



MUNICIPAL MASTER FACILITIES PLAN

June 4, 2024



harrop consulting.

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LAND ACKNOWLEDGEMENT

We respectfully acknowledge that the Township of Asphodel-Norwood is located on Treaty 20 Michi Saagiig Anishinaabeg territory and in the traditional territory of the Michi Saagiig and Chippewa Nations.

ACKNOWLEDGEMENTS

Thank you to all residents, community user groups, Township staff members, and members of Council who took the time to provide feedback regarding this Facilities Plan. Strong facilities contribute to the foundation of a strong community. We hope this plan can be a stepping stone in creating more complete communities within the Township of Asphodel-Norwood.

INTRODUCTION

This document is a Municipal Master Facilities Plan for the Township of Asphodel-Norwood, outlining the current conditions and proposed recommendations for various municipal buildings and facilities, emphasizing the importance of accommodating future growth, and increasing accessibility to municipal services and programming.

EcoVue Consulting Services Inc. and Harrop Consulting were retained in the fall of 2023 by the Township of Asphodel-Norwood to prepare a Municipal Facilities Master Plan.

The purpose of the Facilities Master Plan, as further described below, is to review the Township's existing facilities and determine how these facilities can be used in the future, based on feedback from Council, staff, and key stakeholder groups.

The following Report summarizes:

- the current uses of nine (9) municipally owned facilities (at eight (8) locations);
- the results of Consultation with Community User Groups, Township Staff, and Municipal Council; and
- proposed recommendations for the ongoing use of Township facilities.

Recommendations included in this report are categorized based on priority and timeline, with some being near-term and others long-term. In addition, there is a separate section containing additional matters for the Township to consider while reviewing the proposed recommendations.

ABOUT THE TOWNSHIP AND THE MUNICIPAL MASTER FACILITIES PLAN

Established in 1998 through the amalgamation of the Village of Norwood and Township of Asphodel, the Township of Asphodel-Norwood is a 160 square kilometre area located in the southeast corner of the County of Peterborough. The Township has a population of approximately 4,658 as of 2021, with an average age of approximately 44.5¹.

The population of the Township is expected to grow to approximately 8,000 people by 2043, with much of the forecasted growth taking place within the Village of Norwood. As such, the Township wants to ensure the responsible future growth and development of the current municipally owned facilities through the implementation of a Municipal Master Facilities Plan.

The intent of the project is to gather observations and to provide recommendations on future considerations for growth within the municipal facilities. User groups that utilize various facilities are currently constrained by overbooked, undersized, and inefficient public spaces, limiting the Township's ability to accommodate future growth, especially relating to community programming and public usage/rental space. The Township wants to ensure the needs of current and future residents can be met, with focus placed on increased accessibility to municipal services and programming.

This plan recommends a number of municipal facility changes/upgrades, including those aimed at current facility gaps, by reinvesting in current facilities and expanding or construction of new facilities where required to accommodate the future population increases.

SUMMARY OF CURRENT CONDITIONS

In total, nine (9) municipal buildings were evaluated. These buildings are utilized by various groups throughout the Township, including municipal offices and workspaces, rental space for residents and community groups, office space, and emergency services. Each of the nine (9) municipal building locations can be found on a location map following the descriptions, at the end of this section of the report.

The recommendations drawn in this report derive from a site visit conducted by the Project Team and Township staff on October 25th, 2023, comprehensive surveys with residents and Council and a focus group with user groups and municipal staff.

A description of each of the current municipal buildings, including a summary of their uses, are provided below.

¹ Stats Canada Census Profile, 2021 Census of Population – <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Asphodel%2DNorwood&DGUIDlist=2021A00053515003&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0>

Norwood Town Hall, Upper Level

Location: 2357 County Road 45, Norwood

Date Constructed: 1875

The upper level of the Township of Asphodel-Norwood Town Hall is approximately 8,942 square feet in area. The upper level includes a full kitchen, washroom facilities, as well as a stage. The main floor of the Town Hall is accessible.



The space is primarily used for private rental purposes, including regular events hosted by the Lions Club. The space is also utilized twice a month by the local Food Bank for food deliveries, and periodically by the Boys and Girls Club (BGC) Kawarthas, as well as by the Norwood Pentecostal Church.

Discussions with user groups have shown that the current space becomes crowded during the week with multiple groups using the space. The Food Bank has stated that a dedicated space would be ideal to continue to serve the observed increase in food bank users.

Norwood Town Hall, Lower Level - Township of Asphodel-Norwood Municipal Office

Location: 2357 County Road 45 (Lower Level), Norwood

Date Constructed: 1875

The lower level of the Town Hall is currently utilized by Township of Asphodel-Norwood municipal staff. This includes resident services such as municipal tax inquiries/payments, permitting services, etc. There are washroom facilities and a small kitchenette.

The lower level contains a number of rooms and individual offices. The municipal Council chambers were previously located within the lower level; this space has since been converted into offices and a meeting room.



Municipal staff have stated that areas for the public to sit/stand is extremely limited, with staff also experiencing spatial constraints. A larger area would be ideal to accommodate additional public waiting/sitting area, meeting rooms, storage space, and municipal offices.

Public Works Building

Location: 4440 Highway 7, Norwood

Date Constructed: 2010

The Public Works Building houses the Township's Public Works vehicles, including winter maintenance vehicles and other heavy equipment. The building is approximately 14,600 square feet, most of which includes the garage bays for the municipal vehicle fleet. The front third of the building contains administration offices, with training rooms, washrooms/changeroom/showers, and a kitchen on the second floor.



Public Works staff have expressed that the current building is at capacity and that additional space would be ideal to assist with daily operations. Furthermore, the entire Township's fleet of vehicles is stored/parked at this building, which is located at the eastern end of the Township. As such, vehicles such as plows and road graders are required to travel relatively long distances to reach roads within the western (Asphodel) section of the Township. Additionally, the upstairs training space is not wheelchair accessible.

Community Centre

Location: 88 Alma Street, Norwood

Date Constructed: 2004

The Community Centre is approximately 35,760 square feet and primarily functions as the Township's hockey arena². The arena contains a separate boardroom which can be accessed via the stairs within the arena area itself. The boardroom within the arena is not wheelchair accessible.

The Community Centre contains the Millennium Room, a space that functions as the current site of Council Chambers but is otherwise rented for public use.



² Recreational facilities, including the hockey arena, were not examined within the scope of this Facilities Plan.

The property which the Community Centre is situated on also contains a children's playground, skate park, basketball court, in addition to various green spaces.

The Community Centre, specifically the Millennium Room, is used by various groups such as Township Council, BGC Kawarthas, Norwood Pentecostal Church, and is also rented out for private events such as weddings, parties, and fundraisers.

Discussions regarding the Community Centre conclude that, considering that the furniture used to set up Council Chambers remains in the room, not only is storage space extremely limited, but occupant space is currently being taken up by Council Chambers storage.

Fire Hall, Station 1

Location: 27 Alma Street, Norwood

Date Constructed: 1950,
Renovated 1970 and 1999

The first of two (2) fire stations, Station 1 is approximately 3,640 square feet. The small upstairs area is mainly used as a small kitchen and for administrative purposes and storage. There are three (3) vehicle bays for fire engines.

Although Station 1 presents multiple constraints, the primary issue with the facility is parking. This site contains only one (1) on-site parking space, requiring many firefighters to use on-street parking, which is not always available. Furthermore, the office of the Fire Chief is located at 4440 Highway 7 in the Public Works building as there is limited office space available at Station 1.

