Municipal Asset Management Plans*. The Guide outlines the specific elements of a detailed asset management plan, which includes:

1. Summary
2. State of Local Infrastructure
3. Desired Levels of Service
4. Asset Management Strategy
5. Financing Strategy

The County has developed individual Asset Management Plans following the Ministry's guidelines and suggested format for roads, bridges, and water and wastewater networks. The County is jointly responsible for social housing with their neighbouring community, Haldimand County. An Asset Management Plan has been developed by Haldimand-Norfolk Housing under a separate contract, as per the Ministry's guide.

This document focuses on the County owned and maintained facilities.

2.0 STATE OF THE LOCAL INFRASTRUCTURE

A State of the Infrastructure report provides the County with an understanding of the true cost of maintaining the assets that are required to provide services to the Community. The following State of the Infrastructure (SoI) assessment was developed through a Life Cycle Analysis, covering the County's facilities.

The SoI was based on a high-level analysis of the component and facility replacement needs for the County. This included the preparation of a report on the current and assumed future state of these assets. The following facility asset types were included in the study.

Table 2.1: Facilities Asset Types

Facilities Asset Types	Fire Halls
	Libraries
	Sports Facilities
	Recreation Centers
	Community Halls
	Corporate
	Maintenance Yards
	Heritage

In November 2003, the National Guide for Sustainable Municipal Infrastructure published a *Best Practices for Municipal Infrastructure Asset Management*. This publication included a listing of seven questions, which could be used as a framework for an asset management plan. The SoI assessment employs this framework:

1. What do you have and where is it?
(Inventory)
2. What is it worth?
(Costs/Replacement Rates)
3. What is its condition and expected remaining service life?
(Condition and Capability Analysis)
4. What is the level of service expectation, and what needs to be done?
(Capital and Operating Plans)
5. When do you need to do it?
(Capital and Operating Plans)
6. How much will it cost and what is the acceptable level of risk(s)?
(Short- and Long-term Financial Plan)
7. How do you ensure long-term affordability?
(Short- and Long-term Financial Plan)



NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

State of the Local Infrastructure
August 23, 2016

The County's facilities include heritage monuments and buildings, recreational facilities, sports facilities, community halls, and so on. The total replacement value for the County's facilities is approximately **\$230.5 million**.

2.1 FACILITIES AND FACILITY COMPONENTS

This State of the Infrastructure analysis was based on inventories that currently exist in the PEARL asset management system. Table 2.2 summarizes the inventory for each of the facility types.

Table 2.2 Facilities Asset Inventory

Asset Type	Assets	Inventory
Facilities	Fire Halls	17
	Libraries	6
	Sports Facilities	12
	Recreation Centers	20
	Community Halls	28
	Corporate	24
	Maintenance Yards	21
	Heritage	10

Within the facility assets, the facilities were broken down into a number of major components, or assets that would require refurbishment or maintenance through capital investment, to maintain the serviceability of a given facility. Table 2.3 shows the components that have been identified within each facility, along with the expected service life and percent cost of the component relative to the replacement value.

Table 2.3: Facility Components Percent of Asset Value

Components	Expected Service Life	Percent of Value
Surface and Site	75	15%
Architectural	50	40%
Vertical	25	5%
Mechanical	25	10%
Electrical	25	10%
Roofing	25	20%



NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

State of the Local Infrastructure
August 23, 2016

There are a number of leased facilities within the County, which the County would not be responsible for replacing; however, it is important to note that while the County does not own these leased facilities, it is assumed that it does carry out component replacements. The County may also be responsible for leasehold improvements; therefore, component replacement calculations were considered as a way to account for either leasehold improvements, or obtaining a new facility, when the lease for the specific facility expires.

2.1.1 Replacement Cost Valuation

The County's analysis for the State of the Infrastructure report did not include an inflation factor or Net Present Value calculation; therefore, all future investments are expressed in 2015 dollars.

The current replacement value for the facility assets is approximately \$230.5 million. Table 2.4 shows a breakdown of the facility assets and the current replacement value for each facility. The current replacement values were obtained from the PEARL asset management system, and verified with the most current insurance valuation provided by the County.

Table 2.4: Current Facility Replacement Values

Asset Type	Assets	Inventory	Current Replacement Value (\$ millions)
Facilities	Fire Halls	17	10.0
	Libraries	6	10.2
	Sports Facilities	12	36.5
	Recreation Centers	20	14.0
	Community Halls	28	48.9
	Corporate	24	27.7
	Maintenance Yards	21	74.9
	Heritage	10	8.3
			\$230.5 Million

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

State of the Local Infrastructure
August 23, 2016

2.1.2 Age and Remaining Service Life

A useful life span can be assigned to an asset type, such as 75 years of useful life for a building. However, there are many conditions that can affect the true life of an asset, such as: design, construction, and manufacture quality, maintenance standards, surrounding environment, construction material, and so forth.

