



**TOWN OF MATTAWA  
ASSET MANAGEMENT PLAN  
PHASE 3 NON-CORE ASSETS**

**PREPARED BY: Jp2g CONSULTANTS INC.  
ENGINEERS • PLANNERS • PROJECT MANAGERS  
PROJECT NO. 20-5036B**

**MAY 31, 2024**



**Jp2g Consultants Inc.**  
**ENGINEERS • PLANNERS • PROJECT MANAGERS**

12 International Drive, Pembroke, ON, K8A 6W5  
T 813-735-2507, F 813-735-4513, [www.jp2g.com](http://www.jp2g.com)

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## **EXECUTIVE SUMMARY**

The Town of Mattawa initiated its Asset Management Planning Process in December 2013 with the production of an Asset Management Plan by Pahapill & Associates Chartered Accountants in accordance with the Ontario Ministry of Infrastructure “Building Together – Guide for Municipal Asset Management Plans”.

A Strategic Asset Management Policy Document was subsequently prepared by Jp2g Consultants Inc. Engineers · Planners · Project Managers and posted on line May 8, 2019 in accordance with Ontario Regulation 588/17 under the Infrastructure for Jobs & Prosperity Act RSO 2015.

A Phase 2 Town of Mattawa Core Asset Management Plan was also prepared by Jp2g Consultants Inc. Engineers · Planners · Project Managers which was endorsed by Council and posted on the Town website July 1, 2022 in compliance with Ontario Regulation 588/17.

To date the Town of Mattawa has undertaken the following Asset Management activities:

- Completed Strategic Asset Management Policy Document
- Initiated an Official Asset Registry
- Implemented GIS mapping for roads, street lights, water system and sewage system
- Established organizational structure for Asset Management Planning
- Initiated reporting protocols for all Municipal Departments
- Advanced infrastructure Needs Assessment activities
- Completed Phase 2 Core Asset Management Plan
- Provided budget to support on-going Asset Management Planning Process

This Phase 3 Non-Core Asset Management Plan will address all tangible capital assets owned by the Municipality as described in their annual financial statement; that are **not Core Assets** as defined in Ontario Regulation 588/17.

Non-Core Assets are essential to the Community’s socio-economic fabric and include

- Serviced Municipal Land Banks
- Municipal Buildings
- Social Housing
- Equipment and Equipment Housing
- Parks and Recreation
- Flood Protection
- Solid Waste Disposal
- Snow Storage

The purpose of this Non-Core Asset Management Plan is to document a strategic approach to the acquisition, development, maintenance and operation of “non-core” assets to ensure sustainable, cost effective service delivery to Town of Mattawa constituents.

This report has been organized as follows:

- Section 1: Background;
- Section 2: Condition of Non-Core Assets;
- Section 3: Existing and Desired Levels of Service;
- Section 4: Non-Core Asset Management Strategy;
- Section 5: Financial Strategy Framework; and
- Section 6: Summary of Recommendations

The information incorporated within the above noted Sections will:

- Provide a summary of non-core assets
- Describe the condition of non-core assets
- Identify average age of non-core assets
- Estimate the replacement costs of non-core assets
- Describe the Town of Mattawa approach to assessing condition of non-core assets
- Describe current levels of service and desired level of service
- Establish performance measures
- Identify activities needed to maintain levels of service in each category of non-core assets
- Provide recommended time periods of improvements
- Provide preliminary cost estimates for replacing, retrofitting or decommissioning non-core assets

The deadlines revised by the Province under O. Reg. 588/17 as amended due to Covid 19 to complete the Phase 1 Strategic Asset Management Policy, Phase 2 Core Assets; Phase 3 Non-Core Assets and Phase 4 Financial Strategy, are summarized in Figure 1.

**FIGURE 1  
SCHEDULE TO IMPLEMENT ASSET MANAGEMENT PLANNING**

<b>ITEM</b>		<b>PROVINCIAL DEADLINE</b>
1.	Province to pass implementing regulations for Asset Management	Fall 2017
2.	Municipality to have Strategic Asset Management Policy in place	July 1, 2019
3.	Phase 2 Asset Management Plan Core Assets (Roads, Bridges, Sewage, Water, Storm Water Management)	July 1, 2022
4.	Phase 3 Asset Management Plan Non-Core Assets (Municipal Land Banks, Municipal Buildings, Social Housing, Equipment and Equipment Housing, Parks and Recreation, Flood Protection, Solid Waste Facility, Snow Disposal)	July 1, 2024
5.	Phase 4 Detailed Financial Strategy	July 1, 2025

This Town of Mattawa Asset Management Plan will be an important tool for Council to ensure taxpayer dollars are spent with maximum effect in order to:

- Protect Public Health and Safety
- Identify and Achieve Appropriate Levels of Service
- Extend Life Cycle of Existing Municipal Non-Core Assets

This Phase 3 Town of Mattawa Non-Core Asset Management Plan will prioritize investments and will identify measurable results for the following objectives:

- Document the current state of local infrastructure including a “plain language” narrative; as well as provide back-up technical information.
- Establish and communicate realistic levels of service objectives/requirements based on technical standards and ratepayer/user expectations.
- Provide plain language narratives on Municipal Asset Management Strategy for Non-Core Assets and describe how the strategy integrates with other municipal plans or policies.
- Develop a general approach to address the gap between current Town of Mattawa non-core infrastructure needs c/w magnitude of cost estimates and the Municipality’s ability to pay.
- Manage risk.
- Monitor/Follow-up/Update.

This Phase 3 Non-Core Asset Management Plan will be used by Town Council to assist decision making. It is a holistic approach that will be integrated with various existing Reports and initiatives such as the Town’s Annual Capital Budget, Official Plan, Planning Reports and Infrastructure Studies to ensure this Asset Management Plan can and will be updated on an on-going basis to reflect any changes in Town priorities.

The data utilized in this analysis will be enhanced and supplemented on an on-going basis as part of a Town of Mattawa Asset Management Plan Update program.

A summary of Town of Mattawa Non-Core Asset priorities based on work conducted for this Report is provided in Figure 2 hereto and a summary of needs by recommended time period of improvement is provided in Figure 3.

**IMPLEMENTATION OF MANY OF THE RECOMMENDED IMPROVEMENTS CONTAINED HEREIN WILL REQUIRE SUBSTANTIAL FUNDING SUPPORT FROM PROVINCIAL AND FEDERAL INFRASTRUCTURE PROGRAMS.**



**FIGURE 2**  
**TOWN OF MATTAWA**  
**ASSET MANAGEMENT – NON-CORE ASSETS**  
**PRIORITIES**

LAND BANK		MUNICIPAL BUILDINGS	
<ol style="list-style-type: none"> <li>Develop Infrastructure for Dorion Road/Brook Street Extension, Dorion Road Street A, B, C and D and Reservoir (240 acres Town owned property) to provide Municipal Land Bank Area #1</li> <li>Develop Donald Street (12 acres Town owned property) to provide Municipal Land Bank Area #2</li> </ol>		<ol style="list-style-type: none"> <li>Initiate Monitoring Program and Roof Repairs Mike Rodden Arena</li> <li>Initiate Mechanical, Electrical and Architectural Retrofit/Upgrades to Town Hall Mike Rodden Arena Public Works Garage Museum Fire Hall Curling Club</li> <li>Conduct Space Needs Analysis for Municipal Office, Arena, Fire Hall, Curling Club</li> <li>Conduct Hazardous Material Study for Arena, Municipal Office and Fire Hall</li> <li>Conduct Energy Management Study for Arena</li> <li>Conduct Hazardous Material Study, Space Needs Analysis Public Works Garage</li> <li>Identify Preferred Location for new Public Works Garage</li> <li>Construct New Public Works Facility</li> <li>Relocate Food Bank</li> </ol>	
SOCIAL HOUSING		EQUIPMENT	
<ol style="list-style-type: none"> <li>Provide new Social Housing and “Affordable Housing” Alternatives</li> </ol>		<b>NOW + 1-5 YEARS</b> Replace/Acquire Tri-Axle Plow Truck GMC Sierra Crew Cab Truck Trackless Plow/Attachments Blower Sweeper ½ Ton Crew Cab Fleet (2)	<b>6 – 10 YEARS</b> Replace Trackless Plow/Attachments ½ Ton Crew Cab Fleet (2) Fire Truck Backhoe Grader
PARKS & RECREATION		FLOOD PROTECTION	
<ol style="list-style-type: none"> <li>Retrofit and Replace Marina Facility</li> <li>Establish Mattawa Island as “Recreation Hub”</li> <li>Enhance/Expand Algonquin Trail and Voyageur Trail</li> <li>Expand Sidewalk System/Pedways</li> <li>Expand Active Transportation/Cycling System</li> <li>Retrofit Curling Club for Multi-Purpose Recreation Facility/Fitness Center</li> <li>Provide Public Washrooms Annie’s Park, Mattawa Island, Fraggie Rock Beach and other locations</li> <li>Refurbish Playground and Equipment Timmins Park and Dufoe Park</li> <li>Provide benches and picnic tables at various locations</li> <li>Provide Signage and Story Boards at various locations</li> <li>Replace/Upgrade Historic Statues</li> </ol>		<ol style="list-style-type: none"> <li>Initiate Storm Water Management System c/w Retention Ponds</li> <li>Install backflow preventers on selected outlet culverts</li> <li>Provide Flood Protection Berm/Walkway Mattawan Street, Ottawa Street and Bissett Street</li> <li>Improve storm drainage infrastructure/outlet for McKenzie Street/6<sup>th</sup> Street Intersection</li> <li>Retrofit Timmins Street/CPKC Rail and Drainage Outlet</li> </ol>	
SOLID WASTE DISPOSAL		SNOW DISPOSAL	
<ol style="list-style-type: none"> <li>Extend Operational Life/Capacity of existing Richards Road Sanitary Landfill Facility as per MOECCP requirements</li> </ol>		<ol style="list-style-type: none"> <li>Identify snow disposal facility requirements as per MOECCP requirements</li> <li>Identify salt storage requirements</li> </ol>	

A summary of Non-Core Asset needs over time period is provided in Figure 3.



**FIGURE 3**  
**TOWN OF MATTAWA**  
**ASSET MANAGEMENT – NON-CORE ASSETS**  
**SUMMARY OF NEEDS**

ASSET	NOW NEED	1-5 YEARS	6-10 YEARS	10 YEARS +
Municipal Land Banks	<ul style="list-style-type: none"> <li>Initiate Concept Plan for development of Dorion Road/Brook Street Extension Area on Town owned property</li> <li>Municipal Land Bank Area #1 (240 acres)</li> </ul>	<ul style="list-style-type: none"> <li>Advance Planning, Engineering, Legal, OLS and Geotechnical support for Municipal Land Bank Area #1</li> <li>Initiate Concept Plan for future development of Donald Street Municipal Land Bank Area #2 (12 acres)</li> </ul>	<ul style="list-style-type: none"> <li>Advance Planning, Engineering, Legal, OLS and Geotechnical support for Municipal Land Bank Area #2</li> </ul>	
Municipal Buildings	<ul style="list-style-type: none"> <li>Retrofit Mike Rodden Arena Roof</li> <li>Retrofit Mike Rodden Arena Floor Slab, Elevator and Mechanical Electrical Systems</li> <li>Conduct Hazardous Material Study for Mike Rodden Arena</li> <li>Conduct Space Needs Study for Mike Rodden Arena</li> <li>Follow up NOHFC Funding for Mike Rodden Arena Retrofit</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Space Needs Study for Municipal Office, Fire Hall, Curling Club</li> <li>Retrofit Fire Hall to provide for Space Needs</li> <li>Retrofit Curling Club to Multi-Use Facility</li> <li>Retrofit Museum to provide Air Quality Improvements</li> <li>Retrofit Municipal Office to provide for Space Needs</li> <li>Conduct Energy Management Analysis Mike Rodden Arena</li> </ul>		
Social Housing		<ul style="list-style-type: none"> <li>Provide new Social Housing and Affordable Housing alternatives at Municipal Land Bank Area #1</li> </ul>		
Equipment and Equipment Housing	<ul style="list-style-type: none"> <li>Conduct Hazardous Material Study Public Works Garage</li> <li>Conduct Space Needs Analysis Public Works Garage</li> </ul>	<ul style="list-style-type: none"> <li>Retrofit Existing Public Works Garage</li> <li>Undertake Location Analysis for New Public Works Garage</li> </ul>	<ul style="list-style-type: none"> <li>Construct New Public Works Garage Facility</li> </ul>	
	Replace Selected Equipment Now + 1 – 5 Years		Replace Selected Equipment 6 – 10 Years	