This site also has spatial limitations since it is surrounded in all directions by residential development. Storage space is limited to vehicle bays or upstairs in the already limited administrative areas. Lastly, Station 1 is not wheelchair accessible.



Fire Hall, Station 2

Location: 1818 Asphodel 3rd Line,
Asphodel-Norwood

Date Constructed: 1962, Renovated 1995

The second fire station is approximately 8,892 square feet in area. Additionally, the building dedicates a portion of its space to the Township's Archives.

The property also features two (2) other structures: one structure contains storage for the Township, and the other structure is leased out by the Township to a private business that uses the building for storage of inventory.

Current limitations on the site include the number and size of vehicle bays – the bays are not large enough to accommodate larger trucks.



Public Library, Norwood Branch

Location: 2363 County Road 45, Norwood

Date Constructed: 1922, Renovated 2017-18

With an approximate two-floor area of 1,629 square feet, the Norwood Branch Public Library contains a collection of books, magazines and periodicals, as well as internet-connected computers for residents to use. The majority of the book stacks are located on the upper floor, while the lower floor houses the children's section and additional storage.



The Norwood Branch features programming events for children, youth, and adults to take part in, such as Lego Night, S.T.E.A.M. (Science, Technology, Engineering, Art, and Mathematics) Night, Drop-In Crafternoon, Stories & More with Ms. Trish, as well as Career Edge at the Library, Youth Book Club, etc. The Norwood Branch also provides space to the Peterborough Child and Family Centers.

The Norwood Branch presents a few limitations: it has limited programming space, which has resulted in user groups limiting their capacity. One staff member monitoring two floors has led to customer service and security issues. The key access elevator requires staff to operate. This is inconvenient for patrons and staff. There is no stroller parking on-site and no private office space for Library administration.

Public Library, Westwood Branch

Location: 312 Centre Line, Asphodel-Norwood

Date Constructed: 1889

The second Public Library located in the Township is the Westwood Branch and has a total floor area of approximately 2,176 square feet. As with the Norwood Branch, there are internet-connected computers for residents to use. This building also features a kitchen.

The Westwood Branch features programming events for children and residents to take part in, such as Lego Night, S.T.E.A.M. Night, PJ Story Time, as well as Book Wreath Workshops, Together Stitching, etc. The Westwood Branch also provides space to the Peterborough Child and Family Centers.



It is understood that there are currently no capacity or programming issues with the Westwood Branch, aside from typical maintenance associated with a building of its age.

Medical Centre

Location: 31 King Street, Norwood

Date Constructed: 1980

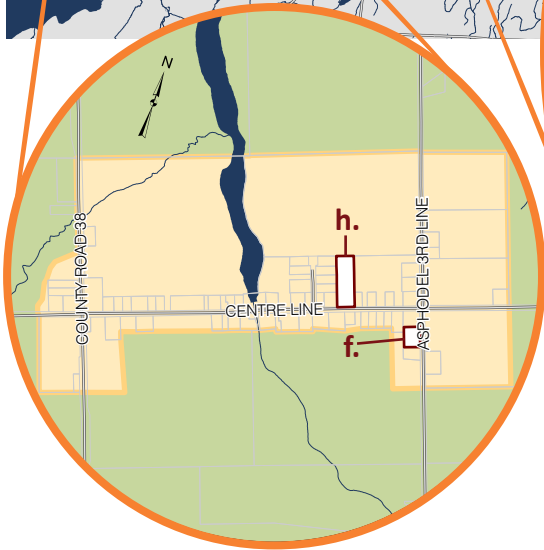
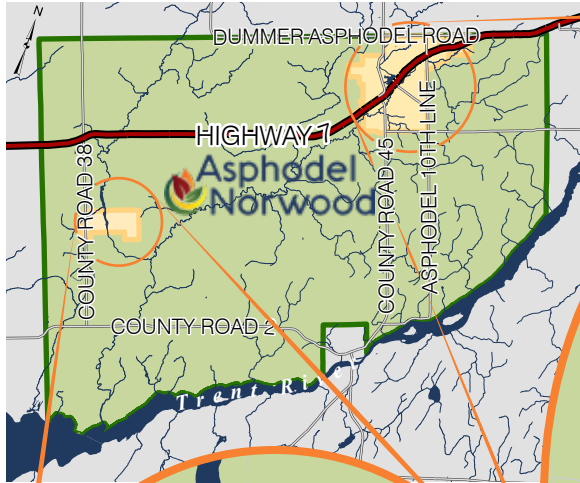
The Medical Centre is approximately 5,200 square feet. The ground floor contains ten (10) offices, with two (2) separate reception areas, in addition to a garage featuring two (2) interior ambulance bays.

A majority of the basement of the building is dedicated to the Peterborough County-City Paramedics. The balance of the basement is used for storage for the medical offices that are housed on the first floor.

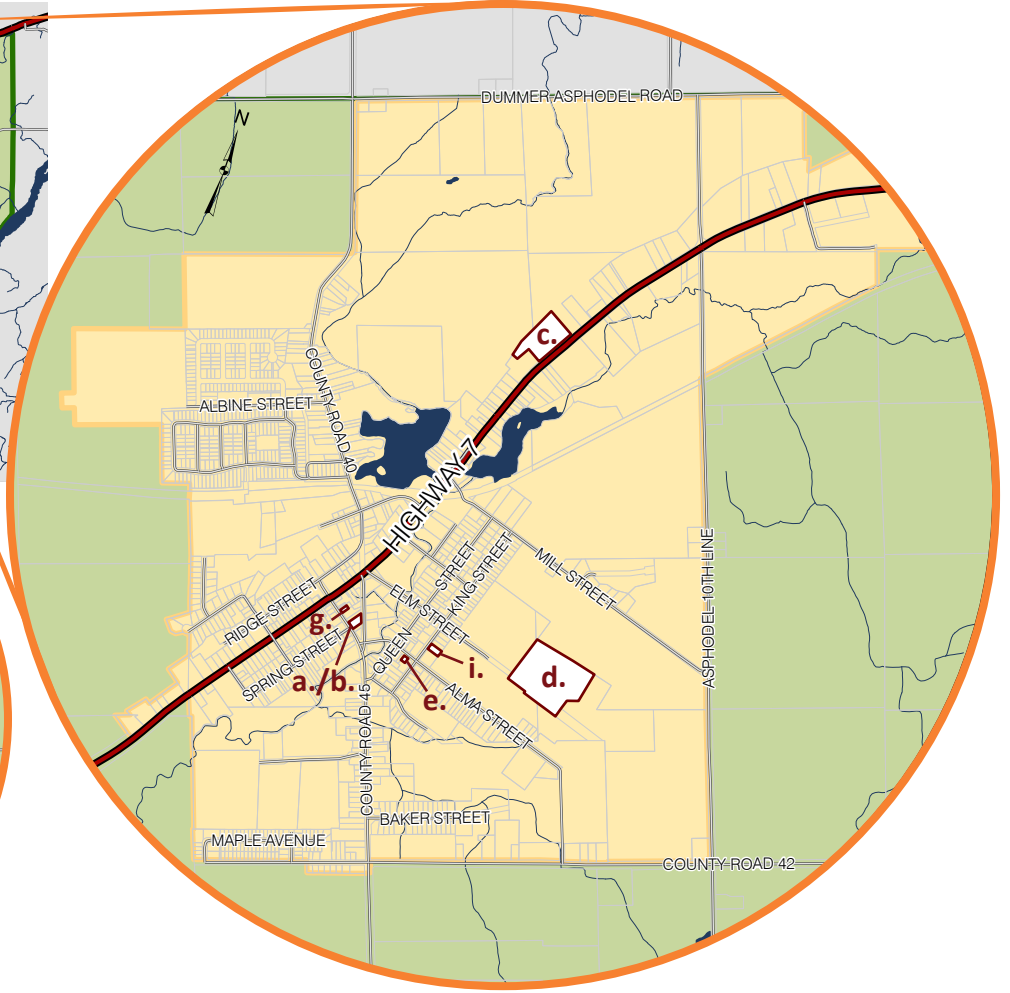


With the construction of the new Township Medical Centre on Spruce Street, the current medical offices will soon be vacant. Although it is proposed that the Paramedics remain in their dedicated area in the near term, the remainder of the space could be repurposed for additional municipal and/or programming space.