The level of intervention on facilities will vary significantly over the life cycle of an asset. The process of maintenance, refurbishment, and failure is a very dynamic system. Therefore, it is essential that we take a life cycle approach to assessing the financial needs for the future.

This dynamic process of asset aging has a significant financial impact attached to it that can be quantified. Therefore, our financial analysis is based upon a life cycle model that identifies upcoming trends in asset replacement and, hence, funding needs.

County staff have the best understanding of the local variables that impact the useful lives of the facilities and their components.

As a result, the range of values provided for the typical useful life of an asset was adjusted for the purposes of this Report, based on discussions with County staff, internationally recognized standards, and Canadian climate and conditions. These values can be refined over time, as more specific data becomes available. These values do, however, serve a purpose in planning financial investment requirements on a life cycle basis, with specific projects being identified on a facility and component basis, as part of the regular budget preparation process. Table 2.5 and Table 2.6 identify the useful life used within the analysis, for each Facility and their associated Components, respectively.

Table 2.5: Facilities Useful Life

Asset Type	Asset	Typical Useful Life (years)
Facilities	Fire Halls	75
	Libraries	75
	Sports Facilities	75
	Recreation Centers	75
	Community Halls	75
	Corporate	75
	Maintenance Yards	75
	Heritage	500

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

State of the Local Infrastructure
August 23, 2016

Table 2.6: Components Expected Service Life

Components	Expected Service Life
Surface and Site	75
Architectural	50
Vertical	25
Mechanical	25
Electrical	25
Roofing	25

As can be seen from Figure 2.1, approximately 35% of the facilities in Norfolk County are reaching the end of their expected life. In addition, the 56% of the network identified as being in the last half of their life, suggests that over the next 15 - 20 years, the replacement requirements will increase significantly. Therefore, over the next 10 -15 years, the County will need to assess the overall condition of the facilities in more detail, to determine the level of effort and associated funding required to meet the component and facility replacement needs.

Fourteen facilities have ages ranging from 76 to 168 years; therefore, they are beyond their expected life. For the purpose of this report, this number excludes the facilities designated as Heritage.

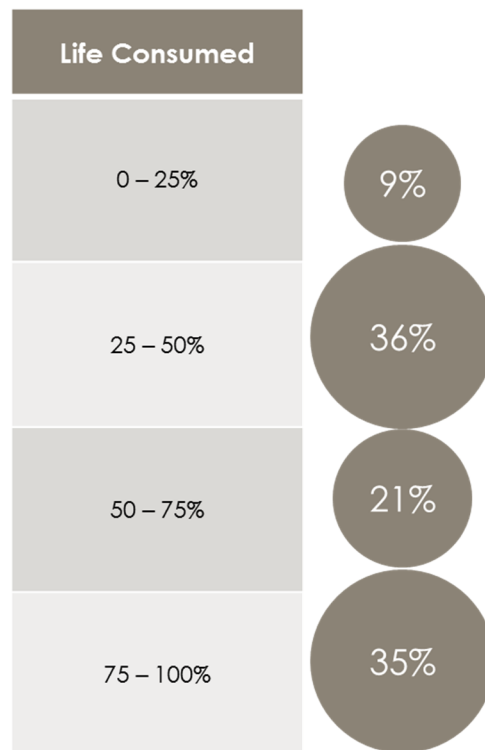


Figure 2.1: Facility Assets Estimated Life Consumed



NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

State of the Local Infrastructure
August 23, 2016

A key component of this high-level analysis required to estimate the timing of the major interventions, specifically the refurbishment and/or replacement of the facility components, is the age of the asset, which was based on the construction year. This data was provided by the County, through data populated in the PEARL system, and formed the basis of the analysis to develop the 100-year replacement profile for the facility assets, shown in Figure 2.2. During our discussions with staff, it was confirmed that their confidence in this age data was high.