<b>ASSET</b>	<b>NOW NEED</b>	<b>1-5 YEARS</b>	<b>6-10 YEARS</b>	<b>10 YEARS +</b>
<b>Parks &amp; Recreation</b>	<ul style="list-style-type: none"> <li>• Repair Existing Marina</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Mattawa Conservation Island as a “Recreation Hub”</li> <li>• Acquire CPR ROW to extend Algonquin Trail to Brook Street</li> <li>• Enhance Voyageur Trail</li> <li>• Enhance Sidewalk System</li> <li>• Extend Pedway and Active Transportation Network</li> <li>• Provide public washrooms, benches and picnic tables in Selected Parks and along Trails</li> </ul>	<ul style="list-style-type: none"> <li>• Construct New Marina</li> </ul>	
<b>Flood Protection</b>	<ul style="list-style-type: none"> <li>• Initiate Storm Water Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Storm Water Management System c/w Retention Ponds Municipal Land Bank Area #1</li> <li>• Provide Flood Protection Berms/Walkway (Mattawan Street, Ottawa Street and Bissett Street)</li> <li>• Retrofit McKenzie Street Pumping Station and Outlet</li> <li>• Retrofit Timmins Street/CPKCR Outlet</li> </ul>		
<b>Solid Waste Disposal</b>	<ul style="list-style-type: none"> <li>• Advance strategies to extend operational capacity of current Richards Road sanitary landfill site</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate Study to identify Next Steps for long term Solid Waste Disposal Facility</li> </ul>		<ul style="list-style-type: none"> <li>• Implement New Solid Waste Facility Preferred Alternative</li> </ul>
<b>Snow Storage Salt Storage</b>		<ul style="list-style-type: none"> <li>• Initiate Study to identify appropriate approach for Snow Disposal Facility</li> <li>• Initiate Study to identify preferred alternative for Salt Storage Facility</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Provide New Salt Storage Facility</li> </ul>	
<b>Official Plan Zoning By-law</b>	<ul style="list-style-type: none"> <li>• Update existing Official Plan and Zoning By-law</li> </ul>			



<b>ASSET</b>	<b>NOW NEED</b>	<b>1-5 YEARS</b>	<b>6-10 YEARS</b>	<b>10 YEARS +</b>
Asset Management	<ul style="list-style-type: none"> <li>Finalize Non-Core Asset Management Plan by July 1, 2024</li> </ul>	<ul style="list-style-type: none"> <li>Complete Asset Management Study Financial Strategy by July 1, 2025</li> <li>Update Core Asset and Non-Core Asset Management Plans On-Going Basis 1 – 5 Years + 6 – 10 Years</li> </ul>		

ASSET MANAGEMENT PLAN  
PHASE 3 – NON-CORE ASSETS

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Appendix 2	Proposed Official Plan Policy Directions
Appendix 3	May 2019 Flood Event Mapping

**REFERENCES**

- General Background** Town of Mattawa Asset Management Plan by Pahapill & Associates Chartered Accountants December 2013  
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**TOWN OF MATTAWA  
ASSET MANAGEMENT PLAN  
PHASE 3 – NON-CORE ASSETS**

**SECTION 1.0 BACKGROUND**

**1.1 REPORT STRUCTURE**

Section 1.0 Background hereto provides an overview of the Non-Core Asset Management Plan process defining non-core assets and describing the elements of O. Reg. 588/17. Section 1.0 **Asset Management for Municipal Infrastructure** also describes the important inter-relationship of the prescribed components of the Asset Management Planning Process and other Municipal documents and sets out various parameters required in the Town of Mattawa Asset Management Planning Process including a summary of the Town of Mattawa financial position, approach to establishing the existing condition and value of non-core assets, life cycle management, desired level of service and risk analysis.

Section 2.0 provides a narrative on the existing condition of each non-core asset including identifying existing level of service, risks, recommended improvements and time frame for improvements. These preliminary asset condition reports will be updated and integrated into the Town of Mattawa Asset Management Planning Process through regular monitoring and filings.

Section 3.0 outlines the methodology used to determine existing and desired level of service for the Town of Mattawa based **firstly** on Technical and Regulatory Requirements and **secondly** on Constituent/User expectations. This section will also identify GAPS between existing and desired Level of Service and methods for measuring performance and closing the GAPS.

Section 4.0 documents the strategy for implementing and monitoring the Town of Mattawa Non-Core Asset Management Strategy in order to achieve the outcomes required by O. Reg. 588/17 and contemplated in the Town of Mattawa Strategic Asset Management Policy Document May 8, 2019.

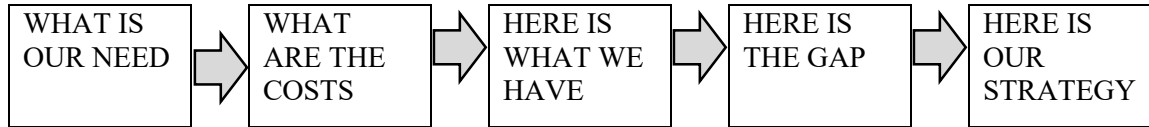
The goal of the Town of Mattawa Council is “**to promote and deliver sustainable service levels which satisfy the needs of ratepayers while maintaining a fiscally responsible level of budgetary use and debt structure**”.

Source: Town of Mattawa Asset Management Plan by Pahaphill & Associates  
December 2013  
Page 4 Introduction

Section 5.0 provides background information on the historical and current value of Non-Core Assets, municipal tax, revenues, user fees, government transfers, gas tax and other income. This section also identifies capital projects and potential sources of additional revenue; all of which will form basic components of a Financial Strategy as per Figure 4 Flow Diagram. Section 5.0 will also introduce methods of reducing capital requirements through on-going options analysis by Municipal Department Heads and timely investment in maintenance and repairs.

A Detailed Financial Strategy will be provided in Phase 4 of the Asset Management Planning Process as per O. Reg. 588/17 Schedule (eg: July 1, 2025). The Phase 2 Core Asset Management Plan and Phase 3 Non-Core Asset Management Plan and the Town of Mattawa Strategic Policy Statement will provide a framework for developing the Phase 4 Financial Strategy.

**FIGURE 4**  
**TOWN OF MATTAWA**  
**ASSET MANAGEMENT PLAN**  
**BASIC COMPONENTS OF A FINANCIAL STRATEGY**



Section 6.0 provides a summary of recommendations and a list of priorities for Non-Core Assets and Preliminary “Order of Magnitude” cost estimates for the Now, 1 to 5 Year, 6 to 10 Year and 10 Years + periods based on Asset Condition and Desired Level of Service.

## 1.2 NON-CORE ASSETS

“Non-Core Assets” are tangible assets owned by the Municipality as described in their annual financial statements excluding Core Assets as defined in O. Reg. 588/17.

Non-Core Assets are essential to the Community’s Socio-Economic fabric and include:

- Provision of a municipal land base supporting future growth
- Municipal Buildings
- Social Housing
- Equipment
- Parks and Recreation
- Flood Protection
- Solid Waste Disposal
- Snow Storage

The reliable and cost effective management of these Non-Core Assets is fundamental to the quality of life, level of service and economic sustainability of the Town of Mattawa.

## 1.3 INTEGRATED DOCUMENTS

The Asset Management Planning Process is a holistic approach drawing expertise from all Municipal Departments to develop a comprehensive, fact-based tool for use by Council in their decision making.

Asset Management Plans are intended to work in conjunction with the phases prescribed in O. Reg. 588/17 and other municipal documents and planning processes to

1. Objectively identify critical infrastructure needs
2. Minimize “surprises” due to unforeseen infrastructure related events
3. Support long term planning

**WHEN COMPLETED COMPREHENSIVELY AND UPDATED REGULARLY, THE TOWN OF MATTAWA ASSET MANAGEMENT PLAN WILL PROVIDE A FRAMEWORK FOR USE BY COUNCIL AND FUNDING AGENCIES TO MAKE DECISIONS THAT WILL PROVIDE MAXIMUM COST BENEFIT FOR INFRASTRUCTURE EXPENDITURES.**



**A COPY OF THE TOWN OF MATTAWA STRATEGIC ASSET MANAGEMENT POLICY DOCUMENT MAY 2019 AND CORE ASSET MANAGEMENT PLAN JULY 2022 ARE FILED ON THE TOWN OF MATTAWA WEBSITE AS BACKGROUND REPORTS.**

**1.3.1 Municipal Planning Documents**

The information generated in a comprehensive, up-to-date Town of Mattawa Asset Management Plan will both draw upon and support other municipal planning documents such as

- Official Plan
- Zoning By-law
- Economic Development Plans and Initiatives
- Municipal Land Bank Development
- Light Industrial Park Development
- Institutional Development Initiatives
- Main Street Revitalization
- Marina Master Plan
- Voyageur Multi-Trail System
- Algonquin Trail Expansion

The Non-Core Asset Needs identified within this Phase 3 Non-Core Asset Management Plan will also be directly relevant on an on-going basis to

- Official Plan Update and Zoning Amendments
- Environmental Assessments
- Development Agreements
- Development Charges

Non-Core Asset Needs have been ascribed to the following time periods based on condition of the asset, risk of failure and consequences of failure

- Now
- 1 to 5 Years
- 6 to 10 Years
- 10 Years +

**1.3.2 Special Projects Studies**

Information from a variety of municipal studies and analysis reports for specific projects will also be integrated into the Asset Management Planning process on an on-going basis in terms of establishing need, identifying work items and providing estimated costs of improvements.

**1.3.3 Provincial Plans and Programs**

The Town of Mattawa Asset Management Plan and the recommendations therein will also comply with Provincial Policy and Programs such as

- Ontario Provincial Policy Statement
- Accessibility Act
- Building Code
- Build More Homes Faster Act
- Investing in Canada Infrastructure Program
- Green Building Program
- Infrastructure Top-up Program
- Broadband Upgrading
- Other Provincial Funding Programs and Initiatives (as identified from time to time)

**1.4 TOWN OF MATTAWA POPULATION AND FINANCIAL POSITION**

The population of the Town of Mattawa 2022 was approximately 2,000 people and has been stable at that level for over a decade. Population is expected to remain at approximately 2,000 until a municipal land base is made available for residential development.

Recent engineering analysis on Town of Mattawa sanitary sewer and water distribution systems projects suggests a 20 year design population of 2,500.

The Town of Mattawa underlying financial economic position is summarized in Figure 5 below.

**FIGURE 5  
 TOWN OF MATTAWA  
 FINANCIAL SUMMARY (2023)**

	<b>2021</b>	<b>2023</b>
Population FY 2021	Approximately 2,000	Approximately 2,000
Population Growth	Stable	Stable
Historical Cost Core Assets	\$35,000,000 ±	\$35,000,000 Historical Cost Need 2023 Audit info for current value of non-core assets TBD
Current Value Core Assets	\$20,846,916	
Total Municipal Property Assessment		\$153,263,600 - \$43,358,475 Exemptions = \$109,905,125
Property Assessment by Category		
• Residential	62.87% units	\$96,284,300
• Commercial	7.86% units	\$12,651,025
• Industrial	0.25% units	\$969,800 (including pipeline)
Median Household Income	\$45,696	\$53,200
Capital Threshold	\$	Item specific
Debenture Level	\$682,892	\$746,695
Revenue		
➤ Taxation Base	\$2,278,000	\$2,457,400
➤ User Fees (eg: water, landfill, arena)	\$840,000	\$1,501,900
➤ Ontario Municipal Partnership Fund	\$1,315,000	\$1,315,600
➤ Gas Tax/Community Building Fund	\$122,000	\$131,900
➤ Other Income	\$200,000	\$3,435,700
➤ Sustained Revenue	\$5,000,000	\$5,000,000
Net Capital Expense	\$4,000,000	\$2,494,000
Funds Available for Capital Expenditure	\$250,000	\$300,000

**A GENERAL APPROACH TO ADDRESS FUNDING SHORTFALLS IS PROVIDED IN SECTION 5.0. A DETAILED FINANCIAL STRATEGY WILL BE DEVELOPED IN PHASE 4 OF THE ASSET MANAGEMENT PLANNING BY JULY 1, 2025 AS PER O. REG. 588/17 AMENDED.**

## 1.5 CONDITION OF NON-CORE ASSETS

Specific field reviews or studies will be undertaken “as appropriate” on an on-going basis by the Asset Management Project Manager in conjunction with Municipal Department Heads and/or Consultants to review and confirm needs, provide a recommended approach and time period for improvements. The purpose of these site specific reviews will be to ensure all alternatives are considered, not just focused on capital cost replacements.

An effective, user friendly data storage and retrieval system for Town of Mattawa infrastructure condition data will be essential.

The current Condition of Non-Core Assets is described in detail for each Asset in Section 2.0 of this Report and is based on preliminary non-invasive site reviews and staff interviews.

General condition ratings for Non-Core Assets are described in Figure 6.