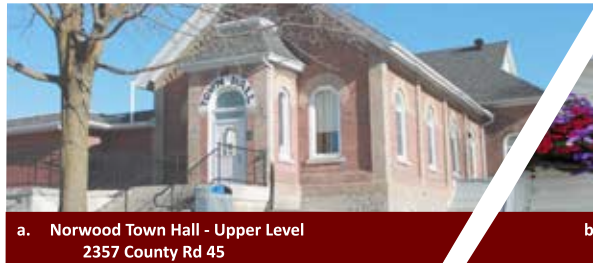
EXISTING FACILITY LOCATION PLAN



Westwood



Norwood



a. Norwood Town Hall - Upper Level
2357 County Rd 45



b. Norwood Town Hall - Upper Level
2357 County Rd 45



c. Public Works Building
4440 Hwy 7



d. Community Centre
88 Alma St



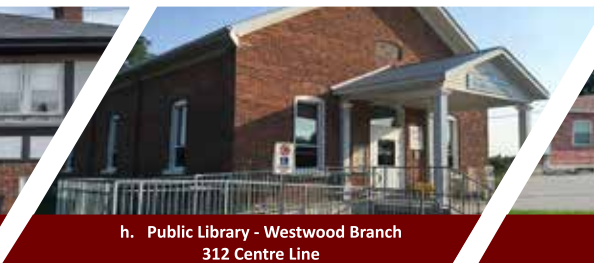
e. Fire Hall - Station 1
27 Alma St



f. Fire Hall - Station 2
1818 Asphodel 3rd Line



g. Public Library - Norwood Branch
2363 County Rd 45



h. Public Library - Westwood Branch
312 Centre Line



i. Medical Centre
31 King St

MUNICIPAL STAFF INTERVIEWS

In-person interviews with staff from various departments were hosted by Harrop Consulting on October 25, 2023. Staff from the following departments were interviewed:

- Public Works and Environmental Services;
- Library
- Community Centre, Parks & Facilities; and
- Fire/Emergency Services.

Staff concerns echoed those discussed above, particularly those related to the Municipal Office and Public Works spaces. A number of the municipal spaces are limited in area. Therefore, it is difficult to increase service capacity without the need to create additional space(s) and/or relocate/displace services or community user groups. Staff have stated that it is a priority that community user groups are able to have a consistent access to spaces, and that they are not relocated on a weekly basis.

Additionally, staff were able to identify a number of inaccessible spaces and buildings that require exterior renovations and repairs. Although these renovations are not listed in the proposed recommendations, they have been listed under the “Additional Considerations” Section for the Township to undertake as they are able to.

COUNCIL SURVEY

Digital surveys were circulated to each member of Council.

Questions within the survey focused on each member’s goals and priorities for the Township, and where they feel the focus should be. Each member was also asked to rate what they consider to be the current condition of each municipal facility, if there are improvements that are required, what those improvements could be, and what types of projects they would be supportive of within the Township.

Priorities put forward by Council included:

- the dedication of a primary space for Council Chambers, which is currently being hosted in the Millennium Room of the Community Centre;
- support for a new Fire Hall to service the Township; and
- the request for additional information if recommendations were to propose a new Municipal Office and/or Paramedics location.

PUBLIC CONSULTATION

Consultation and public input are integral to this project as these spaces are intended to be enhanced for public use. The Project Team wants to ensure that this report accurately represents the needs of the community and that the public felt comfortable during the public consultation phase to share their opinions and visions for the Township of Asphodel-Norwood.

At the time that the User Group Focus Group was hosted, the Project Team prepared several potential recommendations to solicit feedback. It should be noted that not all the recommendations presented to the User Groups will be carried forward to the Final Recommendations; this is based on public and Township feedback.

The following forms of Public Consultation were employed and include summaries with each.

Community Surveys: October 26, 2023 – November 11, 2023

Community surveys were available on the Township's website for approximately three (3) weeks. Residents were welcomed to share their opinions on their visions for the Township, their current barriers to municipal facilities, and changes that they would require to better use these facilities. A total of 291 surveys were completed by Township residents.

Questions within the survey asked for the community's opinion on the following:

- Ease of access to each facility: location, hours of operation, parking availability;
- current condition of each facility and their ability to comfortably accommodate users; and
- any barriers presented throughout the process (e.g. rental fee).

The Community Centre/Millennium Room received the most positive feedback from residents, providing the capacity to comfortably accommodate larger groups, with the room itself being in good condition. The next most highly rated spaces were the Norwood Town Hall (upper level), Norwood and Westwood Public Libraries, and the Medical Centre.

Residents were less satisfied with the capacity of the Community Centre Board Room and the Municipal Office. Their satisfaction with the condition of the spaces was slightly higher.

User Group Telephone Interviews: October 2023 – December 2023

In addition to the digital community surveys available on the Township’s website, Harrop Consulting also conducted telephone interviews with members of the User Groups who use the municipal facilities on a regular basis. These interviews occurred between October and December 2023. The user groups interviewed include:

- Norwood Food Bank;
- Boys and Girls Club (BGC) Kawarthas;
- Peterborough Child and Family Centres;
- Lions Club;
- Community Care; and
- Norwood Pentecostal Church

Questions provided in the interviews ranged from identifying which spaces the user(s) have rented in the past, any limitations the spaces have presented, and recommendations that each individual may have related to the preparation of the Township’s Master Facilities Plan.

Priorities expressed by the user groups included increasing programming and the number of attendees – in some cases, doubling their numbers and the number of events that occur daily/weekly. Groups that currently utilize various facilities have expressed interest in dedicated spaces, such as the Food Bank.

However, the current capacities of these spaces limit their ability to increase the number of users. For example, BGC Kawarthas currently sees thirty (30) members once per day but expressed interest in hosting two (2) events per day with 30 people each, for a total of sixty (60) users. At present, this capacity does not exist within the Township. Insufficient parking at some municipal facilities has also been mentioned by user groups as a limitation to increasing their attendance.

Stakeholder Focus Group: February 28, 2024

A stakeholder focus group was facilitated by the project team. Community groups discussed the proposed recommendations, including rating and prioritizing recommendations. A total of nineteen (19) members attended from the following groups:

- Township of Asphodel-Norwood;
- Asphodel- Norwood Public Library (Staff and Board);
- Norwood District Skating Club;
- Norwood Pentecostal Church;
- Norwood Food Bank;
- Norwood Lions Club;
- Asphodel-Norwood Ministerial Association;
- Hucklebug Preschool Inc.;
- Community Care Norwood;
- Girl Guides of Canada/Sparks; and
- Peterborough Child and Family Centres

The Focus Group was made up of two distinct components – inter-table group brainstorming sessions and breakout sessions with proposed recommendations.