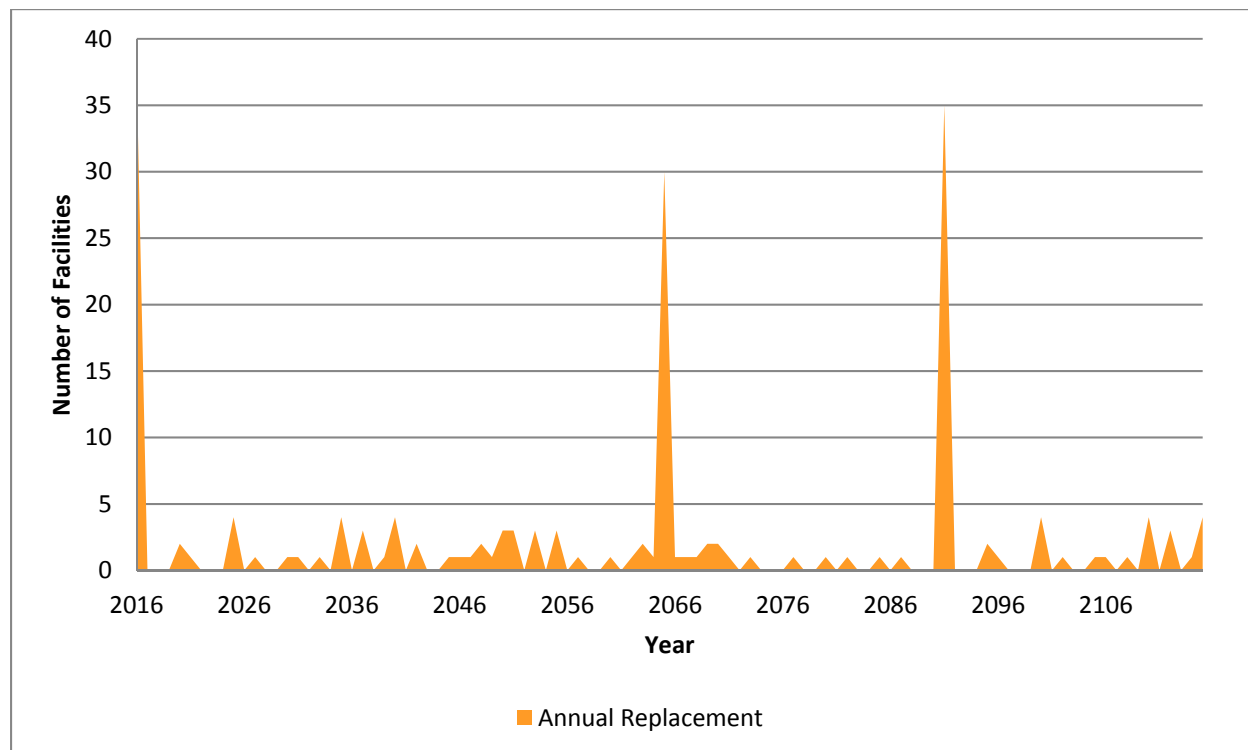


Figure 2.2: Number of Facilities by Year – Replacement Profile

The profile displayed represents the replacement of the facilities, and does not include any form of component refurbishment or replacement. However, while component refurbishment may appear to be an attractive option to reduce the cost associated with maintaining and/or extending their lives, there will be cases where the unit cost of the treatment can be similar to that of replacement. Therefore, in those cases, replacement of the entire facility could be the most appropriate option.

It should also be noted that refurbishment costs are dependent upon several factors, such as the scale of the project (specifically, larger projects can achieve economies of scale), or the availability of local contractors that are capable of delivering the service.

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

State of the Local Infrastructure

August 23, 2016

The decision to refurbish an asset should be considered on a project-by-project basis, after assessment of the suitability of the facility for refurbishment and the condition of other adjacent components in the facility, as replacement of a facility may be a more cost-effective alternative over a longer period.

3.0 DESIRED LEVELS OF SERVICE

Levels of Service for the facilities are a combination of the Community's expectations and the County's required and desired maintenance and performance targets to meet legislative requirements.

It is important that the County first establish performance objectives for the Asset Management Plan (AMP). Some typical examples of performance objectives are listed below:

- Provide safe, functional, and efficient facilities to accommodate the needs of the Community
- Maximize functionality and utilization
- Minimize customer complaints
- Reduce structural deterioration and operational problems due to poor maintenance
- Perform asset refurbishment at the optimum point in the life cycle
- Conducting benchmarking both internally and with other similar communities

Performance objectives may be based upon legislative requirements, or industry best practices, and values/goals are agreed upon by the County and Community, through Council policies. Some specific examples for consideration are given below, for your consideration:

3.1 FIRE/EMS HALLS

- (X)% of properties within five minutes from a Fire/EMS hall.

3.2 LIBRARIES

- (X)% of community aware of the services available at their nearest library
- (X)% of households with access to a library, within 15 minutes' drive from their home

3.3 SPORTS FACILITIES/RECREATION CENTERS/COMMUNITY HALLS/LIBRARIES

- (X)% of community aware of the facilities available
- (X)% of households with access to a community facility, within a 15 minute drive of their home.
- Fewer than (X) injuries from accidents, as a result of building hazards reported per facility per year
- (X)% of the community using at least one of the facilities on a regular basis

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

Desired Levels of Service

August 23, 2016

3.4 CORPORATE

Within future iterations of this Asset Management Plan, the County will consider further refining its service level targets for the County's facilities. Under consideration will be:

- A desired portfolio condition target, specifically, average Facility Condition Index (FCI) of 75
- A maximum desired backlog of work
- A determination of funding and service goals for maintenance versus refurbishment/replacement activities

As the County moves forward with future iterations of the Asset Management Plan, it will be essential further Community input be sought to assist in the further refinement of their expectations and the associated measures that will need to be used to track performance.