A Summary of Non-Core Assets General Condition and Current Value is summarized in Table 1 hereto and further described in Section 2.0 of this report, which together include the following information:

- Description of the Asset
- Approximate Date of installation
- Existing Condition (Good, Fair, Poor)
- Life Expectancy of Asset Category
- Estimated Remaining Life
- Risk of Failure (Extreme, High, Moderate, Low)
- Consequences of Failure
- Type of Improvement Required (Repair, Rehabilitate, Replace)
- Timing of Improvement, eg: Now, 1 – 5 Years, 6 – 10 Years, 10 Years +
- Estimated Cost of Improvement

**FIGURE 6  
 TOWN OF MATTAWA  
 NON-CORE ASSET CONDITION RATINGS**

<b>Very Good</b> – New or recently rehabilitated
<b>Good</b> – Generally meets current required level of service. Required maintenance costs are within acceptable standards. 80% of asset life remaining.
<b>Fair</b> – Signs of deterioration, some components exhibit deficiencies. The asset is beginning to under-perform at desired level of service. Maintenance costs are beginning to increase. Asset requires attention. 60% of asset life remaining.
<b>Poor</b> – Approaching the latter stage of its life expectancy, conditions below standard, significant components of asset exhibit deterioration. Maintenance costs exceed acceptable standards. 40% of asset life remaining.
<b>Very Poor</b> – Widespread signs of deterioration. Less than 20% of asset life remaining.

**TABLE 1  
 NON-CORE ASSETS GENERAL CONDITION AND VALUE**

ASSET	DESCRIPTION	AGE RANGE	CONDITION				RISK OF FAILURE				CURRENT VALUE	REMARKS
			Poor	Fair	Average	Good	Extreme	High	Moderate	Low		
Municipal Land Banks	Dorion Road/Brook Street Extension Area #1	Not Applicable									TBD	240 acres @ \$1,000/acre
	Donald Street Area #2										TBD	12 acres @ \$1,000/acre
Municipal Buildings	Municipal Office	1975 Renovation 1994				x				x	\$72,668 Land \$237,896 Building	
	Fire Hall	1974 New Roof 1999 Loft Addition 2016			x					x	\$53,965 Land \$224,198 Building(s)	Assessment combined with Tourist Information Center
	Public Works Garage	Pre-1958 Metal Roof Replaced 1991	x						x		\$35,336 Land \$105,134 Building	
	Mike Rodden Arena	1954 Reinforce Roof Trusses 1994 New Washroom 2018		x					x		\$76,786 Land \$816,175 Building	Building Assessment includes Food Bank
	Mattawa Museum	1984 Renovation 2022		x						x	\$103,067 Land \$307,635 Building	
	Tourist Information Center	1991 Renovation 2013	x							x	see Fire Hall	Assessment combined with Fire Hall
	Mattawa Food Bank	2014	x						x		see Arena	Assessment combined with Arena
	Curling Club	1975	x						x		\$30,798 Land \$188,037 Building	
	Social Housing	Rosemount Valley Suites	2022				x				x	N/A
Rockhaven Apartments		TBD			x					x	N/A	Non-Profit Corporation
Castle Arms Non-Profit		TBD			x					x	N/A	Non-Profit Corporation
Whispering Pines		TBD			x					x	N/A	Non-Profit Corporation
Equipment	2010 Ford Ranger	2010	x						x		\$55,000	
	2004 Freightliner Fire Truck	2004									\$750,000	
	2016 Silver Fox Side Mount Pump	2016			x					x	\$375,000	
	2015 Freightliner FM2	2015			x					x	\$750,000	
	2012 Ford F150	2012		x						x	\$75,000	
	2001 Freightliner F180 Plow Sander	2001		x						x	\$200,000	
	2017 Freightliner Plow	2017			x					x	\$430,000	
	1995 Volvo L-70C Wheel Loader	1995	x						x		\$650,000	
	2017 John Deere 310SL Backhoe	2017			x					x		
	1995 Trackless MT5 Plow Sander	1995	x						x		\$300,000	
	2005 Elgin Sweeper Vac Truck	2005	x						x		\$375,000	
	2019 Ford 150	2019				x				x	\$75,000	
	2019 Ford 150	2019				x				x	\$75,000	
	2022 GMC Sierra	2022				x				x	\$80,000	
	2021 True North Trailer	2021			x					x	\$4,000	
	2017 Cirka Trailer	2017			x					x	\$2,500	
2015 Cat Grader	2018				x				x	\$500,000		
2022 Cat Loader	2022				x				x	\$320,000		

Note: Additional details on condition of specific asset components are included in subsequent sections of this report.

**TABLE 1 (CONT'D)**  
**NON-CORE ASSETS GENERAL CONDITION AND VALUE**

ASSET	DESCRIPTION	AGE RANGE	CONDITION				RISK OF FAILURE				CURRENT VALUE	REMARKS	
			Poor	Fair	Average	Good	Extreme	High	Moderate	Low			
Parks & Recreation	Explorers Point					x						0.72 hectares (1.8 acres)	
	Mattawa Marina	Original 1960 Current Footprint 1992 Renovated 2019	x					x					0.74 hectares (1.0 acre)
	Mattawa Island Conservation Area	Owned by North Bay Mattawa Conservation Authority			x						x		2.0 hectares (7.4 acres)
	Gordon Dufoe Park					x					x		0.12 hectares (0.3 acres)
	Veterans Memorial Park					x					x		0.6 hectares (0.15 acres)
	Timmins Park												0.3 hectares (0.75 acres)
	Annie Park				x						x		
	Mattawa Ball Field				x						x		0.3 hectares (0.75 acres)
	Mattawan Street Lineal Park				x						x		1.5 hectares (3.7 acres)
Lions Park				x						x		0.12 hectares (0.3 acres)	
Mauril Bélanger Bridge Memorial				x				x				0.12 hectares (0.3 acres)	
Flood Protection	Mattawan Street		x					x					
	Ottawa Street		x					x					
	Timmins Street		x					x					
Solid Waste Disposal	Richards Road Landfill Site			x						x			
Snow Storage	Mike Rodden Arena Site #1			x						x			
	Sewage Lagoon Site #2			x						x			
Salt Storage Facility	N/A	N/A	x					x					
<b>TOTAL</b>											<b>TBD</b>		

Note: Additional details on condition of specific asset components are included in subsequent sections of this report.

## 1.6 LIFE CYCLE

The Town of Mattawa Strategic Policy Document contemplates a 10 year horizon for identifying infrastructure asset needs within recommended time periods for improvements as follows

- Now Needs
- 1 – 5 Year Needs
- 6 – 10 Year Needs
- 10 Years +

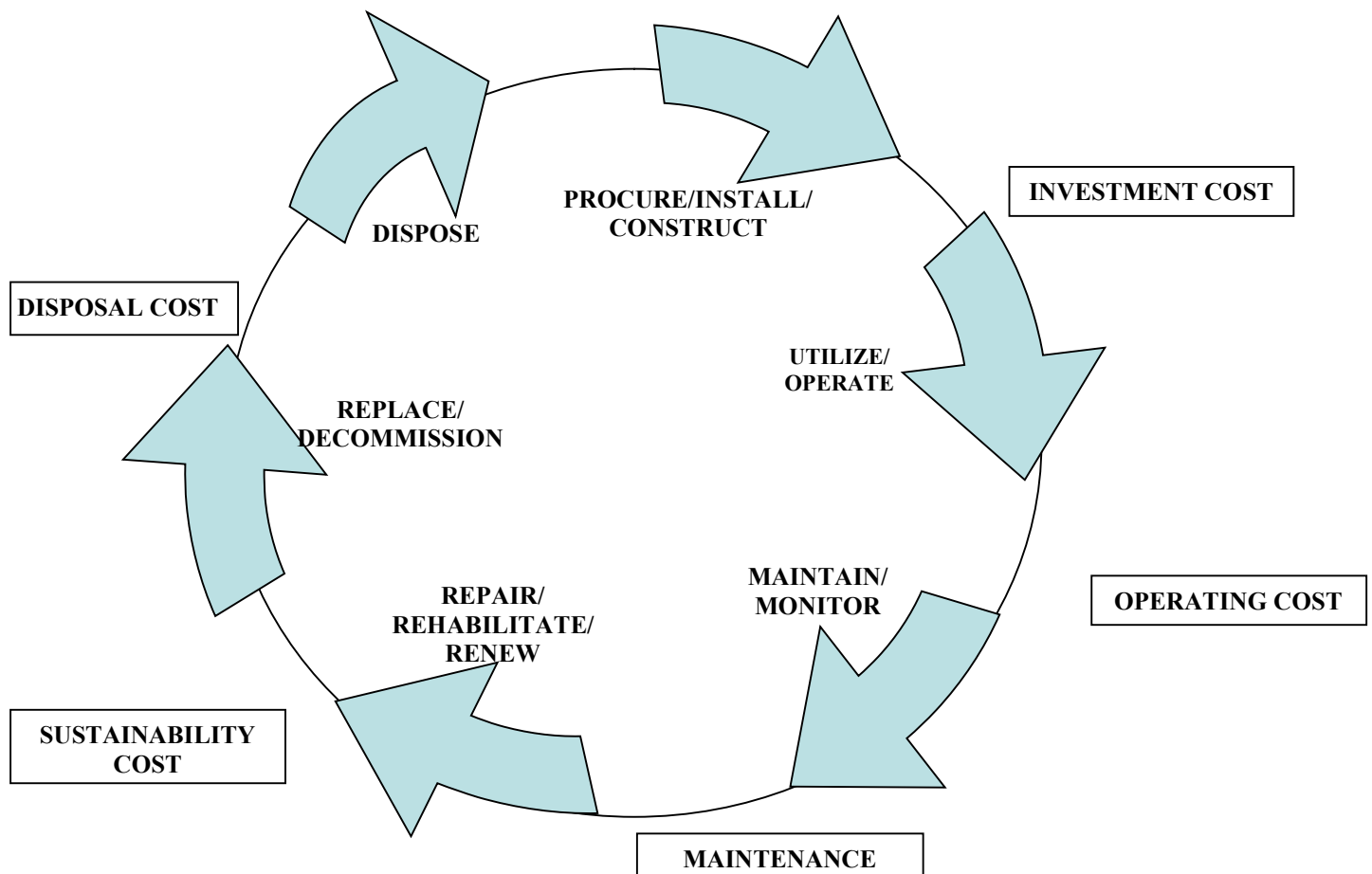
Life Cycle Costs developed in the Phase 4 Detailed Financial Plan will include the costs to operate, maintain, renew and dispose of an asset over its full life.

The type of improvement identified within the 10 year time frame will range from timely investment in minor repairs to retrofits or, when and if necessary; major upgrades, replacement or new construction of the asset.

Forecasts of potential costs for needs beyond the 10 year period are considered long term and will be provided for general information purposes only.

The life cycle of any asset is described graphically in Figure 7.

**FIGURE 7  
LIFE CYCLE OF ASSETS**



## **1.7 LEVEL OF SERVICE**

Level of Service (LOS) describes the outcomes the Town of Mattawa intends to deliver to its constituents.

A plain language narrative of the current and desired levels of service for each category of non-core assets is provided in Section 3.0 hereto. This discussion incorporates levels of service on two levels

- **the technical level of service required by government regulation or engineering guidelines/standards**
- **the community/user expectations for level of service**

Factors affecting level of service include:

- legislative requirements
- community expectations
- policies and guidelines
- resource availability
- financial constraints

Establishing and communicating a realistic level of service for various non-core assets is a fundamental step in the Asset Management Planning Process and one that requires Council input and concurrence before specific recommendations are formalized.

Ratepayers should be engaged in discussion that introduces the concept and benefits of an Asset Management Plan and solicits constituency input on ratepayer objectives for various asset components.

## **1.8 RISK ASSESSMENT**

A General Risk Matrix is provided in Figure 8 and a Consequences of Failure Matrix is provided in Figure 9 hereto.

**FIGURE 8  
 RISK MATRIX BASED ON ASSET CONDITION**

Condition Description	Probability of Failure	Risk
Very Good	Very Unlikely	Low
Good	Unlikely	Low
Average	Possible (but not likely)	Moderate
Fair	Possible	Moderate
Poor	Probable	High
Very Poor	Imminent	Extreme

- **LOW RISK** Acceptable
- **MODERATE RISK** At acceptable tolerable levels; but requires on-going monitoring and maintenance
- **HIGH RISK** Beyond acceptable levels, requires repair, rehabilitation or replacement in the immediate term
- **EXTREME RISK** Beyond acceptable levels, risk to public safety, public health or the environment. System failure is imminent.

Risk levels can be reduced or mitigated through effective Asset Management of Non-Core Infrastructure including providing updated activities to maintain acceptable level of service of non-core assets for a minimum 10 year period.