The brainstorming session posed two (2) questions to each group of 3-4 individuals sitting at each table and were provided 5-10 minutes to discuss each question. These questions were:

1. IN THE FUTURE, I WANT ASPHODEL-NORWOOD TO BE...

General discussion from members included things such as increasing accessibility – wheelchair accessibility, but also in terms of hours of operation, affordable rental costs, increased communication, and accessibility to information related to municipal events. Residents expressed importance with wanting to preserve the natural, “small town” character of the Township while increasing accessibility to services that benefit everyone living within it.

Another item mentioned was increasing the available programs for children and specifically teenagers; new families moving to the area will be interested in enrolling their children in community programs.

2. DO YOU FEEL AS IF ANYTHING HAS BEEN MISSED IN THE RECOMMENDATIONS?

Members wanted to ensure that the importance of increased programming was made clear – for children, teens, seniors, and disabled members of the community. There were also requests made for additional parking, including accessible parking and, specifically, stroller parking at the public libraries.

The breakout session involved all of the recommendations for each municipal building at individual stations. Residents could walk around and discuss with the other members in attendance. Each recommendation was then discussed as an entire group, with members of the community providing additional follow-up questions and voicing reasons for their responses. Recommendations that the community was strongly against have been removed, such as the relocation of the Township’s Archival documents/artifacts to the lower floor of the Norwood Library.

It is to be noted that there was a conflict between determined need and timeline prioritization for some of the recommendations provided. For example, members had identified they supported the recommendation, but they did not feel that the Township should prioritize it in the near future. There were also several recommendations that the community predominantly agreed on, which have been taken into consideration in the preparation of final recommendations.

Overall, the Focus Group was considered a success. Valuable feedback relating to the priorities of members of the community has made significant contributions to the recommendations contained within this Plan.

PROPOSED RECOMMENDATIONS

This section outlines the recommendations being proposed by the Project Team.

It is important to note that a priority level has been attributed to each proposed recommendation that takes into consideration the feedback gathered throughout all forms of consultation. These recommendations are to be read in tandem with the next section, *Additional Considerations*, as there are certain components (such as time, cost) that are not covered within this section of the report.

Based upon both community and staff feedback, the proposed recommendations and their corresponding priority levels are as follows:

New Construction - Municipal Campus

Proposed Recommendation #1

To accommodate a growing community, it is proposed that a new municipal building be constructed on lands located by the Public Works building property at 4440 Highway 7, Norwood. The Township currently owns the property north of the Public Works facility that would provide the additional space required to accommodate municipal offices, a fire station, and paramedics.

Priority: Planning and Fundraising: Near term (1-5 years)

Tendering and Construction: Long term (5+ years)

Recommendation	Reasons	Benefits	Priority/ Timeline
1. Construct a new building on the Public Works building property at 4440 Highway 7, Norwood	<ul style="list-style-type: none"> • To accommodate community growth • To replace aging infrastructure (Fire Hall #1) • Create a municipal campus with Municipal services in one place 	<ul style="list-style-type: none"> • Reduce maintenance, utility, and staffing costs • Resources can be better allocated and managed when services are under one roof • Ensuring that the location is accessible to all residents, including those with disabilities, can improve community inclusivity • Integrated IT systems can provide better data management, analytics, and service delivery • Modern, centralized facilities can be built with energy-efficient technologies 	<p>Planning and Fundraising: Near term (1-5 years)</p> <p>Tendering and Construction: Long term (5+ years)</p>

Norwood Town Hall, Upper and Lower Level

Proposed Recommendation #2

Given the severe constraints of the current municipal office facility, it is recommended that the Township relocate to the proposed municipal campus at 4440 Highway 7, Norwood. Moving the municipal offices to such a facility would provide additional space for staff and the public.

Priority: Long term (5+ years)

Recommendation	Reasons	Benefits	Priority/ Timeline
2. Relocate municipal office to proposed municipal campus at 4440 Highway 7	<ul style="list-style-type: none">• The current municipal office is at capacity• The current office does not have adequate space for the public	<ul style="list-style-type: none">• Accommodate future municipal growth, both with office staff and the public• Modern construction techniques and materials can make the building more energy-efficient, reducing long-term operational costs and environmental impact• Create a more professional and welcoming environment for both employees and visitors• To comply with the latest accessibility standards, ensuring that all residents, including those with disabilities, can easily access services• Optimized layout that enhances workflow and interdepartmental collaboration• Improved lighting, ventilation, and ergonomic design can enhance employee comfort and productivity	Following Recommendation #1, Long term (5+ years)

Proposed Recommendation #3

The Food Bank would benefit from a dedicated space in a more accessible location. The lower level of the Town Hall will provide that opportunity as it would eliminate the need for Township staff resources and a more efficient food distribution service.

Following the municipal office relocation to 4440 Highway 7, Norwood:

- i) Relocate the Food Bank from the upper-level shared space to a permanent space in the lower level to eliminate the bi-weekly set-up and tear-down and
- ii) Create a permanent programming space in the lower level for community user groups, rental space for residents, and Fire training rooms.

Priority: Long term (5+ years)

Recommendation	Reasons	Benefits	Priority/ Timeline
3. i) Provide a permanent space in the lower-level for the Food Bank and ii) Create a permanent programming space to be used by community user groups, rental space for residents, and Fire training rooms.	<ul style="list-style-type: none"> • The Food Bank shares the upper level with rentals, community groups and the Lions Club • Requires volunteers and Township staff to set up and tear down • The ramp is not convenient for food deliveries and shopping carts • Community space is limited, and groups cannot accommodate growth 	<ul style="list-style-type: none"> • Increased opportunity to rent out upper and lower levels • More efficient for Food Bank volunteers • No Township resources are required • Being on the ground level makes it more accessible for food deliveries and shopping carts • Community groups will have access to larger space and can increase capacity 	Following Recommendation #1, Long term (5+ years)

Public Works Building

Proposed Recommendation #4a

The training room located on the upper floor of the Public Works building is not accessible. It is proposed that the fire training room be relocated to the Town Hall lower level after the Municipal offices have been relocated.

Priority: Long-term (5+ years)

OR

Proposed Recommendation #4b

Retrofit the existing works building in order to provide an accessible training room.

Priority: Near term (1-5 years)

OR

Proposed Recommendation #4c

Utilize space within the proposed municipal campus at 4440 Highway 7, Norwood.