4.0 ASSET MANAGEMENT STRATEGY

4.1 NON-INFRASTRUCTURE SOLUTIONS

Accurate and reasonable population growth forecasting allows the County to adequately plan the facility expansions and ensure that facilities are built only to meet reasonable demands.

On a project-by-project basis, the County will explore various options, including alternatives to building new assets, for any major developments being considered in the County.

4.2 MAINTENANCE AND REFURBISHMENT ACTIVITIES

This report deals only with the capital investments associated with maintaining the facilities. It is also important to note that the operating and maintenance (O & M) costs are not necessarily at the appropriate level for Norfolk County, but for the purpose of this report, it is assumed that they are.

Each facility consists of various components. These components have unique properties and typically have to be replaced or refurbished in order to ensure that the facility remains functional for the entirety of its expected life.

For example, a community hall that has an expected useful life of 75 years has a roof that is installed as part of the building's construction. At the time of construction, the cost of that roof would be included in the total construction cost of the facility. Likewise, when that facility would be reconstructed in 75 years, the cost of the roof would be included in the cost of reconstruction.

However, if we assume that the roof has an expected useful life of 25 years, in year 25 of that facility's life, the cost of a roof replacement would have to be accounted for as a unique capital cost. Likewise, the cost would have to be accounted for again in year 50 of the building's life, as illustrated in Figure 4.1.



Figure 4.1: Life Cycle of a Community Hall and its Roof Component

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

Asset Management Strategy
August 23, 2016

The various stages in an asset's life cycle can be split into four distinct phases of activity. These activities are described below for facilities.

Table 4.1: Facility and Component Work Activities

Activity	Definition	Asset Age
Minor Maintenance	Planned activities such as condition assessments, monitoring, cleaning, and so forth.	0-25% of asset life
Major Maintenance	Maintenance and repair activities are generally unplanned; however, they can be anticipated and would generally be accounted for with the County's annual operating budget. These would include such events as repairing or replacing specific components of a facility, and so forth.	25-100% of asset life
Refurbishment	Major activity required to upgrade or refurbish the facility, so that it can continue to provide service for an additional time period.	50-75% of asset life
Replacement	Some facilities will reach the end of their structural and/or service useful life and require replacement. Experience has shown that the expected life of an asset will vary greatly, depending upon a number of factors; however, by conducting condition assessments periodically, a better understanding can be gained of the performance of these assets.	75-100% of asset life

Refurbishment of a facility may involve renovations of sections of, or components of, a facility.

4.3 DISPOSAL ACTIVITIES

It is recommended for the County to review annual costs to maintain facilities, specifically facilities that may be aging beyond the expected life, and facilities that may be underutilized, and decide on an optimal point where disposal may be an option.

4.4 EXPANSION ACTIVITIES

The County expects modest growth in the foreseeable future. Expansion activities are reflected in the County's master plan. All major expansion projects should be reviewed to assess the requirements for the building of new facilities, evaluate the necessity of expansion of the asset portfolio, and assess overall impact on the Community, environment, and so forth, for the various options available.

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

Asset Management Strategy
August 23, 2016

4.5 PROCUREMENT METHODS

To ensure the most efficient allocation of resources and funds, the County will consider:

- Bundling projects when issuing tenders, to realize cost-benefits of economy of scale
- Consider the use of alternative project delivery such as P3, to deliver new facilities and associated services.

4.6 RISKS

Several risks could prevent the County from reaching/maintaining its target level of service for facilities:

Table 4.2: Risks Associated with Not Reaching Defined Level of Service Targets

Potential Risk	Potential Impact	Mitigation
Required Funding Not Secured	<ul style="list-style-type: none"> • Facilities deteriorate further and the overall portfolio condition index declines • Facilities deteriorate beyond a condition where refurbishment is a viable option • Backlog of work increases • More costly treatments are required 	Ensure that annual funding is maintained at a level that is consistent with the investment required to sustain the County's facility assets
Substantial Increase in M&R Unit Costs in Future	<ul style="list-style-type: none"> • Inability to complete all planned projects with allotted budget levels • Overall portfolio condition index declines • Facilities deteriorate beyond a condition where refurbishment is a viable option • Backlog of work increases • More costly treatments are required 	Ensure that sufficient reserve funds are available to provide additional funding required to meet increased funding needs resulting from exceptional increases in the unit costs of treatments/replacements
Environment Change (e.g., severe weather, high population growth)	<ul style="list-style-type: none"> • Underestimated funding needs • More costly component refurbishment or replacements is required to increase useful life • More facilities are needed for expansion 	Ensure that sufficient reserve funds are available to provide additional funding required to meet increased funding needs resulting from the impacts associated with population growth, and so forth.