**FIGURE 9  
 CONSEQUENCE OF ASSET FAILURE MATRIX**

Consequence of Failure	Cost	Social	Environmental	Level of Service Delivery
Insignificant	Negligible or Insignificant Cost	No Injury	No Impact	No Interruptions
Minimum	Small/Minor Cost (within existing Capital Budget Allocations)	Minor Damage	Short-term/Minor Impact – Fixable	Minor Interruptions
Moderate	Considerable Cost (Requires Revisions to Capital Budget)	Moderate Damage or Injury	Medium-term Impact – Fixable	Moderate Interruptions
Major	Substantial Cost (Multi-Year Capital Budget Impacts)	Impact Public Health Major Damage or Injury	Long-term Impact – Fixable	Significant Interruptions
Catastrophic	Significant Cost (Difficult to Recover)	Impact Public Health Serious Injury Death	Long-term Impact – Permanent	Major Interruptions



## 1.9 BASIS OF COST ESTIMATES

Preliminary Non-Core Infrastructure Improvements Cost Estimates provided herein have been based on one or more of the following

1. Benchmark costs
2. Precedent project examples
3. Order of magnitude “place holder” estimates
4. Preliminary engineering/architectural estimates (Class D)

Costing information has been supplemented by using Hanscomb’s Yardsticks for Costing for Canadian Construction Industry Manual 2020.

**NOTE: CONSTRUCTION COST ESTIMATES ARE CURRENTLY EXTREMELY DIFFICULT TO PROJECT BECAUSE OF THE ON-GOING IMPACT OF THE COVID 19 PANDEMIC ON SUPPLY OF MATERIALS AND LABOUR REGULATIONS RELATED TO CONSTRUCTION PROCESSES.**

**ALL COST ESTIMATES PROVIDED HEREIN ARE PRELIMINARY “ORDER OF MAGNITUDE” AND WILL BE SUBJECT TO REVISION BASED ON PRELIMINARY ENGINEERING/ ARCHITECTURAL DESIGN AND OTHER INFORMATION THAT WILL BECOME AVAILABLE FROM TIME TO TIME.**

**FIGURE 10  
 BENCHMARK CONSTRUCTION COSTS – NON-CORE ASSETS  
 2022 FOB MATTAWA, ONTARIO**

<b>Non-Core Asset Item</b>	<b>Preliminary Benchmark Cost</b>	<b>Basis of Cost Estimate</b>
Municipal Land Bank Development – Planning – Technical Support Studies – Ontario Land Survey – Legal Support <b>Note: Engineering Design and Construction Costs of related Municipal Services infrastructure are included in Phase 2 Core Assets Study</b>	\$100,000 per project \$150,000 per project \$50,000 per project \$50,000 per project	TBD
Park Washrooms	\$100,000	Precedent Project
Sidewalk	\$300/meter	Precedent Project
Foot Path/Pedway	\$175/meter	Class D Engineers Estimate
Flood Protection Berm	\$150/meter	Class D Engineers Estimate
Elevator	\$250,000	
Mechanical Systems – Heating – Air Conditioning – Refrigeration	As per individual projects	TBD
Band Shell (Voyageur Point)	\$272,452	Precedent Project
Roof Shingles (Museum) 5,500 sq. ft.	\$186,642	Precedent Project
New Buildings	\$400 - \$500/sq. ft.	Class D Engineers Estimate
Equipment Replacement	see Figure 18 & 19	Supplier Quotes
Solid Waste Facility	\$2,000,000	Class D Engineers Estimate
Sand/Salt Dome	\$500,000	Precedent Project
Snow Storage Facility	\$1,500,000	Precedent Project

**1.10 OPTIONS ANALYSIS**

All potential capital works for Non-Core Assets requiring attention will undergo an “options analysis” as to whether desired Level of Service can be achieved by ....

**INTERVENTION**

or

**REPAIR**

or

**REHABILITATION**

prior to

**REPLACEMENT or BUILD NEW**

This approach is fully described in Section 4.0 Non-Core Asset Management Plan Strategy and Section 5.0 Financial Strategy Framework.

## SECTION 2.0                   CONDITION OF “NON-CORE” ASSETS

### 2.1     MUNICIPAL LAND BANKS

#### 2.1.1   Background

A Municipality that has aspirations for sustainability, growth and future advancement of their property tax base and job creation for its constituents requires a supply of serviced land suitable for industrial, commercial, institutional and various types of residential development by the Municipality or Government Agencies or by private enterprise or a combination thereof. The original Town of Mattawa Asset Management Plan December 2013 noted

*Mattawa currently has an on-going Industrial Park Project which includes the addition of water and sewer infrastructure. The project is continuing in 2014 and may carry with it future additional life cycle costs.*

*The project is intended to improve commercial potential in the Town.*

Town of Mattawa Asset Management Plan  
Pahapill and Associates Chartered Accountants  
December 2013  
Page 9

The matter of providing a serviced Municipal Land Base has increased relevance and urgency in view of the Province’s recent (2022) passing of Bill 23 “Build More Homes Faster Act”. Housing types contemplated under the new Act and associated regulations include:

- Affordable Housing
- Seniors Housing
- Second and third units in existing Single Family Residences

**The Regulations associated with Bill 23 requires all Municipal Official Plan and Zoning By-Laws to be updated within one year to accommodate this new initiative.**

Typically serviced land bank expansion needs are determined by Policies, Plans and Strategy outside of the Asset Management Planning process which can include

- Official Plans
- Zoning
- Secondary Plans
- Capital Plans
- Master Plans

all of which feed into growth planning and new service needs inherent in the Asset Management Planning Process.

*Land should be made ready for development as needed.*

Asset Management Framework by Municipal Finance Officers Association  
Page 4-29

The Town of Mattawa currently owns 240 acres of vacant land in the southeast section of Town adjacent to Brook Street extension and Dorion Road; as well as 12.2 acres south of Donald Street all as shown on Map A and B hereto.

Work completed to date in producing serviced Municipal Land Base for the Town of Mattawa includes

- Construction of Sanitary Sewer and Watermain on Brook Street Extension from Pine Street to Dorion Road 2013
- Initial Construction (Blasting) Dorion Road Hill 2013
- ICIP Funding Approval for Dorion Road Hill Reconstruction 2020
- Relocation of Fiber Optic Bell Cable Dorion Road Hill 2022
- Retrofit of Hydro Line Dorion Road Proposed New Curve 2022
- Completed Schedule B Environmental Assessment Dorion Road Hill Reconstruction 2023
- Completed Engineering Design and Contract Specifications Dorion Road Hill Reconstruction 2024
- Initiated Concept Master Plan Municipal Land Bank Area #1 2024
- Initiated preliminary discussion re: development of Donald Street Area #2 Land Bank 2024

**A. Potential Municipal Land Bank Dorion Road Brook Street Extension Area #1**

A Concept Plan for a Municipal Land Bank adjacent to Dorion Road and Brook Street Extension 240 acres of Town owned land between the CPR Tracks and Dorion Road has been prepared as per Map A hereto and includes provision of a range of residential housing lots, light industrial lots and parkland.

The major issues with the development of Municipal Land Bank Area #1 are the reduction of the existing road grade on Dorion Road Hill from 12% to 8% and the construction of the Brook Street extension from Pine Street to Dorion Road crossing the CPKCR tracks at Mile 71.46 and available water supply for domestic use and fire flow.

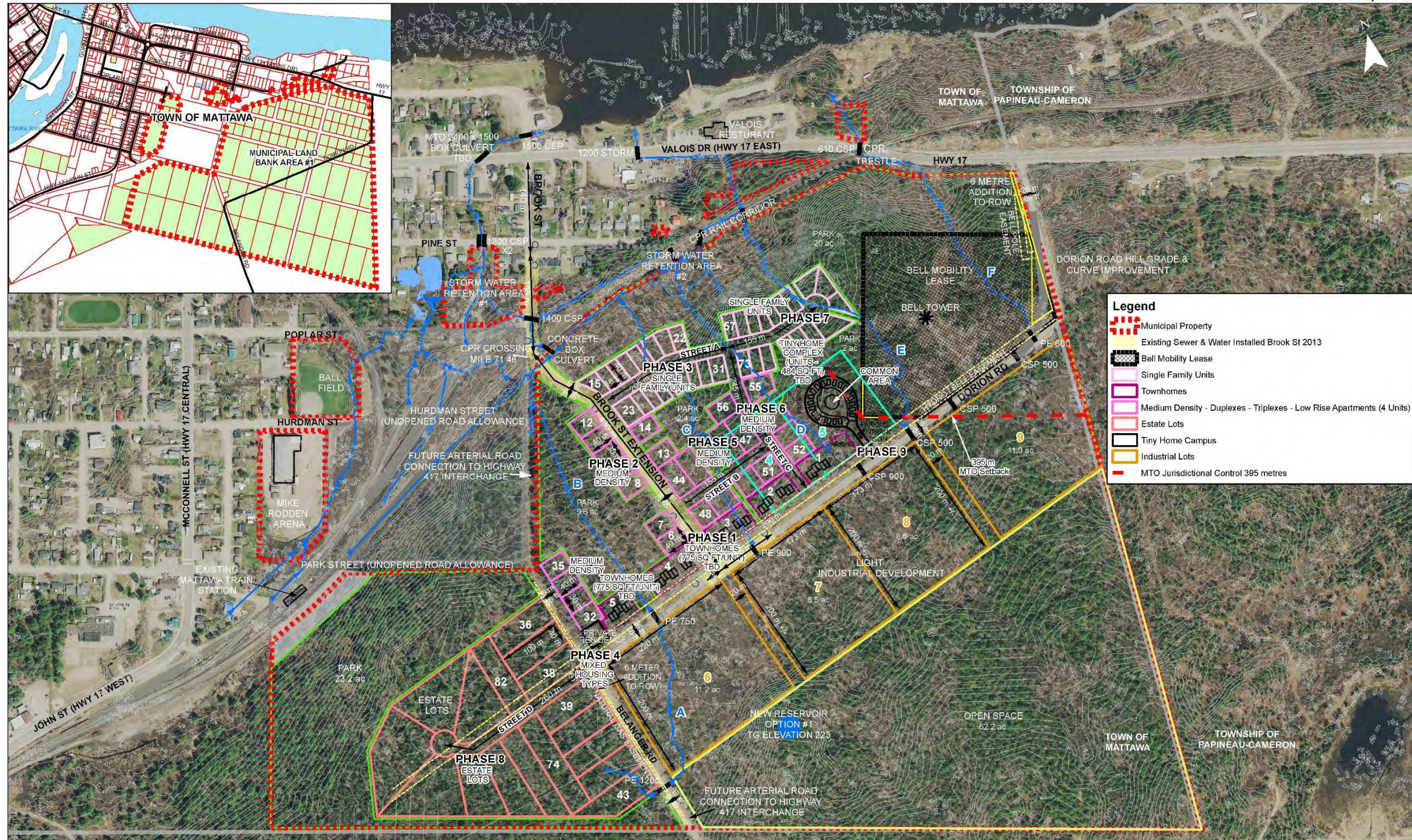
**B. Potential Municipal Land Bank Donald Street Area #2**

The Town of Mattawa also owns 12.2 acres adjacent to Donald Street bisected by Boom Creek as shown on Map B.

The major issue with the development of this property is the location of Boom Creek and replacement of sanitary sewer and water service on Donald Street and the height restrictions caused by the existing CPKCR underpass on Donald Street at Highway 17.