Priority: Long-term (5+ years)

Recommendation	Reasons	Benefits	Priority/ Timeline
4. a) Relocate Fire training room to the Town Hall Lower Level after the Municipal offices have been relocated	<ul style="list-style-type: none">• Training room located on the upper floor of the Public Works building is not accessible	<ul style="list-style-type: none">• Retrofitting of existing Public Works building would not be required	Long term (5+ years)
OR			
4. b) Retrofit the existing Public Works building to provide an accessible training room	<ul style="list-style-type: none">• Training room located on the upper floor of the Public Works building is not accessible	<ul style="list-style-type: none">• The training room would be in close proximity to the recommended new municipal campus• An accessible training room ensures all firefighters, trainers, and speakers, including those with disabilities, can participate in training activities. This fosters an inclusive environment where everyone can develop their skills and contribute effectively	Near term (1-5 years)

OR			
4. c) Utilize space within the proposed municipal office campus at 4440 Highway 7, Norwood	<ul style="list-style-type: none"> • Training room located on the upper floor of the Public Works building is not accessible 	<ul style="list-style-type: none"> • On-site training facilities mean that firefighters can train without leaving the fire hall, maximizing their time and minimizing disruptions to their availability for emergency calls • The training room can be used for a variety of purposes, such as classroom instruction, workshops, seminars, and even community education programs, making it a versatile asset for the fire hall 	Long term (5+ years)

Proposed Recommendation #5

Move a portion of the public works fleet to Fire Station #2 in Westwood in order to reduce the drive time to service the western portion of the Township and to improve efficiency. The Westwood site can provide sufficient space to accommodate a portion of the works fleet, which will address potential space/storage issues at 4440 Highway 7.

Priority: Near term (1-5 years)

Recommendation	Reasons	Benefits	Priority/ Timeline
5. Move a portion of the public works fleet to Fire Station #2 in Westwood	<ul style="list-style-type: none"> • Current Public Works building is at capacity (space/storage issues); additional space would assist with daily operations • Entirety of Township's vehicular fleet is parked at this location, at the eastern end of the Township; vehicles such as plows and road graders are required to travel long distances to reach roads within the western (Asphodel) section of the Township 	<ul style="list-style-type: none"> • Reduction in travel time to service the western region of the Township • Efficiency improvements 	Near term (1-5 years)

Community Centre (Millennium Room)

Proposed Recommendation #6

Relocate Council Chambers to the Norwood Library Branch, Upper Level. (See recommendations for Library Branch, Norwood, below.) The Millennium Room will continue to function as a space for community and private events/functions. The relocation of Council Chambers will provide additional space to the room users.

Priority: Near term (1-5 years)

Recommendation	Reasons	Benefits	Priority/ Timeline
6. Relocate Council Chambers to the Norwood Library Branch, Upper Level	<ul style="list-style-type: none"> • Need for a dedicated space for Council Chambers • A dedicated space reinforces the importance of local government, providing a visible and symbolic center of governance and civic engagement • Council Chamber furniture takes up valuable space in the Millennium Room and limits the capacity for rentals • Storage space is extremely limited 	<ul style="list-style-type: none"> • Additional storage space returned to the Community Centre • No Township staff resources are required to set up and tear down for Council meetings • Rentals can accommodate more people • Timing of Council Meetings will not be determined, rushed, or interfere with rentals or Community Centre events 	Near term (1-5 years)

Fire Hall, Station 1

Proposed Recommendation #7

Given the poor condition of the existing facility, it is proposed that Fire Hall Station 1 be relocated to a new Fire Hall Station located at the proposed municipal campus at 4440 Highway 7, Norwood. As noted above, the municipal lands at 4440 Highway 7 appear to be large enough to accommodate a full-service municipal campus that would include a new Fire Hall, in addition to the existing public works facility, relocated municipal offices, and emergency services/paramedics, with space for parking. A new facility will also combine the administrative wing of the Fire Department (offices of the Fire Chief) with the vehicle/equipment/dispatch facilities.

Priority: Long term (5+ years)

Recommendation	Reasons	Benefits	Priority/ Timeline
7. Relocate Fire Hall Station 1 to a new Fire Hall Station located at the proposed municipal campus at 4440 Highway 7, Norwood	<ul style="list-style-type: none"> • Poor conditions of existing facility • Insufficient parking space for firefighters • Storage space is limited to vehicle bays or upstairs (within limited administrative areas) • Station 1 is not wheelchair accessible • Office of the Fire Chief is located at 4440 Highway 7 in the Public Works building as there is limited office space available at Station 1 • Existing site has spatial limitations since it is surrounded in all directions by residential development • Municipal lands at 4440 Highway 7 appear to be large enough to accommodate a full-service municipal campus that would include a new Fire Hall 	<ul style="list-style-type: none"> • A new facility can be designed to house both fire and emergency medical services (EMS), promoting better coordination and faster response during emergencies • A purpose-built facility can include optimized layouts for apparatus bays, training areas, administrative offices, and storage, enhancing the fire hall's overall functionality • A new fire hall can incorporate the latest technology and equipment, improving the operational efficiency and effectiveness of the fire department • A new building ensures compliance with current building codes, accessibility standards, and fire safety regulations, providing a safer and more inclusive environment for all users 	Long term (5+ years)

Proposed Recommendation #8

With the relocation of Fire Hall Station 1, the property at 27 Alma Street, Norwood can be sold as surplus municipal land.

Priority: Long term (5+ years)

Recommendation	Reasons	Benefits	Priority/ Timeline
8. Sell property at 27 Alma Street, Norwood as surplus municipal land	<ul style="list-style-type: none">No longer needed (surplus lands)	<ul style="list-style-type: none">Additional revenue	Following Recommendation #7, Long term (5+ years)

Fire Hall, Station 2

Proposed Recommendation #9

Renovate the existing facility by increasing the size of the three (3) existing vehicle bay doors to accommodate larger fire trucks and potentially create additional bays. The renovation of the vehicle bays should also accommodate public works vehicles.

Priority: Near term (1-5 years)

Recommendation	Reasons	Benefits	Priority/ Timeline
9. Renovate Fire Hall Station 2 to increase the size of the three (3) existing vehicle bay doors to accommodate both larger fire trucks and Public Works vehicles and potentially create additional bays	<ul style="list-style-type: none">To accommodate larger fire trucks and public works fleet	<ul style="list-style-type: none">Enhanced emergency response and modernization. Larger fire trucks can carry more equipment, water, and personnel, improving the fire department's ability to respond to emergencies more effectively and efficientlyLocating the public works fleet closer to service areas reduces travel time, enabling faster response to infrastructure issues, emergencies, and routine maintenance tasksShorter distances to service areas mean less fuel consumption and reduced wear and tear on vehicles, leading to cost savings and more efficient use of resourcesBeing closer to the community fosters stronger relationships with residents, as the public works team can more promptly address concerns and demonstrate their commitment to local needs	Near term (1-5 years)

Proposed Recommendation #10

Terminate the lease for any existing storage buildings/structures to provide the space for Public Works for road materials and general storage. The property can function as a Fire Hall and Public Works depot. As noted, additional work vehicles and materials can be stored at the Westwood site in order to provide more efficient service within the western portion of the Township.