4.7 ASSET MANAGEMENT PLAN FUTURE UPDATES

The Asset Management Plan for the County's facility assets is a living document and will require regular review and refinement. Specifically, the County will:

- Review the Asset Management Plan annually and confirm validity of assumptions
- Update the Asset Management Plan every five years
- Further refine its level of service targets by engaging in a Community outreach program, to help identify the desired levels of service of the County's residents.

5.0 FINANCING STRATEGY

5.1 HISTORICAL INVESTMENTS

The County's investment in facilities maintenance for the period 2011-2012 is summarized in Table 5.1, below:

Table 5.1: FIR Schedule of Operating Expenses (Schedule 40)

Asset Type	Asset Component	2013 ¹ (million)	2014 ¹ (million)
Facilities	Fire Halls	\$0.5	\$0.4
	Libraries	\$1.9	\$2.1
	Sports	\$2.5	\$2.5
	Recreation Centers	\$2.8	\$2.9
	Community Halls	\$0.7	\$0.7
	Corporate	\$1.3	\$1.3
	Maintenance Yards	\$3.9	\$4.9
	Heritage	\$0.03	\$0.03

¹Excludes amortization expense & interest on long term debt

This data was derived from the Financial Information Return (FIR) filed with the Ministry of Municipal Affairs and Housing (<http://oraweb.mah.gov.on.ca/fir/welcome.htm>).

5.2 FACILITY ASSETS REVENUE REQUIREMENTS

The analysis, which was completed to identify Capital and Operating revenue requirements, was based upon the following assumptions:

1. All values are calculated in current dollars (2015).
2. Replacement costs were based upon unit costs identified within Appendix A.
3. Investment in the replacement of the non-linear assets included in the study was defined as the total replacement value spread evenly across the useful life of the asset.

An allowance was made in the analysis for Engineering (15%) and Contingencies (5%). No allowance was included for Utility Costs and Overhead, and Administration.

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

Financing Strategy
August 23, 2016

Therefore, based upon these assumptions, for the period 2016 to 2115, the average annual revenue required to sustain the County's Facilities is **\$10.3** million. Over this same period, and excluding growth, this represents 4.5% of the Facility's replacement value of **\$230.5** million. Figure 5.1 illustrates the revenue profile from 2016 to 2115, derived from the analysis for all the Facility assets.