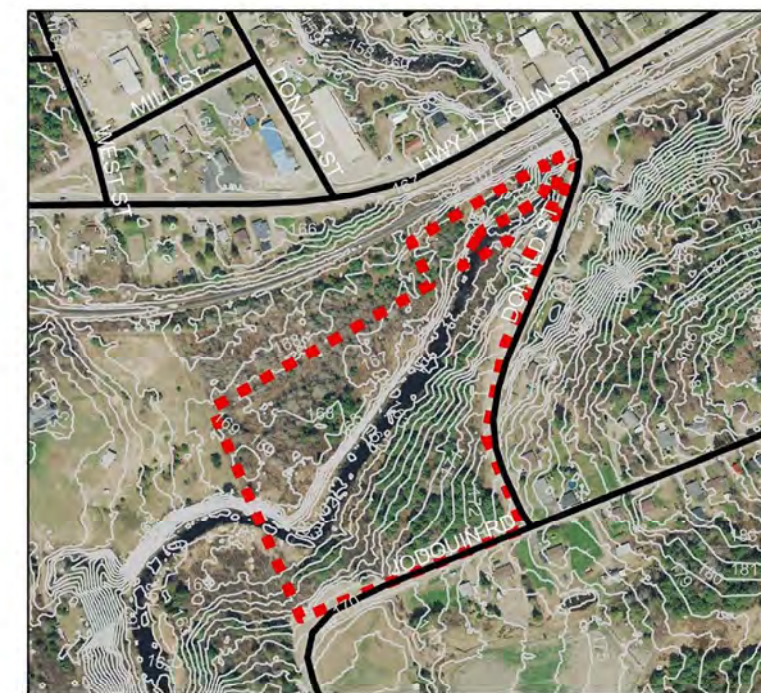
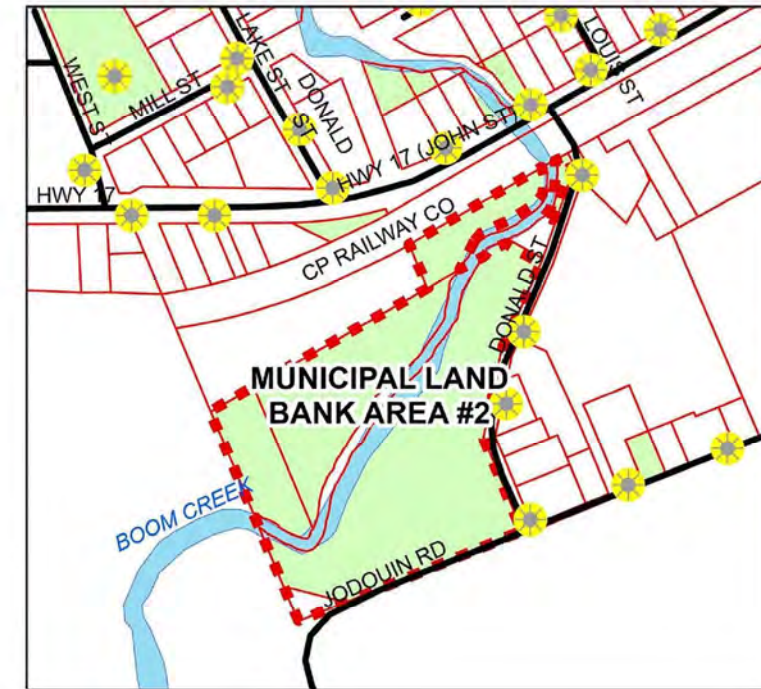
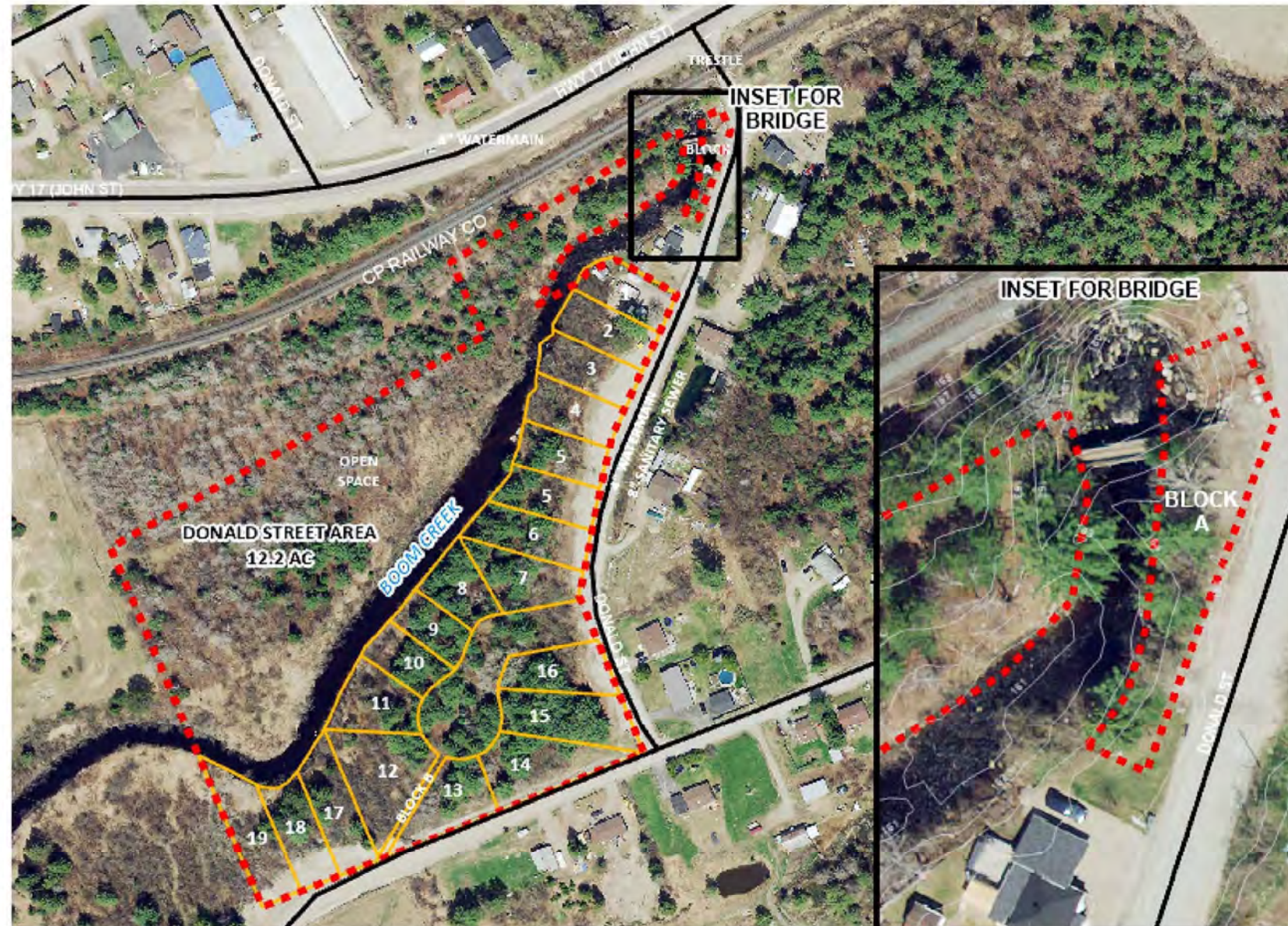
MAP A  
 CONCEPT PLAN  
 TOWN OF MATTAWA  
 MUNICIPAL LAND BANK AREA #1 (240 ACRES)  
 DORION ROAD / BROOK STREET EXTENSION

MAY 13, 2024



0 62.5 125 250 375 500 Meters 1:2,500

**MAP B**  
**TOWN OF MATTAWA**  
**MUNICIPAL LAND BANK AREA #2**  
**DONALD STREET**



### **2.1.2 Level of Service**

The Town of Mattawa has a serious shortage of available residential building lots and has issued a limited number of new residential building permits (eg: one (1) unit) in each of 2021 and 2022 and zero units in 2023.

The existing situation is not in accordance with the provisions of the Build More Homes Faster Act.

This situation is also not satisfactory from a consumer/user expectation level of service perspective and causes much frustration for locals who wish to stay and raise their families in Mattawa; as well as individuals who may wish to move to Mattawa and business owners who need growth to survive.

The Town is in the process of developing a major residential area and a light industrial park at the Dorion Road/Brook Street extension Municipal Land Bank Area #1 on a high priority basis.

Technical Level of Service for creation and maintenance of Municipal Land Banks will be integrated into an updated Town of Mattawa Official Plan in accordance with the Provincial Policy Statement and the Province of Ontario Bill 23 More Homes Built Faster Act 2022 and the Planning Act RSO.

The integration of the Marina complex, Museum Facility and Explorers Point Park with the Downtown Core will also advance significant economic development opportunities for the Town of Mattawa.

### **2.1.3 Risks**

The regulations and restrictions related to land development in Ontario are becoming increasingly onerous and expensive to resolve.

Construction costs continue to rise exponentially.

2.1.4 Summary of Recommendations – Municipal Land Banks

FIGURE 11  
SUMMARY OF RECOMMENDATIONS – MUNICIPAL LAND BANKS

**RECOMMENDATION #1**

**INITIATE CONSTRUCTION OF DORION ROAD HILL GRADE REDUCTION AND HIGHWAY 17 INTERSECTION IMPROVEMENTS**

**RECOMMENDATION #2**

**UPDATE TOWN OF MATTAWA OFFICIAL PLAN AND ZONING BY-LAW**

**RECOMMENDATION #3**

**ADVANCE DEVELOPMENT OF TOWN OWNED MUNICIPAL LAND BANK AREAS.  
WORK REQUIRED INCLUDES**

- **REFINE/ADVANCE CONCEPT PLAN AREA #1**
- **REVIEW DOWNSTREAM SERVICES IMPACT**
- **RESOLVE WATER PRESSURE ISSUE AREA #1**
- **INITIATE LEGAL AND OLS WORK AREA #1**
- **COMPLETE PHASE 2 ARCHAEOLOGY FOR AREA #1**
- **COMMISSION GEOTECHNICAL SURVEY AREA #1**
- **DRAFT PLAN APPLICATION AND NEGOTIATE CONDITIONS OF DRAFT APPROVAL AREA #1**
- **IMPLEMENT ANALYSIS, DESIGN AND CONSTRUCTION OF 300,000 TO 500,000 LITRAL WATER RESERVOIR AREA #1**
- **RESOLVE DEMOLITION AND REMOVAL OF CPKCR TRESTLE HIGHWAY 17 WEST OF DORION ROAD**
- **NEGOTIATE ACQUISITION OF TITLE TO CPKCR RIGHT OF WAY FROM TOWN OF MATTAWA EAST LIMIT TO BROOK STREET MILE 71.46 NORTH BAY SUBDIVISION**
- **DESIGN AND CONSTRUCTION BROOK STREET EXTENSION INCLUDING
  - **1500 MM DIA. CULVERT BROOK STREET AT PINE STREET**
  - **LEVEL CROSSING CP RAIL MILE 71.46 NORTH BAY SUBDIVISION****
- **COMMISSION OLS RE: CERTIFICATE OF TITLE AS WELL AS FINAL PLAN MONUMENTING AND EASEMENTS MUNICIPAL LAND BANK AREA #1**
- **DESIGN AND CONSTRUCT MUNICIPAL SERVICES AREA #1
  - **SANITARY**
  - **WATER**
  - **HYDRO****
- **RECONSTRUCT EXISTING BROOK STREET FROM HIGHWAY 17 TO PINE STREET**
- **DESIGN AND CONSTRUCT STORMWATER MANAGEMENT SYSTEM AREA #1**
- **INITIATE CONCEPT PLANNING DONALD STREET MUNICIPAL LAND BANK AREA#2**
- **RECONSTRUCT DORION ROAD FROM BELL TOWER ENTRANCE TO SOUTH TOWN LIMITS AT BÉLANGER ROAD**
- **ADVANCE PLANNING APPROVALS DONALD STREET AREA #2**
- **COMPLETE MUNICIPAL SERVICES DESIGN DONALD STREET AREA #2**
- **CONSTRUCT MUNICIPAL SERVICES AREA #2**



## **2.2 MUNICIPAL BUILDINGS**

### **2.2.1 Background**

Municipal Buildings are not considered “core assets” under O. Reg. 588/17 for the purposes of Asset Management Planning; however, they are an absolutely fundamental component of Municipal Infrastructure in that they house the personnel and resources necessary to support all Municipal functions.

This Non-Core Asset Management Study Update included a preliminary non-invasive building condition review of all Town of Mattawa Municipal Buildings as per Figure 12 and Appendix 1 herein in order to provide a basis for identifying needs and establishing priorities to maintain and/or extend the functional life of Town of Mattawa Municipal Building Infrastructure.

### **2.2.2 Level of Service**

The level of service for the Town of Mattawa Municipal Buildings addresses and incorporates

- Technical Level of Service
- Customer/User Level of Service

The Technical Level of Service is governed largely by Provincial and Federal regulations and guidelines for the use of public spaces

1. Ontario Building Code
2. Ontario Fire Code
3. Accessibility for Ontarians with Disabilities Act
4. Housing services Act
5. Residential Tenancies Act
6. Architectural Building Design and Best Practices Guidelines
7. National Building Code of Canada

The Customer/User Level of Service focuses on quality and range of services provided and accessibility in terms of hours of operation, physical accessibility and location.

### **2.2.3 Municipal Building Condition**



The condition of Municipal Buildings as per this Non-Core Asset Study is based on a non-invasive site review conducted by Jp2g Consultants Inc. personnel.

These reviews are provided for preliminary information purposes and are subject to formal Building Condition Reviews; which will include analysis of operating systems and Space Needs and Life Safety requirements.

The results of the Non-Core Asset preliminary Condition Reviews for Municipal Buildings is included in Figures 12 and 13. A template for future detailed Building Condition Reviews is provided in Table 2 hereto. Individual Preliminary Building Condition Review Charts for Municipal Buildings are included in Appendix 1 hereto.