Priority: Near term (1-5 years)

Recommendation	Reasons	Benefits	Priority/ Timeline(s)
10. Terminate lease(s) for existing ancillary buildings/structures to provide the space for Public Works for road materials and general storage	<ul style="list-style-type: none">• To accommodate public works fleet	<ul style="list-style-type: none">• Locating the public works fleet closer to service areas reduces travel time, enabling faster response to infrastructure issues, emergencies, and routine maintenance tasks• Shorter distances to service areas mean less fuel consumption and reduced wear and tear on vehicles, leading to cost savings and more efficient use of resources• Being closer to the community fosters stronger relationships with residents, as the public works team can more promptly address concerns and demonstrate their commitment to local needs	Near term (1-5 years)

Public Library, Norwood Branch

Proposed Recommendation #11

It is recommended that the Public Library, Norwood Branch, be relocated to the Medical Centre, located at 31 King Street, Norwood. The Medical Centre space provides a number of benefits that are not available in the current space:

- More accessible facilities, with much easier access points;
- On-site parking;
- Larger area for book stacks and common areas; opportunities for additional event and meeting space; and
- Additional basement storage space

Priority: Near term (1-5 years)

Recommendation	Reasons	Benefits	Priority/ Timeline
11. Relocate Public Library, Norwood Branch to the Medical Centre, located at 31 King Street, Norwood	<ul style="list-style-type: none"> • Limited programming space • One staff member monitoring two floors has led to customer service and security issues • The key access elevator requires staff to operate, which is inconvenient for both patrons and staff • Lack of stroller parking on site 	<ul style="list-style-type: none"> • Enhanced accessibility, including on-site parking and stroller parking • Increased safety and security when collections are on one floor • Room to expand the collection • Accommodate larger programming space and community groups • Office space for administrative work 	Near term (1-5 years)
Permanently relocate Council Chambers to the upper level of the current Public Library, Norwood Branch. See Recommendation #6.			

Medical Centre

As noted, it is recommended that the Norwood Library Branch be relocated to the first floor of the Medical Centre. In addition to the benefits described above, the first floor of the Medical Centre can also provide dedicated programming space for community groups such as EarlyOn.

Furthermore, the additional space provided on the first floor of the medical centre/future Library Branch can function in several ways, including individual meeting rooms that can be used by private or community groups.

Proposed Recommendation #12

It is recommended that a portion of the first floor of the Medical Centre be dedicated to Community Care. As of now, Community Care uses space in the Legion for an exercise class but does not have a permanent office or community space in the Township.

Allocating a portion of the main floor to Community Care would allow them to provide consistent services to residents within the Township.

Priority: Near term (1-5 years)

Recommendation	Reasons	Benefits	Priority/ Timeline
Relocate Norwood Library Branch to the upper level of the Medical Centre. See Recommendation #11.			
12. Dedicate a portion of the space on the first floor of the Medical Centre to Community Care	<ul style="list-style-type: none">Community Care does not have permanent office or community space in the Township.	<ul style="list-style-type: none">Residents would have access to Community Care services more frequently	Near term (1-5 years)

Proposed Recommendation #13

Relocate EMS/Paramedics to the proposed municipal campus/service centre to be located at 4440 Highway 7, Norwood. If the EMS/Paramedics are relocated, repurpose the space for additional community programming space.

Priority: Long-term (5+ years)

Recommendation	Reasons	Benefits	Priority/ Timeline
<p>13. Relocate EMS/Paramedics to the proposed municipal campus/service centre to be located at 4440 Highway 7, Norwood</p> <p>If the EMS/Paramedics are relocated, repurpose the space for additional community programming space</p>	<ul style="list-style-type: none">• Integration of Paramedics with other departments and services	<ul style="list-style-type: none">• Shared facilities and equipment between fire and EMS services can lead to cost savings and better resource allocation• Cross-training opportunities• Co-locating fire and EMS services can result in faster response times to medical emergencies and fires, ultimately enhancing community safety and reducing the risk of property damage and loss of life	<p>Long term (5+ years)</p>

Public Library, Westwood Branch

There are no proposed changes or recommendations for the Public Library, Westwood Branch.

Prioritization of Proposed Recommendations

The above recommendations are wide-ranging; some can occur immediately as the space is already available in the Township, while others will require additional municipal resources and/or time.

Recommendations that can occur immediately:

- Recommendation #1 - Planning and fundraising for a new municipal building at 4440 Highway 7, Norwood
- Recommendation 4b) - Retrofit the existing Public Works building to provide an accessible training room
- Recommendations #5, 9, and 10 - Upgrade existing bays and potentially create additional bays for fire trucks/public works vehicles at Fire Hall Station 2, and end any existing private lease(s) between the Township for ancillary buildings/structures at Fire Hall Station 2
- Recommendation #6 - Convert upper floor of Norwood Public Library into Council Chambers (following Public Library relocation)
- Recommendation #11 - Relocate the Norwood Public Library to the old Medical Building
- Recommendations #12 - Allocate office space on the first floor of the Medical Centre for Community Care

Recommendations that require additional planning/time/municipal funding:

- Recommendations #1 - Tendering and construction to build a new Municipal Building at 4440 Highway 7, Norwood
- Recommendation #2 - Relocate municipal office to proposed municipal campus at 4440 Highway 7, Norwood
- Recommendation #3 - Convert the Lower Level of the Town Hall to permanent programming/Food Bank space
- Recommendations # 4a), 4c) - Relocate Fire training room to the Town Hall Lower Level after the Municipal offices have been relocated; utilize space within the proposed municipal campus at 4440 Highway 7, Norwood
- Recommendations #7 - Relocate Fire Hall Station 1 to a new Fire Hall Station located at the proposed municipal campus at 4440 Highway 7, Norwood
- Recommendation #8 - Sell Fire Hall Station 1
- Recommendation #13 - Relocate EMS/Paramedics to the proposed municipal campus to be located at 4440 Highway 7, Norwood

ADDITIONAL CONSIDERATIONS

It is important that the Township takes the following into consideration when reviewing the proposed recommendations:

1. When considering the proposed emergency services and municipal office building:

- i) The cost of construction, including the connection of municipal servicing to the site;
- ii) The new space will be required to accommodate Township Staff, Public Works, Fire Chief, Paramedics – currently no Municipal space contains all four (4) departments, therefore additional calculations for required building size and necessary staff and public parking, especially as the Township continues to grow, will be required;
- iii) The subject lands may not have sufficient lot area. Additional lands may be required to accommodate the size of building/number of staff to be on-site daily; lands directly to the North of the property are owned by the Township. Assuming additional lands will be required for parking and to accommodate a new structure, a Lot Addition will be required;
- iv) Parking areas will likely need to be increased to accommodate additional staff and public parking areas;
- v) Paramedics will be utilizing a separate entrance; however they will be located on-site; and
- vi) Relocation of each department will require various weeks/months of coordination.

2. Timeline considerations;

- i) Several of the proposed recommendations are dependent on other recommendations occurring – the proposed municipal campus is required in order to facilitate the Town Hall, Station 1, Public Works, and Medical Centre recommendations.

3. Existing Building Repairs and Renovations, as identified by staff;

- i) Town Hall
- ii) Public Works
- iii) Community Centre – Millennium Room

Recommendation	Reasons	Benefits	Priority/ Timeline
1. Construct a new building on the Public Works building property at 4440 Highway 7, Norwood	<ul style="list-style-type: none"> • To accommodate community growth • To replace aging infrastructure (Fire Hall #1) • Create a municipal campus with Municipal services in one place 	<ul style="list-style-type: none"> • Reduce maintenance, utility, and staffing costs • Resources can be better allocated and managed when services are under one roof • Ensuring that the location is accessible to all residents, including those with disabilities, can improve community inclusivity • Integrated IT systems can provide better data management, analytics, and service delivery • Modern, centralized facilities can be built with energy-efficient technologies 	<p>Planning and Fundraising: Near term (1-5 years)</p> <p>Tendering and Construction: Long term (5+ years)</p>
2. Relocate municipal office to proposed municipal campus at 4440 Highway 7, Norwood	<ul style="list-style-type: none"> • The current municipal office is at capacity • The current office does not have adequate space for the public 	<ul style="list-style-type: none"> • Accommodate future municipal growth, both with office staff and the public • Modern construction techniques and materials can make the building more energy-efficient, reducing long-term operational costs and environmental impact • Create a more professional and welcoming environment for both employees and visitors • To comply with the latest accessibility standards, ensuring that all residents, including those with disabilities, can easily access services • Optimized layout that enhances workflow and interdepartmental collaboration • Improved lighting, ventilation, and ergonomic design can enhance employee comfort and productivity 	<p>Following Recommendation #1, Long term (5+ years)</p>