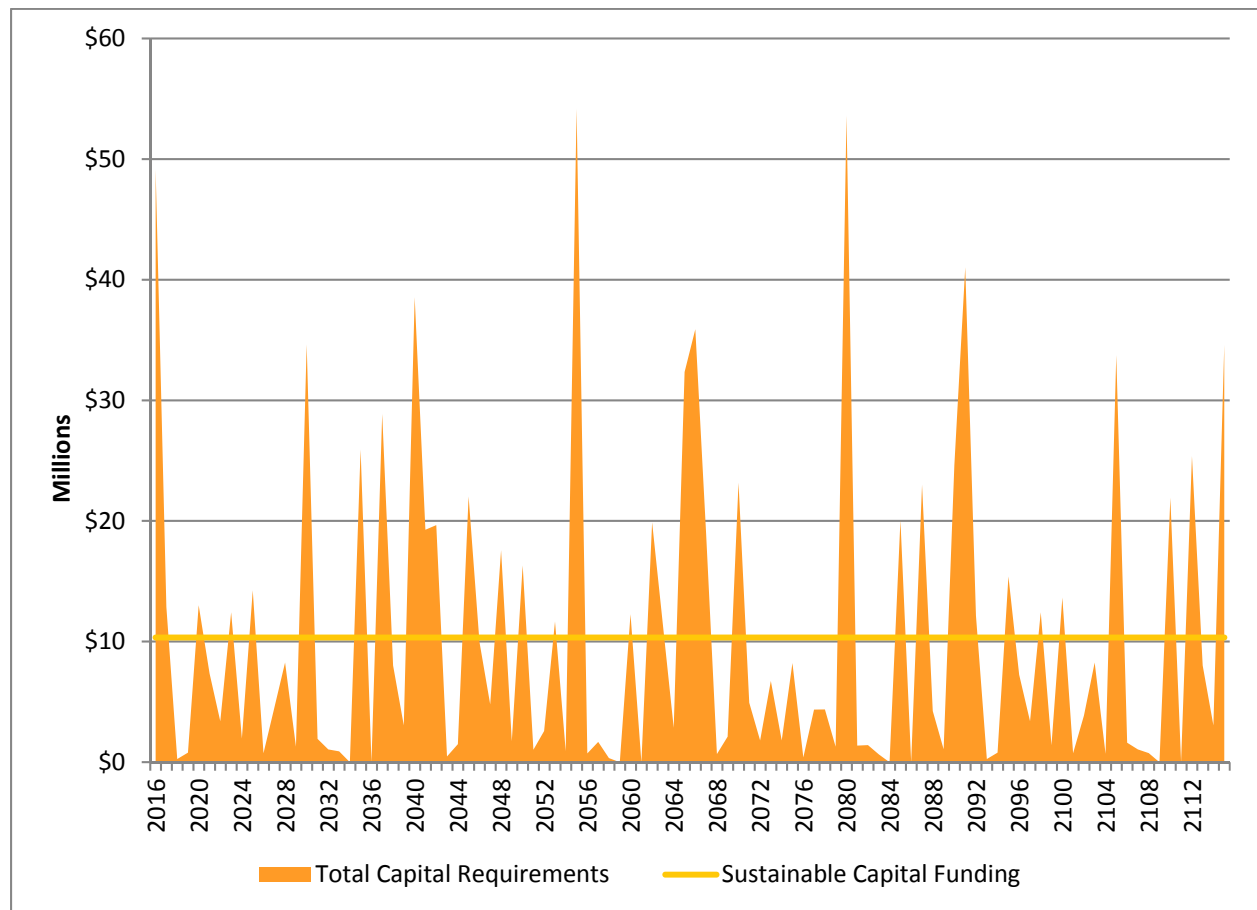


Figure 5.1: Facilities 100-Year Capital Cost Distribution

APPENDIX A FACILITIES LIST

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

APPENDIX A: FACILITIES LIST

Index	Asset Name	Unit Type:	Leased	Structure Replacement Value	Analysis Life	Construction Year (YYYY)
1	ADULT COMMUNITY CENTRE	Community Halls		\$4,157,800	75	1890
6	CHARLOTTEVILLE COMMUNITY CENTRE	Community Halls		\$328,558	75	1900
8	CLIFTON PARK CHAPEL AND WINDMILL	Community Halls		\$32,697	75	1960
10	COURTLAND COMMUNITY CENTRE	Community Halls		\$823,500	75	1994
12	COURTLAND SCOUT HALL/STORAGE BUILDING	Community Halls		\$458,700	75	1994
20	DELHI FRIENDSHIP CENTRE	Community Halls		\$558,874	75	1955
24	DELHI PARKS STORAGE & VACANT BUILDING DAYCARE	Community Halls		\$53,118	75	1990
28	DELHI TOURIST INFO CENTRE & QUANCE PICNIC PAVILION	Community Halls		\$51,173	75	1950
29	DETOX CENTRE COUNSELLING BLDG & STORAGE SHED	Community Halls		\$384,500	75	1950
51	LANGTON COMMUNITY CENTRE	Community Halls		\$1,501,065	75	1960
52	LANGTON PARKS WORKSHOP DAYCARE	Community Halls		\$953,402	75	1940
56	NORFOLK ARTS CENTRE	Community Halls		\$2,854,900	75	1851
60	NORVIEW LODGE LONG TERM CARE	Community Halls		\$25,876,400	75	2005
69	PORT DOVER COMMUNITY CENTRE	Community Halls		\$2,366,621	75	1970
77	PORT ROWAN COMMUNITY CENTRE	Community Halls		\$1,171,200	75	1956
84	PORT ROWAN MEDICAL CENTRE	Community Halls		\$598,085	75	1973
87	PT DOVER KINSMEN SCOUT HALL	Community Halls		\$166,613	75	1945
99	SIMCOE HEALTH & SOCIAL SERVICE	Community Halls	Y	\$750,000	75	1990
108	MEDICAL CENTRE PORT DOVER	Community Halls		\$1,432,300	75	1990
111	SOUTH WALSINGHAM HALL (PORT ROWAN EMS)	Community Halls		\$750,000	75	1964
113	ST WILLIAMS COMMUNITY CENTRE	Community Halls		\$697,167	75	1996
121	TEETERVILLE WOMENS INST HALL	Community Halls		\$468,307	75	1890
122	VITTORIA DISTRICT COMM CENTRE	Community Halls		\$1,575,000	75	1988
130	WALSINGHAM WOMENS INST HALL (SOUTH WALSINGHAM HALL)	Community Halls		\$356,063	75	1863



NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

Appendix A: Facilities List
August 23, 2016

Index	Asset Name	Unit Type:	Leased	Structure Replacement Value	Analysis Life	Construction Year (YYYY)
131	WATERFORD COMMUNITY CENTRE	Community Halls		\$559,463	75	1982
9	COMMUNITY SERVICES ADMINISTRATION BUILDING	Corporate		\$2,909,206	75	1972
14	DELHI ADMINISTRATION BUILDING	Corporate		\$2,390,907	75	1952
31	DOVERWOOD BUILDING	Corporate		\$900,000	75	1965
34	FACILITY OPERATIONS BUILDING	Corporate		\$900,000	75	1950
49	LANGTON ADMIN BUILDING	Corporate		\$1,838,208	75	1962
61	OAKWOOD CEMETERY BUILDING	Corporate		\$101,300	75	1945
65	PLANNING & EC DEV ADMIN OFFICE	Corporate		\$485,200	75	1848
73	PORT DOVER KINSMEN MEETING ROOM BUILDING	Corporate		\$900,000	75	1975
80	PORT ROWAN FLOODLIGHTING/STORAGE BUILDING	Corporate		\$5,834	75	1990
89	RADIO RELAY STATION WINDHAM RD 11	Corporate		\$60,775	75	1990
95	RUMOURS - LEASED BUILDING	Corporate		\$424,177	75	1848
97	SIMCOE ADMINISTRATION BUILDING	Corporate		\$11,703,852	75	1893
98	SIMCOE B.I.A.	Corporate		\$900,000	75	1990
124	VITTORIA TOWN HALL	Corporate		\$557,600	75	1890
125	W & WW OFFICE CEDAR STREET	Corporate		\$900,000	75	1907
126	W&WW CEDAR STREET SHOP	Corporate		\$900,000	75	1950
127	WALSH FACILITY	Corporate		\$900,000	75	1985
129	WALSINGHAM FACILITY	Corporate		\$900,000	75	1980
17	DELHI EMS #5 BASE	Fire Halls		\$650,000	75	1978
35	FIRE ASSOCIATION STORAGE BUILDING	Fire Halls		\$114,605	75	1920
38	FIRE STATION #10 (ST WILLIAMS)	Fire Halls		\$372,040	75	1946
39	FIRE STATION #11 (VITTORIA 2008)	Fire Halls		\$1,560,400	75	2010
41	FIRE STATION #2 & EMS BASE (PORT DOVER)	Fire Halls		\$907,946	75	1991
42	FIRE STATION #3 & EMS BASE (WATERFORD)	Fire Halls		\$918,045	75	1990
43	FIRE STATION #4 (TEETERVILLE)	Fire Halls		\$951,600	75	2002



NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

Appendix A: Facilities List
August 23, 2016

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44	FIRE STATION #5 & STORAGE GARAGE (DELHI)	Fire Halls		\$946,225	75	1978
45	FIRE STATION #6 (COURTLAND)	Fire Halls		\$545,680	75	1958
46	FIRE STATION #7 & EMS BASE (LANGTON)	Fire Halls		\$671,756	75	1974
47	FIRE STATION #8 (FAIRGROUND)	Fire Halls		\$754,993	75	1965
48	FIRE STATION #9 (PORT ROWAN)	Fire Halls		\$948,994	75	1995
70	PORT DOVER EMS	Fire Halls		\$650,000	75	2007
2	ALLIGATOR TUG BOAT & STORAGE BUILDING	Heritage		\$82,500	500	1940
5	CARILLON TOWER	Heritage		\$1,004,900	500	1924
26	DELHI TOBACCO MUSEUM & QUANCE SAW MILL MUSEUM	Heritage		\$1,100,600	500	1979
33	EVA BROOK DONLY MUSEUM	Heritage		\$3,052,549	500	1845
72	PORT DOVER HARBOUR MUSEUM	Heritage		\$1,429,300	500	1945
112	SPRUCE ROW MUSEUM	Heritage		\$1,340,096	500	1930
120	TEETERVILLE PIONEER MUSEUM LOG CABIN CHURCH UNCLE JOHN CABIN	Heritage		\$228,700	500	1890
137	WELLINGTON PARK LIGHTHOUSE TOURIST INFO BOOTH	Heritage		\$25,769	500	2000
23	DELHI LIBRARY	Libraries		\$930,588	75	1962
74	PORT DOVER LIBRARY	Libraries	Y	\$1,326,000	75	1967
81	PORT ROWAN LIBRARY	Libraries		\$680,257	75	1932
102	SIMCOE LIBRARY	Libraries		\$5,546,790	75	1848
132	WATERFORD LIBRARY	Libraries		\$1,730,171	75	1989
13	COURTLAND WORK YARD	Maintenance Yards		\$10,000,000	75	1965
18	DELHI EQUIPMENT STORAGE BUILDING @ STANDPIPE	Maintenance Yards		\$3,000,000	75	1980
25	DELHI PARKS/ROADS STORAGE BUILDING	Maintenance Yards		\$3,000,000	75	1960
53	LOADER STORAGE BUILDING	Maintenance Yards		\$3,000,000	75	1990
54	LOADER STORAGE BUILDING (OLD REGION)	Maintenance Yards		\$3,000,000	75	1990
55	MATERIAL RECOVERY FACILITY	Maintenance Yards		\$10,000,000	75	1995
57	NORFOLK COUNTY GARAGE	Maintenance Yards		\$3,000,000	75	2012