**FIGURE 12  
 TOWN OF MATTAWA MUNICIPAL BUILDING INVENTORY**

		YEAR BUILT	CURRENT CONDITION			REMARKS	MPAC VALUE [2020]
			Good	Fair	Poor		
	Municipal Office 160 Water Street  Renovation and Addition to add Council Chambers	1975  1994	✓			50' x 50'	\$72,668 Land \$237,896 Building
	Fire Hall 411 Pine Street New Roof 1999	1976		✓		69' x 39'	Land \$224,198 Building Assessment combined with Tourist Information Center \$53,965
	Public Works Garage 1276 Mill Street  Metal Roof replaced 1991	Pre-1958		✓		75' x 40'	\$35,336 Land \$105,134 Building
	Mike Rodden Arena 450 Hurdman Street  Various Repairs/ Retrofits on-going	1955  1993 to current		✓			\$76,786 Land \$816,175 Building (includes \$85,200 for Food Bank)
	Mattawa Museum 285 First Street	1984	✓			67' x 34'	\$103,067 Land \$307,635 Building

		YEAR BUILT	CURRENT CONDITION			REMARKS	MPAC VALUE [2020]
			Good	Fair	Poor		
	Tourist Information Center 401 Pine Street	1991		✓			See Fire Hall combined Assessment
	Mattawa Food Bank 452 Hurdman Street	2014			✓	ATCO Trailer No sewer or water services	Combined Assessment with Arena
	Timmins Park Pavilion and Washrooms 151 Water Street	1991 2018	✓			Pavilion Splash Pad Washrooms	\$28,283 Splash Pad and Washrooms \$31,998 Pavilion
	Waterfront Kiosk Mattawa Marina 285 First Street			✓			\$47,559 Building
	Curling Club 1216 John Street	1975		✓			\$30,792 Land \$188,037 Building

<b>A. MIKE RODDEN ARENA</b>																	
<p>Mike Rodden Arena has undergone a Structural Analysis of the existing roof by WSP Engineering in 2016, 2019 and 2022.</p> <p>The recommended roof improvements as per WSP reports included:</p> <ul style="list-style-type: none"><li>• Roof truss improvements</li><li>• Snow removal protocols</li><li>• Annual Monitoring</li></ul> <p>Jp2g Consultants Inc. preliminary Building Condition Assessment conducted for this Non-Core Asset Management Study identified certain improvements required for the ice surface floor slab, roof system, accessibility and mechanical and electrical systems</p> <table border="0"><thead><tr><th><u>Structural</u></th><th><u>Mechanical</u></th><th><u>Electrical</u></th><th><u>Access</u></th></tr></thead><tbody><tr><td>Roof Monitoring</td><td>Air Exchange</td><td>Upgrade to</td><td>Elevator</td></tr><tr><td>Roof Improvements</td><td>Heating</td><td>Building Code</td><td>Retrofit or</td></tr><tr><td>New Under Ice Slab</td><td>(New Furnace)</td><td></td><td>Replace</td></tr></tbody></table> <p>The potential use of ammonia in the chiller system must also be addressed.</p> <p>A Designated Substances Survey is required for the entire Arena building to be compliant with Ontario Ministry of Labour Directives.</p> <p>An Energy Management Study is also recommended.</p>	<u>Structural</u>	<u>Mechanical</u>	<u>Electrical</u>	<u>Access</u>	Roof Monitoring	Air Exchange	Upgrade to	Elevator	Roof Improvements	Heating	Building Code	Retrofit or	New Under Ice Slab	(New Furnace)		Replace	<p>Major Risk Corrective action required</p>          <p>Major Risk Corrective action required</p>
<u>Structural</u>	<u>Mechanical</u>	<u>Electrical</u>	<u>Access</u>														
Roof Monitoring	Air Exchange	Upgrade to	Elevator														
Roof Improvements	Heating	Building Code	Retrofit or														
New Under Ice Slab	(New Furnace)		Replace														
<b>B. MUNICIPAL OFFICE</b>																	
<p>A Designated Substances Survey is required to be compliant with Ontario Ministry of Labour Directives.</p> <p>A Space Needs Study is also recommended.</p>	<p>Moderate Risk Corrective action required.</p>																
<b>C. MATTAWA MUSEUM</b>																	
<p>A/C upgrade ventilation improvements recommended.</p>	<p>Moderate Risk Corrective action recommended.</p>																
<b>D. FIRE HALL</b>																	
<p>A Hazardous Material Study is required to be compliant with Ontario Ministry of Labour Directive</p> <p>Space Needs Study recommended</p> <p>Minor Retrofit</p>	<p>Moderate Risk. Corrective action recommended.</p>																

<b>E. PUBLIC WORKS GARAGE</b>	
This is a pre-1958 refurbished MTO Highway Maintenance Building. Air quality/ventilation system requires replacement. A Designated Substances Survey is required to be compliant with Ontario Ministry of Labour Directive Space Needs Study is recommended. Existing open air salt storage on the Public Works site needs to be addressed.	Moderate Risk Corrective action required    Moderate Risk Corrective action recommended

A suggested template for future detailed Building Condition Reviews is provided in Table 2.

**TABLE 2  
 DETAILED BUILDING CONDITION CHECK LIST**

	Remarks and General Condition Rating 1 – 10	Estimated Remaining Life	Priority			Timeframe (Years) for Replacement/Retrofit											Est. Cost
			High	Medium	Low	Now	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>BUILDING ELEMENTS:</b>																	
<b>Site</b>																	
Access																	
Sidewalks, Walkways																	
Parking Areas (inc. Handicapped)																	
Municipal Services																	
Site Drainage																	
General Landscaping																	
<b>Building Exterior</b>																	
Walls																	
Windows																	
Doors																	
Roof																	
Eavestroughs, Downspouts																	
Soffit, Fascia, Gable Vents																	
Exterior Stairs																	
<b>Architectural</b>																	
General Layout/Space Needs																	
Building Code Compliance																	
Fire Code Compliance																	
Accessibility Regulations																	
Insulation																	
<b>Structural</b>																	
Foundation Walls																	
Columns																	
Main Frame																	
Girts and Purlins																	
Floor Slab																	
Roof Structure																	
Basement																	
<b>Mechanical</b>																	
Water Supply																	
Plumbing																	
Sprinklers																	
Hot Water Production																	
Heat Generation																	
Refrigeration																	
Air Distribution/Ventilation/HRV																	
Elevators																	
<b>Electrical</b>																	
Electrical Supply/Panel																	
Interior Electrical Distribution																	
General Lighting																	
Emergency Lighting																	
Fire Alarm System																	
<b>Other</b>																	

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark

## **2.2.4 Risks**

Risks to Municipal Buildings can be identified as Minor  
Moderate  
Major  
Extreme

This Non-Core Asset Management Plan preliminary review of Municipal Building condition includes

- Health and Safety
- Structural Adequacy
- General Physical Condition
- Functionality/Space Needs
- Accessibility

The Town of Mattawa Municipal Buildings are generally in satisfactory condition and functioning for the purposes intended, except as noted in Figure 13 hereto.

## **2.2.5 Summary Recommendations – Municipal Buildings**

Figure 13 summarizes required Now plus 1 – 5 Year Needs for Municipal Building improvements and associated cost estimates based on work conducted for this Town of Mattawa Non-Core Asset Management Plan.

**FIGURE 13  
 TOWN OF MATTAWA  
 SUMMARY OF RECOMMENDATIONS - MUNICIPAL BUILDINGS**

<b>RECOMMENDATION #1</b>			
Mike Rodden Arena	<b>Improvement Required</b>	<b>Basis</b>	<b>Timing</b>
	Initiate monitoring program as per WSP Reports 2016, 2019 and 2022	Public Safety	Now
	Complete roof structure improvements		
	Conduct Designated Substances/Hazardous Material Survey	Public Safety	Now
	Conduct Space Needs and Operational Review	Identify Operational Efficiencies and Cost Savings	Now
	Conduct Energy Management Analysis		
	Replace Slab under ice	Extend operational life of Arena	1-5 Years
Conduct detailed Mechanical Electrical Engineering Analysis	Extend operational life of asset	1-5 Years	
Retrofit or Replace Elevator	Public Safety		
Retrofit Front Entrance	Accessibility	1-5 Years	
<b>RECOMMENDATION #2</b>			
Municipal Building	<b>Improvement Required</b>	<b>Basis</b>	<b>Timing</b>
	Conduct Designated Substances/Hazardous Material Survey Conduct Space Needs Study	Compliance with government directives and improve Level of Service	1-5 Years
<b>RECOMMENDATION #3</b>			
Fire Hall	<b>Improvement Required</b>	<b>Basis</b>	<b>Timing</b>
	Conduct Space Needs Study and Operational Review Conduct Designated Substances/Hazardous Material Survey	Extend operational life of asset Compliance with government directives	1-5 Years 1-5 Years
<b>RECOMMENDATION #4</b>			
Public Works Garage	<b>Improvement Required</b>	<b>Basis</b>	<b>Timing</b>
	Implement Roof Repairs		Now
	Conduct Designated Substances/Hazardous Material Survey Conduct Detailed Space Needs Study	Compliance with government directive Extend operational life of asset.	Now
	Conduct Location Analysis	Improve Level of Service	1 – 5 Years



<b>RECOMMENDATION #5</b>			
Mattawa Museum	<b>Improvement Required</b> Upgrade Ventilation System/AC	<b>Basis</b> Improve Humidity Levels Reduce Maintenance Cost Provide Energy Efficiency and Protect Artifacts	<b>Timing</b> Now

<b>RECOMMENDATION #6</b>			
Tourist Information Center	<b>Improvement Required</b> Review Heating and Cooling System	<b>Basis</b> Reduce Maintenance Cost Provide Energy Efficiency	<b>Timing</b> 1-5 Years

<b>RECOMMENDATION #7</b>			
Curling Club	<b>Improvement Required</b> Roof Repairs and Upgrade Insulation Access Improvements Retrofit as Multi-Purpose Recreation Facility/Fitness Center	<b>Basis</b> Level of Service Provide Energy Efficiency	<b>Timing</b> 1-5 Years  Now Now

<b>RECOMMENDATION #8</b>			
Marina Kiosk	<b>Improvement Required</b> Retrofit Washrooms	<b>Basis</b> Level of Service	<b>Timing</b> 1-5 Years

<b>RECOMMENDATION #9</b>			
Mattawa Food Bank	<b>Improvement Required</b> Relocate	<b>Basis</b> Level of Service	<b>Timing</b> 6 – 10 Years

## **2.3 SOCIAL HOUSING**

### **2.3.1 Background**

Social Housing includes

- Non-Profit Housing
- Subsidized Housing
- Geared to Income Rental
- Assisted Living
- Seniors Housing
- Long Term Care
- Women’s Shelters
- Special Needs Accommodation
- Homeless Accommodation

Social Housing is development that the Government has subsidized and either Government or a Municipality or a Non-Profit organization owns and operates.

There are various Provincial and Federal Government programs that attempt to support Social Housing initiatives; but in all cases the host municipality will be expected to take a significant role in procurement and implementation.

*“Municipalities have a role in establishing policies that encourage an incentive for affordable housing in their communities.”*

Source: Age Friendly Community Needs Assessment Plan  
Mattawa Community Development Inc. 2019, Page 9

*The Mattawa Community Development Corporation and others have documented the serious lack of supportive and assisted housing in Mattawa and identified strong interest for seniors housing in the next five years.*

Source: Age Friendly Community Needs Assessment Plan  
Mattawa Community Development Inc. 2019, Page 47

Municipalities have a role in establishing policies that encourage and incentivize affordable housing in their communities. In 2012, amendments were made to the Planning Act through *Bill 140 Strong Communities through Affordable Housing Act* requiring municipalities to adopt policies (in their official plan and zoning by-laws) permitting secondary suites. The amendment was adopted to encourage developers to include secondary suites in new housing developments as well as retrofits to existing dwellings.

In 2022 the Province passed the Build More Homes Faster Act which incentivized construction of 1.5 Million new homes and rental accommodations of all times in the next 10 years.

Mattawa needs a variety of social housing options including affordable rental, seniors housing and secondary suites in addition to market value single family units and multi-density housing.

**AN UPDATE OF THE MATTAWA OFFICIAL PLAN WILL BRING IT INTO CONFORMITY WITH PROVINCIAL LEGISLATION.**

The following is a list of considerations for the Town of Mattawa when developing updated Official Plan policies:

- Support the development of Municipal Land Banks
- Establish intent to increase the supply of affordable housing and provide a diverse range of housing forms for people of all ages and abilities.
- Value secondary suites as a means to accommodate an aging population.
- Maintain the existing housing stock to a standard that ensures the health, safety and well-being of residents.
- Establish conformity to local building and health codes.
- Permit secondary suites in single detached housing occupied year-round.
- Secondary suites may present servicing issues that do not have municipal water and sewer services. Consider permitting secondary suites only in areas that can handle the increased water and wastewater demands of an additional unit.

Source: Age Friendly Community Needs Assessment Plan  
by Mattawa Community Development Inc. 2019  
Page 51

The Town of Mattawa Comprehensive Zoning By-law will also need to be updated following an Official Plan Amendment to ensure policy conformity.

### 2.3.2 Level of Service

Current social housing facilities existing in the Town of Mattawa, the service they provide and providers are summarized in Figure 14.

**FIGURE 14  
EXISTING SOCIAL HOUSING – MATTAWA**

<b>HOUSING</b>	<b>LOCATION</b>	<b>SERVICES PROVIDED</b>	
Rosemount Valley Suites (New Algonquin Nursing Home)	217 Turcotte Park Road	A new 52 unit Nursing Home under the auspices of the Ministry of Health has been opened adjacent to and is operated by Mattawa Regional Hospital.	
Rockhaven Apartments	445 Poplar Street	Social Housing Development under the auspices of the District of Nipissing Social Services Administration Board including 1 bedroom “rent geared to income” apartments.	
Castle Arms Non-Profit Seniors Apartments	940 McKenzie Street	Provide Non-Profit 12 unit residential development for seniors only including 1 and 2 bedroom market rent and “rent geared to income” units.	
Whispering Pines Native Non-Profit Homes	210 Turcotte Park Road	Social Development project operated by Non-Profit providing 10 units for Indigenous Seniors.	