3. i) Provide a permanent space in the lower-level for the Food Bank; and ii) Create a permanent programming space to be used by community user groups, rental space for residents, and Fire training rooms.	<ul style="list-style-type: none"> • The Food Bank shares the upper level with rentals, community groups and the Lions Club • Requires volunteers and Township staff to set up and tear down • The ramp is not convenient for food deliveries and shopping carts • Community space is limited, and groups cannot accommodate growth 	<ul style="list-style-type: none"> • Increased opportunity to rent out upper and lower levels • More efficient for Food Bank volunteers • No Township resources are required • Being on the ground level makes it more accessible for food deliveries and shopping carts • Community groups will have access to larger space and can increase capacity 	Following Recommendation #1, Long term (5+ years)
4 a) Relocate Fire training room to the Town Hall Lower Level after the Municipal offices have been relocated	<ul style="list-style-type: none"> • Training room located on the upper floor of the Public Works building is not accessible 	<ul style="list-style-type: none"> • Retrofitting of existing Public Works building would not be required 	Long term (5+ years)
OR			
4 b) Retrofit the existing Public Works building to provide an accessible training room	<ul style="list-style-type: none"> • Training room located on the upper floor of the Public Works building is not accessible 	<ul style="list-style-type: none"> • The training room would be in close proximity to the recommended new municipal campus • An accessible training room ensures all firefighters, trainers, and speakers, including those with disabilities, can participate in training activities. This fosters an inclusive environment where everyone can develop their skills and contribute effectively 	Near term (1-5 years)
OR			
4 c) Utilize space within the proposed municipal office campus at 4440 Highway 7, Norwood	<ul style="list-style-type: none"> • Training room located on the upper floor of the Public Works building is not accessible 	<ul style="list-style-type: none"> • On-site training facilities mean that firefighters can train without leaving the fire hall, maximizing their time and minimizing disruptions to their availability for emergency calls • The training room can be used for a variety of purposes, such as classroom instruction, workshops, seminars, and even community education programs, making it a versatile asset for the fire hall 	Long term (5+ years)

<p>5. Move a portion of the public works fleet to Fire Station #2 in Westwood</p>	<ul style="list-style-type: none"> • Current Public Works building is at capacity (space/storage issues); additional space would assist with daily operations • Entirety of Township's vehicular fleet is parked at this location, at the eastern end of the Township; vehicles such as plows and road graders are required to travel long distances to reach roads within the western (Asphodel) section of the Township 	<ul style="list-style-type: none"> • Reduction in travel time to service the western region of the Township • Efficiency improvements 	<p>Near term (1-5 years)</p>
<p>6. Relocate Council Chambers to the Norwood Library Branch, Upper Level</p>	<ul style="list-style-type: none"> • Need for a dedicated space for Council Chambers • A dedicated space reinforces the importance of local government, providing a visible and symbolic center of governance and civic engagement • Council Chamber furniture takes up valuable space in the Millennium Room and limits the capacity for rentals • Storage space is extremely limited 	<ul style="list-style-type: none"> • Additional storage space returned to the Community Centre • No Township staff resources are required to set up and tear down for Council meetings • Rentals can accommodate more people • Timing of Council Meetings will not be determined, rushed, or interfere with rentals or Community Centre events 	<p>Near term (1-5 years)</p>
<p>7. Relocate Fire Hall Station 1 to a new Fire Hall Station located at the proposed municipal campus at 4440 Highway 7, Norwood</p>	<ul style="list-style-type: none"> • Poor conditions of existing facility • Insufficient parking space for firefighters • Storage space is limited to vehicle bays or upstairs (within limited administrative areas) • Station 1 is not wheelchair accessible 	<ul style="list-style-type: none"> • A new facility can be designed to house both fire and emergency medical services (EMS), promoting better coordination and faster response during emergencies • A purpose-built facility can include optimized layouts for apparatus bays, training areas, administrative offices, and storage, enhancing the fire hall's overall functionality 	<p>Long term (5+ years)</p>

	<ul style="list-style-type: none"> • Office of the Fire Chief is located at 4440 Highway 7 in the Public Works building as there is limited office space available at Station 1 • Existing site has spatial limitations since it is surrounded in all directions by residential development • Municipal lands at 4440 Highway 7 appear to be large enough to accommodate a full-service municipal campus that would include a new Fire Hall 	<ul style="list-style-type: none"> • A new fire hall can incorporate the latest technology and equipment, improving the operational efficiency and effectiveness of the fire department • A new building ensures compliance with current building codes, accessibility standards, and fire safety regulations, providing a safer and more inclusive environment for all users 	
8. Sell property at 27 Alma Street, Norwood as surplus municipal land	<ul style="list-style-type: none"> • No longer needed (surplus lands) 	<ul style="list-style-type: none"> • Additional revenue 	Following Recommendation #7, Long term (5+ years)
9. Renovate Fire Hall Station 2 to increase the size of the three (3) existing vehicle bay doors to accommodate both larger fire trucks and Public Works vehicles and potentially create additional bays	<ul style="list-style-type: none"> • To accommodate larger fire trucks and public works fleet 	<ul style="list-style-type: none"> • Enhanced emergency response and modernization. Larger fire trucks can carry more equipment, water, and personnel, improving the fire department's ability to respond to emergencies more effectively and efficiently • Locating the public works fleet closer to service areas reduces travel time, enabling faster response to infrastructure issues, emergencies, and routine maintenance tasks • Shorter distances to service areas mean less fuel consumption and reduced wear and tear on vehicles, leading to cost savings and more efficient use of resources • Being closer to the community fosters stronger relationships with residents, as the public works team can more promptly address concerns and 	Near term (1-5 years)

		demonstrate their commitment to local needs	
10. Terminate lease(s) for existing ancillary buildings/structures to provide the space for Public Works for road materials and general storage	<ul style="list-style-type: none"> • To accommodate public works fleet 	<ul style="list-style-type: none"> • Locating the public works fleet closer to service areas reduces travel time, enabling faster response to infrastructure issues, emergencies, and routine maintenance tasks • Shorter distances to service areas mean less fuel consumption and reduced wear and tear on vehicles, leading to cost savings and more efficient use of resources • Being closer to the community fosters stronger relationships with residents, as the public works team can more promptly address concerns and demonstrate their commitment to local needs 	Near term (1-5 years)
11. Relocate Public Library, Norwood Branch to the Medical Centre, located at 31 King Street, Norwood	<ul style="list-style-type: none"> • Limited programming space • One staff member monitoring two floors has led to customer service and security issues • The key access elevator requires staff to operate, which is inconvenient for both patrons and staff • Lack of stroller parking on site 	<ul style="list-style-type: none"> • Enhanced accessibility, including on-site parking and stroller parking • Increased safety and security when collections are on one floor • Room to expand the collection • Accommodate larger programming space and community groups • Office space for administrative work 	Near term (1-5 years)
12. Dedicate a portion of the space on the first floor of the Medical Centre to Community Care	<ul style="list-style-type: none"> • Community Care does not have permanent office or community space in the Township. 	<ul style="list-style-type: none"> • Residents would have access to Community Care services more frequently 	Near term (1-5 years)
13. Relocate EMS/Paramedics to the proposed municipal campus/service centre to be located at 4440 Highway 7, Norwood	<ul style="list-style-type: none"> • Integration of Paramedics with other departments and services 	<ul style="list-style-type: none"> • Shared facilities and equipment between fire and EMS services can lead to cost savings and better resource allocation • Cross-training opportunities 	Long term (5+ years)

<p>If the EMS/ Paramedics are relocated, repurpose the space for additional community programming space</p>		<ul style="list-style-type: none"> • Co-locating fire and EMS services can result in faster response times to medical emergencies and fires, ultimately enhancing community safety and reducing the risk of property damage and loss of life 	
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SUMMARY

EcoVue Consulting Services Inc., in consultation with Harrop Consulting, is pleased to present this Municipal Master Facilities Plan to the Township of Asphodel-Norwood. It is our intention that the enclosed recommendations will serve the Township in preparing for future residents.