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

Appendix A: Facilities List
August 23, 2016

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78	PORT ROWAN COMMUNITY PARK STORAGE BUILDING	Maintenance Yards		\$28,941	75	1990
90	ROADS CENTRAL AREA WORK YARD	Maintenance Yards		\$8,000,000	75	1975
91	ROADS EAST AREA OPERATIONS YARD (SCHELLBURG)	Maintenance Yards		\$10,000,000	75	1962
92	ROADS EAST AREA OPERATIONS YARD (VILLA NOVA)	Maintenance Yards		\$10,000,000	75	1960
94	ROADS WEST AREA OPERATIONS YARD	Maintenance Yards		\$10,000,000	75	1980
116	STORAGE DOME-CENTRAL	Maintenance Yards		\$500,000	75	1990
117	STORAGE DOME-EAST	Maintenance Yards		\$500,000	75	1990
118	STORAGE DOME-WEST	Maintenance Yards		\$500,000	75	1990
123	VITTORIA FIELDHOUSE STORAGE GARAGE	Maintenance Yards		\$158,801	75	1975
134	WATERFORD PARKS & AREA WORKSHOP	Maintenance Yards		\$165,234	75	1990
136	WATERWORKS PARK STORAGE SHED	Maintenance Yards		\$1,702	75	1990
3	BENSON HEDGES PARK	Recreation Centers		\$196,669	75	1990
7	CLIFTON PARK BANDSTAND GAZEBO	Recreation Centers		\$26,900	75	1990
11	COURTLAND PAVILION & CHANGEHOUSE	Recreation Centers		\$147,441	75	1976
22	DELHI KINSMEN POOL	Recreation Centers		\$699,000	75	1965
71	PORT DOVER HARBOUR MARINA	Recreation Centers		\$650,521	75	1990
75	PORT DOVER LIONS PARK	Recreation Centers		\$46,432	75	1990
76	PORT DOVER POWELL PARK	Recreation Centers		\$57,250	75	1990
82	PORT ROWAN LIONS PARK	Recreation Centers		\$51,781	75	1990
83	PORT ROWAN MARINA	Recreation Centers		\$685,687	75	1990
85	PORT ROWAN/TURKEY POINT PLAYPARK/PAVILION	Recreation Centers		\$300,000	75	1990
86	PT DOVER KINSMEN PARK	Recreation Centers		\$123,495	75	1990
100	SIMCOE KINSMEN PARK PICNIC PAVILION	Recreation Centers		\$29,172	75	1990
103	SIMCOE LIONS PARK	Recreation Centers		\$402,029	75	1993
104	SIMCOE MEMORIAL PARK	Recreation Centers		\$118,866	75	1976
105	SIMCOE PERCY CARTER PARK STORAGE BUILDING	Recreation Centers		\$23,639	75	1990

NORFOLK COUNTY – ASSET MANAGEMENT PLAN – FACILITIES

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August 23, 2016

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106	SIMCOE RECREATION CENTRE (HALL & POOL)	Recreation Centers		\$10,000,000	75	1973
114	ST WILLIAMS LIONS PARK FIELDHOUSE	Recreation Centers		\$115,108	75	1990
133	WATERFORD LIONS PARK GAZEBO	Recreation Centers		\$12,155	75	1990
138	WINDELL PARK	Recreation Centers		\$358,342	75	1976
15	DELHI COMMUNITY CENTRE ARENA	Sports		\$5,174,788	75	1987
19	DELHI FIELDHOUSE & PAVILION	Sports		\$162,800	75	1990
50	LANGTON ARENA	Sports		\$5,417,800	75	1971
67	PORT DOVER AND AREA ARENA	Sports		\$5,303,355	75	1988
68	PORT DOVER BEACH WASHROOMS	Sports		\$118,330	75	1998
101	SIMCOE LAWN BOWLING CLUBHOUSE	Sports		\$96,511	75	1990
107	SIMCOE RECREATION CENTRE ARENA	Sports		\$5,489,847	75	1978
115	CLUBHOUSE, BENSON AND HEDGES PARK	Sports		\$811,800	75	1990
119	TALBOT GARDENS ARENA	Sports		\$8,743,597	75	1992
128	WALSINGHAM BALL PARK	Sports		\$96,773	75	1990
135	WATERFORD TRICENTURENA	Sports		\$5,095,300	75	1967