In addition to affordability it should be noted that home support and maintenance services are important, particularly for seniors.

Seniors need a variety of senior friendly housing options including affordable rent, secondary suites and congregate living that supports their social, mental and physical health.

The Town of Mattawa recently (2020) entered into a P3 arrangement to renovate the former Algonquin Nursing Home into one and two bedroom non-profit rental units for Seniors which is currently for sale.

**2.3.3 Social Housing Facility Condition**

Figure 15 summarizes social housing facility existing condition based on a preliminary site review carried out for the purposes of this Non-Core Asset Management Study. Subsequent detailed condition reviews should be undertaken as per on-going AMS operation protocols.

**FIGURE 15  
SOCIAL HOUSING FACILITIES – EXISTING CONDITION**

	Excellent	Good	Fair	Poor
Rosemount Valley Suites (Algonquin Nursing Home)	✓			
Rockhaven Apartments			✓	
Castle Arms Non-Profit			✓	
Whispering Pines			✓	

**2.3.4 Risks**

Increasing operation and maintenance costs impact on limited budgets.

**2.3.5 Summary of Recommendations – Social Housing**

**FIGURE 16  
TOWN OF MATTAWA  
SUMMARY OF RECOMMENDATIONS – SOCIAL HOUSING**

<b>RECOMMENDATION #1</b> <b>UPDATE TOWN OF MATTAWA OFFICIAL PLAN TO ACCOMMODATE PROVINCIAL POLICY RE: SOCIAL HOUSING, AFFORDABLE HOUSING AND ATTAINABLE HOUSING</b>
<b>RECOMMENDATION #2</b> <b>EXPAND AVAILABILITY AND VARIETY OF SOCIAL HOUSING FOR PEOPLE OF ALL AGES AND ABILITIES</b>
<b>RECOMMENDATION #3</b> <b>PROVIDE FOR SAFETY AND ACCESSIBILITY FOR USERS INCLUDING HANDICAPPED TO ALL FACILITIES</b>

**2.4 EQUIPMENT**

**2.4.1 Background**

The Town of Mattawa equipment inventory provided herein includes all vehicles and machinery necessary to serve By-law Enforcement, Fire Department, Public Works and Parks and Recreation Department as summarized in Figure 17 below.

**2.4.2 Level of Service and Remaining Life Expectancy**

Figure 18 summarizes Level of Service and expected remaining life for each piece of equipment based on examination of each carried out for this Non-Core Asset Study.

**FIGURE 17  
TOWN OF MATTAWA  
EQUIPMENT LIST**

<b>YEAR</b>	<b>INVENTORY</b>	<b>MAKE/MODEL</b>	<b>VALUE (\$)</b>	<b>DEPARTMENT</b>
2010	✓	Ford Ranger	\$25,000.00	By-Law
2004	✓	Freightliner Fire Truck	\$750,000.00	Fire
2016	✓	Silver Fox Side Mount Pump – Fire	\$375,000	Fire
2015	✓	Freightliner FM2	\$86,736.00	Fire
2012	✓	Ford F150	\$25,000.00	PW
2001	✓	Freightliner F180 Plow Sander	\$35,000.00	PW
2017	✓	Freightliner Plow	\$244,603.00	PW
2017		John Deer 310SL Backhoe	\$145,176.00	PW
2017		Trackless MT5 Plow Sander	\$10,000.00	PW
2005	✓	Elgin Sweeper Vac Truck	\$60,000.00	PW
1993		Con-O-Lift Boat Trailer	\$5,000.00	REC
2019	✓	Ford 150	\$75,000	PW
2019	✓	Ford 150	\$75,000	PW
2022	✓	GMC Sierra	\$80,000	REC
2015	✓	Cat Grader	\$500,000	PW
2022	✓	Cat Loader	\$320,000	PW
2021	✓	True North Trailer	\$4,000	PW
2017	✓	Cerka Trailer	\$2,500	PW

The Town of Mattawa equipment fleet is required to support a full spectrum of functions including monitoring, maintenance and special operations such as “day labour” construction.

**LIFE EXPECTANCY RATES**

Heavy Duty Trucks	14 years	300,000 km
Medium Duty Trucks	10 Years	300,000 km
Light Duty Trucks	7 Years	300,000 km
Tractors	15 Years	10,000 hours

Source: County of Renfrew Level of Service Analysis Fleet Vehicles and Equipment

Wheel Loader	10 Years	7,000 to 10,000 hours
Excavator		10,000 hours
Backhoe		6,500 hours
Bulldozer	7 to 10 Years	10,000 hours
Graders		12,000 to 20,000 hours

Source: CanEquip Construction Equipment Parts

Fork Lift		10,000 hours
Crawler Loader	15 Years	20,000 hours

Source: Dufarge Life Span of Common Construction Equipment

ESTIMATED USEFUL LIFE AND  
AMORTIZATION

Construction in progress	Not until put into use
Land	Infinite
Land improvements	20 years
Buildings	50 years
Furniture and equipment	
Short-lived	10 years
Short Lived Pooled Assets	10 years
Long Lived Pooled Assets	20 years
Long-lived	20 years
Computer systems	5 years
Vehicles	
Fire trucks	20 years
Heavy duty	12 years
Light duty	8 years
Roads	
Sub base	60 years
Surface-loosetop	10 years
Surface-tar & chip	5 years
Surface-pavement	20 years
Bridges	60 years
Water	60 years
Sewer	60 years

Source: Annex 'B' to Town of Mattawa By-law No. 16-21

**FIGURE 18  
 EQUIPMENT LEVEL OF SERVICE  
 AND LIFE EXPECTANCY**

YEAR	DESCRIPTION	DEPT	ORIGINAL PURCHASE PRICE	LEVEL OF SERVICE			LIFE EXPECTANCY		REPLACEMENT COST
				Good	Fair	Poor	Original	Remaining	
2010	Ford Ranger	By-Law	\$25,000.00			x	10 years	NIL	\$75,000
2004	Freightliner Fire Truck	Fire	\$85,000.00	x			20 years	7 years	\$750,000
2016	Silver Fox Side Mount Pump	Fire	\$325,000.00	x				TBD	\$375,000
2015	Freightliner FM2	Fire	\$86,736.00	x			20 years	10 years	\$750,000
2012	Ford F150	PW	\$25,000.00			x	10 years	NIL	\$75,000
2001	Freightliner F180 Plow Sander	PW	\$35,000.00		x		15 years	NIL	\$375,000
2017	Freightliner Plow	PW	\$244,603.00	x			15 years	NIL	\$430,000
2017	John Deere 310SL Backhoe	PW	\$145,176.00	x			15 years	8 years	\$315,000
2017	Trackless MT5 Plow Sander	PW	\$100,000.00	x			10 years		\$300,000
2005	Elgin Sweeper Vac Truck	PW	\$60,000.00			x	10 years	2 years	\$350,000
2015	Cat Grader	PW	\$305,000.00	x			10 years	10 years	\$700,000
2022	Cat Loader	PW	\$320,000.00	x			10 years	8 years	\$320,000
2019	Ford 150	PW	\$_____	x			7 years	5 years	\$75,000
2019	Ford 150	PW	\$_____	x			7 years	5 years	\$75,000
2022	GMC Sierra	REC	\$_____	x			10 years	10 years	\$85,000
2021	True North Trailer	PW	\$_____	x			N/A	10 years	\$4,000
2017	Cerka Trailer	PW	\$_____	x			N/A	10 years	\$2,500
1993	Con-O-Lift Boat Trailer	REC	\$5,000.00		x		N/A	NIL	\$5,000

Ref. No.	Description	CAPITAL BUDGET PROPOSALS (NEW EQUIPMENT)										
		Now	1 to 5 Years					6 to 10 Years				
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
1	Tri-Axle Dump/Plow Truck		\$375,000									
2	GMC Sierra Crew Cab		\$85,000									
3	Trackless Plow/Attachments			\$300,000					\$375,000			
4	Blower			\$350,000								
5	Sweeper				\$350,000							
6	½ Ton Crew Cab Trucks (2)				\$75,000	\$75,000					\$75,000	\$75,000
7	Fire Truck									\$750,000		
8	Backhoe										\$315,000	
9	Grader											\$700,000

### **2.4.3 Risks**

Equipment breakdown could lead to serious consequences for public safety, operational effectiveness and costs.

Factors affecting risk include:

- Age of Equipment
- Manufacturer
- Preventative Maintenance
- Travel Distance
- Hours of Operation
- Temperature
- Nature of Work (General Use versus Heavy Duty)



2.4.4 Summary of Recommendations - Equipment and Equipment Housing

**FIGURE 19  
 TOWN OF MATTAWA  
 SUMMARY OF RECOMMENDATIONS  
 EQUIPMENT AND EQUIPMENT HOUSING**

RECOMMENDATION #1 EQUIPMENT REPLACEMENT	NOW 2024	1 TO 5 YEARS REPLACE/ACQUIRE					6 TO 10 YEARS REPLACE				
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
1. Tri-Axle Dump/Plow Truck		\$375,000									
2. GMC Sierra Crew Cab		\$85,000									
3. Trackless Plow/Attachments			\$300,000					\$375,000			
4. Blower			\$350,000								
5. Sweeper				\$350,000							
6. ½ Ton Crew Cab Truck(s)				\$75,000	\$75,000					\$75,000	\$75,000
7. Fire Truck								\$750,000			
8. Backhoe									\$315,000		
9. Grader											\$700,000
<b>RECOMMENDATION #2 INITIATE HAZARDOUS MATERIAL STUDY FOR EXISTING PUBLIC WORKS GARAGE</b>	\$35,000										
<b>RECOMMENDATION #3 CONDUCT SPACE NEEDS STUDY FOR EXISTING PUBLIC WORKS GARAGE</b>	\$25,000										
<b>RECOMMENDATION #4 CONDUCT LOCATION ANALYSIS FOR NEW PUBLIC WORKS GARAGE AND EQUIPMENT STORAGE FACILITY</b>		\$25,000 Study									
<b>RECOMMENDATION #5 CONSTRUCT NEW PUBLIC WORKS FACILITY</b>							\$3,000,000				

**2.5 PARKS AND RECREATION**

**2.5.1 Background**

Nature and related natural assets manifested in a parks and trails system is a fundamental component of the Town of Mattawa municipal infrastructure that supports quality of life and level of service to Constituents.

The Town of Mattawa benefits greatly from its location on the Mattawa River and the Ottawa River and has an excellent park system consisting of the following Park Components are summarized on Figure 20 and Map C. A summary of Town of Mattawa Parks Components including size, type and activity is shown on Figure 20.

**FIGURE 20  
TOWN OF MATTAWA  
PARK COMPONENTS**

<b>NAME</b>	<b>SIZE</b>	<b>TYPE</b>	<b>ACTIVITY</b>
1. Explorers Point	1.8 acres	Active	Recreation Area, Community Gathering/ Special Events
2. Mattawa Marina Facility	1.0 acre	Small Craft Harbour	Boat Launch and Docking
3. Mattawa Island Conservation Area	7.4 acres	Active (south end) Passive (north end)	Beach, Tennis, Basketball Natural Area
4. Gordon Dufoe Park	0.3 acres	Passive	Picnic Area
5. Mattawa Ball Field	0.76 acres	Active	Ball Field
6. Mattawan Street/Mattawa River Lineal Park	3.7 acres	Active	Beach, Picnic Area, Active Transportation
7. Veterans Memorial Park	0.15 acres	Passive	Memorial
8. Timmins Park	0.75 acres	Active	Playground
9. Annie’s Park	0.22 acres	Passive	Business District Community Gathering
10. Lions Club/Ottawa Street Park	0.5 acres	Active	Picnic Area
11. Mauril Bélanger Bridge Parkette	0.25 acres	Passive	Memorial

Park related structures include

1. Explorers Point Event Bandshell
2. Timmins Park Pavilion
3. Marina Kiosk
4. Historic Statues

In addition to the above a significant area of Town owned property in the Dorion Road/Brook Street extension Municipal Land Bank Area #1 is currently designated as Open Space, a portion of which will form part of the future Town of Mattawa Park System.