Since the beginning of this project, the Project Team has understood the importance of public engagement and input towards the preparation of an effective Municipal Master Facilities Plan. The Team have been working diligently to consult with members of the Township of Asphodel-Norwood on the future of its municipal spaces. Meaningful consultation with Township residents, user groups, and municipal staff ensures that future recommendations put forward by the Project Team are received positively and will benefit the community for whom these facilities are meant to serve.

APPENDIX A: RESIDENT SURVEY

The Township is reviewing its facilities, identifying how well they serve the Asphodel-Norwood community today, and ensuring they are prepared to serve the community's future needs. The survey takes approximately 5 minutes.

At the end of the survey, you can enter a draw to WIN a \$200 gift card to an Asphodel-Norwood business.

Survey closes November 10th, 2023

1. Which of the following Township facilities have you visited? Select all that apply.

- ☐ Millennium Room (Community Centre, 88 Alma St. Norwood)
- ☐ Norwood Town Hall (2357 County Rd. 45 Norwood)
- ☐ Board Room (Community Centre, 88 Alma St. Norwood)
- ☐ Westwood Public Library (312 Centre Line Westwood)
- ☐ Norwood Public Library (2363 County Rd. 45 Norwood)
- ☐ Medical Centre (31 King St. Norwood)
- ☐ Township Municipal Office (2357 County Rd. 45, lower level)
- ☐ None of the above **Skip to Q12**

2. How satisfied are you with the **ease of getting to the following?**

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Millennium Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Town Hall (2357 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Westwood Public Library (312 Centre Line Westwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Public Library (2363 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Centre (31 King St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Township Municipal Office (2357 County Rd. 45, lower level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only answers selected in Q1 will be visible

3. How satisfied are you with the **hours of operation** at the following?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Millennium Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Town Hall (2357 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Westwood Public Library (312 Centre Line Westwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Public Library (2363 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Centre (31 King St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Township Municipal Office (2357 County Rd. 45, lower level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only answers selected in Q1 will be visible

4. How satisfied are you with the **condition of the following facility?**

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Millennium Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Town Hall (2357 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Westwood Public Library (312 Centre Line Westwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Public Library (2363 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Centre (31 King St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Township Municipal Office (2357 County Rd. 45, lower level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only answers selected in Q1 will be visible

5. How satisfied are you with the following facility's space to **comfortably accommodate the number of users?**

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Millennium Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Town Hall (2357 County Rd. 45 Norwwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Westwood Public Library (312 Centre Line Westwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Public Library (2363 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Centre (31 King St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Township Municipal Office (2357 County Rd. 45, lower level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only answers selected in Q1 will be visible

6. How satisfied are you with the **availability of parking** at the following facilities?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	I Don't Know
Millennium Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Town Hall (2357 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Room (Community Centre, 88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Westwood Public Library (312 Centre Line Westwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Public Library (2363 County Rd. 45 Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Centre (31 King St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Township Municipal Office (2357 County Rd. 45, lower level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only answers selected in Q1 will be visible

APPENDIX B: COUNCIL SURVEY

A Facility Master Plan is a plan that sets strategic facility goals based on the Township's strategic objectives. This survey will help identify Council's goals for Asphodel-Norwood's current facilities and ensure future plans are in place to accommodate the Township's growth.

The Township's Strategic Plan includes four strategic directions that relate to the planning of this Facilities Master Plan:

Continue supporting and expanding youth initiatives,

Continue supporting, expanding, and collaborating for senior initiatives,

Collaborate with Public Library Branches and

Continue to monitor and react to impacts of growth on infrastructure and community servicing.

The survey takes approximately 5 mins to complete. Survey closes November 10th, 2023

1. As a member of Council, what should be a Township facility priority? **Select your top three choices.**

- ☐ More space for cultural activities
- ☐ More space for fitness activities
- ☐ Enhanced library space
- ☐ Larger Township office
- ☐ Enhanced space for fire and paramedic services
- ☐ More space for older adult activities
- ☐ More space for youth activities
- ☐ Other (please specify)

2. Please rate your priorities, with **one being the most important.**

- ☐ More space for cultural activities
- ☐ More space for fitness activities
- ☐ Enhanced library space
- ☐ Larger Township office
- ☐ Enhanced space for fire and paramedic services
- ☐ More space for older adult activities
- ☐ More space for youth activities
- ☐ [Insert text from Other]

Only selected responses for Q1 will be visible

3. What is your overall level of satisfaction with the following facilities?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Medical Centre (31 King St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire Hall Station 1 (27 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire Hall Station 2 (1818 Asphodel 3rd Line)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norwood Public Library (2363 County Rd. 45, Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Westwood Public Library (312 Centre Line, Westwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town Hall (2357 County Rd. 45, Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Municipal Office (2357 County Rd. 45 Lower Level, Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Works Building (4440 Hwy 7, Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Centre (88 Alma St. Norwood)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. You indicated you are dissatisfied with the following facilities. How would you improve them (for example, maintenance, size of space, programming, accessibility)?

Medical Centre (31 King St. Norwood)	<input type="text"/>
Fire Hall Station 1 (27 Alma St. Norwood)	<input type="text"/>
Fire Hall Station 2 (1818 Asphodel 3rd Line)	<input type="text"/>
Norwood Public Library (2363 County Rd. 45, Norwood)	<input type="text"/>
Westwood Public Library (312 Centre Line, Westwood)	<input type="text"/>
Town Hall (2357 County Rd. 45, Norwood)	<input type="text"/>
Municipal Office (2357 County Rd. 45 Lower Level, Norwood)	<input type="text"/>
Public Works Building (4440 Hwy 7, Norwood)	<input type="text"/>
Community Centre (88 Alma St. Norwood)	<input type="text"/>

Only Somewhat Dissatisfied and Very Dissatisfied responses from Q3 will be visible

5. Would you support the following facility projects?

	Yes	No	Maybe, I need more information
A new fire hall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A new location for the municipal office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A new library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A new location for paramedics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. You indicated that yes, you would support these facility projects, or maybe with more information. What is your vision for the following?

A new fire hall	<input type="text"/>
A new location for the municipal office	<input type="text"/>
A new library	<input type="text"/>
A new location for paramedics	<input type="text"/>

Only Yes and Maybe responses from Q5 will be visible.

7. What type of facility, space or amenity is lacking in Asphodel-Norwood?



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