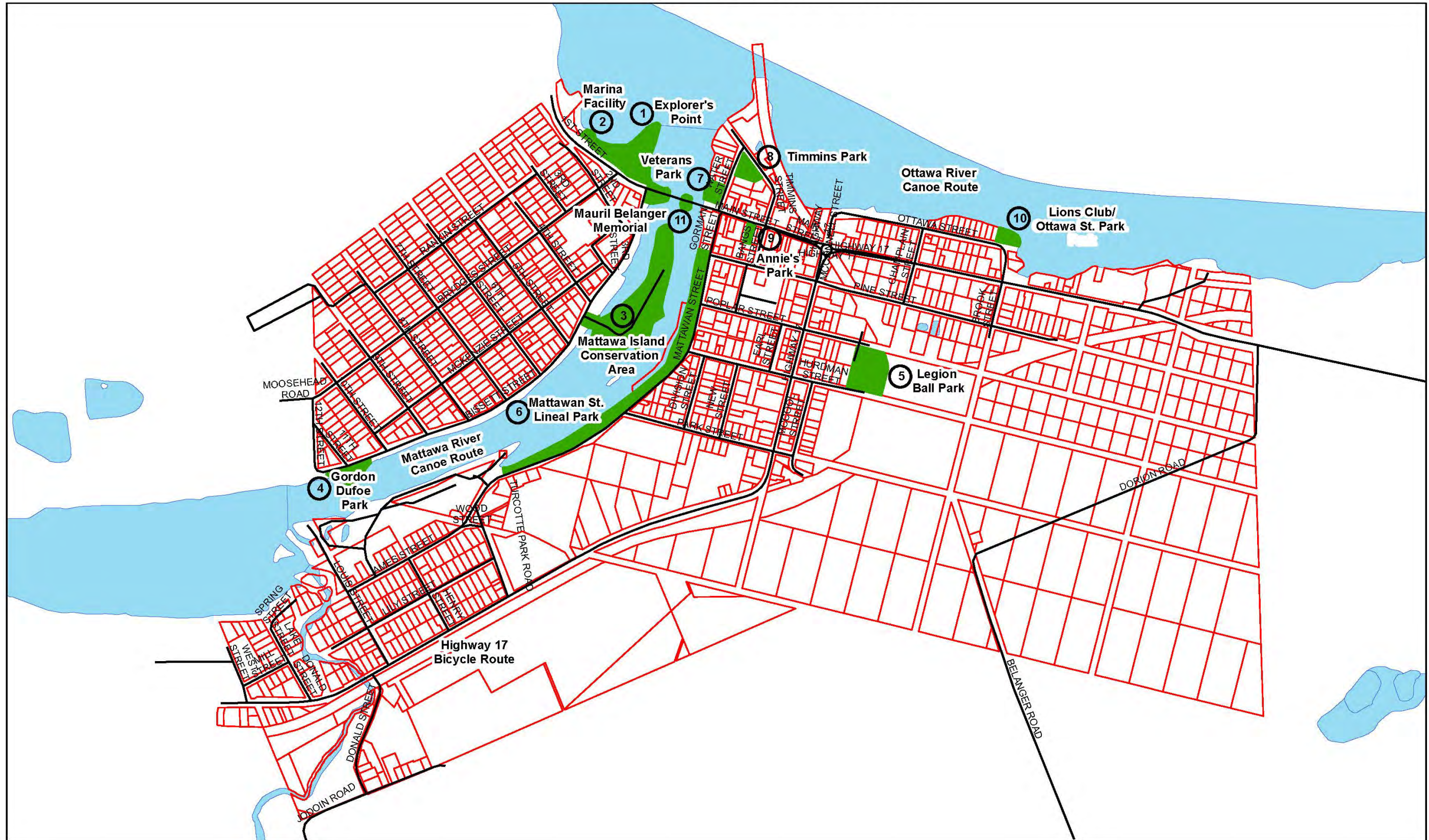
The Town is also considering acquisition of the former CPR right-of-way (now CPCKR from the

Town limits to Brook Street (approximately 800 meters) to extend the Algonquin Recreation Trail adjacent to the north limit of Municipal Land Bank Area #1.

Existing Recreation Trails include the Voyageur Snowmobile Route MA 150 and AH2A, North Bay Highway 17 Bicycle Route and Mattawa River/Ottawa River Canoe Route.

Location of Town of Mattawa Parks, Open Space and Recreation Trails are shown on Map C hereto.

### MAP C TOWN OF MATTAWA PARK SYSTEM



### **2.5.2 Level of Service**

The level of service for the Town of Mattawa Parks and Recreation system will address and incorporate

Technical Level of Service  
Customer/User Level of Service

Technical Level of Service will be informed by established planning principles and best practices addressing nature and extent of parks and recreation facilities. Topographic and natural features inherent in the Town's physical environment will also play a fundamental role in establishing Technical Level of Service.

The Customer/User Level of Service usually focuses on individual interests and cost to the individual tax payer.

Management of natural assets (green infrastructure) will play an increasingly important role on issues such as climate change adaptation, storm water management, flood protection, heat island effect, water quality and air quality.

*Based on previous studies such as the Town of Mattawa Active Living by LSI May 2015 there is a general level of satisfaction with existing parks and recreation facilities and spaces in Mattawa*

Town of Mattawa Active Living by LSI  
May 2015  
Page 49

Specific comments extracted from the Town of Mattawa Active Living Implementation Plan are summarized on Figure 21.

**FIGURE 21  
 TOWN OF MATTAWA  
 PARKS & RECREATION LEVEL OF SERVICE**

<p>“I live off of Highway 17. I don’t want to walk along a major highway. I don’t want to walk in people’s neighbourhoods.</p>	<p>“It would be great to see more mapped walking routes/hiking trails, bike lanes (and places to store bikes/ skateboards/etc when in store/buildings), and also places to fill water bottles!”</p>	<p>“I bought a bike but can not use it to any degree in Mattawa. I live out of town and there is steep terrain all round me. I would go downtown and walk along the riverside if there were more trails there.”</p>
<p>Make nice walking/biking trails and sidewalks that run along both sides of the bridge so people can do the circles in safety.</p>	<p>More Sidewalks</p>	<p>In-line skating in the Mike Rodden Arena during the summer with music and glow in the dark.</p>
<p>Bike paths around existing parks inline skating and bikes.</p>	<p>Cross walks, better side walks, designated bike lanes</p>	<p>Improvements should be undertaken so people can enjoy Mattawa’s scenery.</p>
<p>Organized hiking trails</p>	<p>There is a good percentage of the population in Mattawa who are baby boomers. There is little in Mattawa to keep them active physically.</p>	<p>To provide trails/walks along the waterway would assist all of the population of Mattawa and surrounding area. Updating certain streets, benefit a few.</p>
<p>Focus on improvements that would enhance user experience along Mattawa’s shoreline (Bissett Street and Mattawan Street).</p>	<p>Maintenance and upgrades to enhance Mattawa Island Conservation Area as a recreational hub.</p>	<p>Develop regional cycling route to connect Mattawa with neighbouring communities of Mattawan, Calvin, Papineau-Cameron, and Bonfield</p>
<p>Creating trails adjacent to existing trails networks and rail corridors to provide a safe walking environment.</p>	<p>Provision of benches, planters and focal points along Valois Drive/Main Street, the shoreline and Mattawa Conservation Island to improve enjoyment of existing destinations.</p>	

### **2.5.3 Parks and Recreation Condition**

A brief description of each park facility and its existing condition follows herewith.

#### **① Explorers Point Park**



Explorers Point is a 0.72 ha (1.8 acre) point of land located at the confluence of the Mattawa River and the Ottawa River.

This site was a historic meeting place for First Nations, Voyageurs and early Settlers seeking to trade or to travel on the Ottawa River or the Mattawa River. In current times it is the site of the Mattawa Museum and hosts the annual Voyageur Days festival every July.

It forms the east boundary of the Mattawa Marina.

Site infrastructure includes benches, landscaping, hydro, a kiosk and Joe Mufferaw Statue. Washroom facilities are provided at the Marina Kiosk.

It is also important to note Explorers Point is immediately adjacent to and fully visible from the downtown core of the Town of Mattawa and provides an important visual anchor for the west end of the Central Business District streetscape.

#### **② Mattawa Marina**



Located on the Ottawa River immediately west and adjacent to Explorer's Point is a 0.44 hectare (1 acre) of seasonal and transient berthing. This 30 slip marina provides for private small craft as well as a wharf, launching ramp and vehicle parking. There is no on-site boat storage or dry docking (see Map D Site Plan and Figure 22 Photogrammetry).

The marina was originally constructed in the 1960's and is now owned by the Town of Mattawa under agreement with the Department of Fisheries and Oceans.

As part of the negotiation with Department of Fisheries and Oceans the Town of Mattawa entered into an agreement with the Algonquins of Ontario to provide support for their Algonquin rights for access to waterways.

The Marina was refurbished by the Town of Mattawa in 1992 under Provincial funding. The marina was extensively damaged during the May 2019 Flood Event and the Spring 2023 flood.

The slips and floating docks are currently being refurbished under the Municipal Disaster Recovery Assistance Program subsequent to a major flood event in May 2019 and utilizing Department of Fisheries and Oceans Transfer to address 2023 flood.

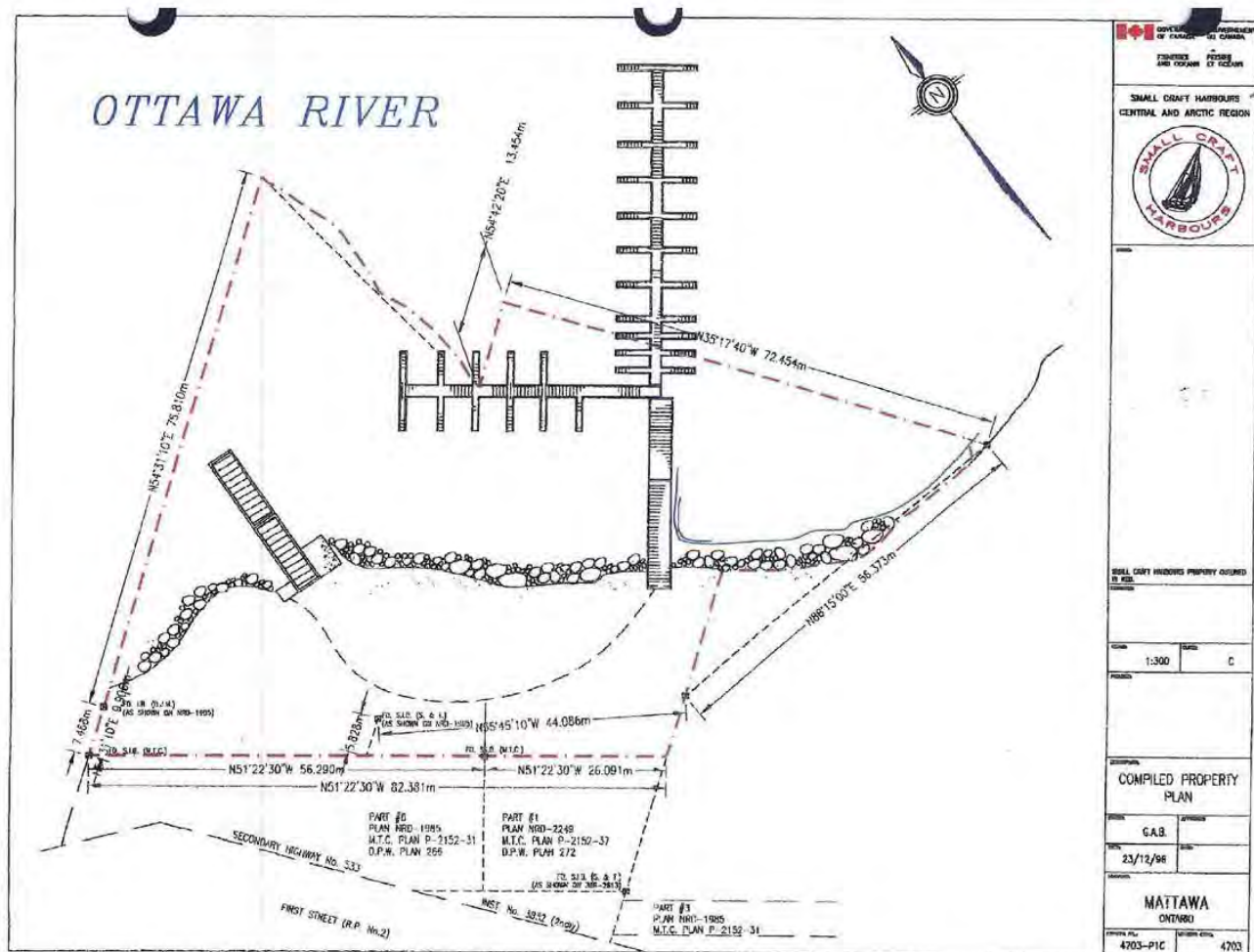
It is expected the marina main dock and finger docks in their current configuration will be subject to annual damage from flooding due to climate change.

The Marina provides transient berthing for visitors, seasonal mooring for residents, boat launching and ancillary facilities such as washrooms and picnic facilities associated with Explorers Point Park and the Town of Mattawa Museum.

The Marina is located immediately adjacent to the Central Business District of the Town of Mattawa and it is therefore not only a key component of the Municipal Parks and Recreation system, it is an important component of potential Tourist Commercial Economic Development for the Town of Mattawa.

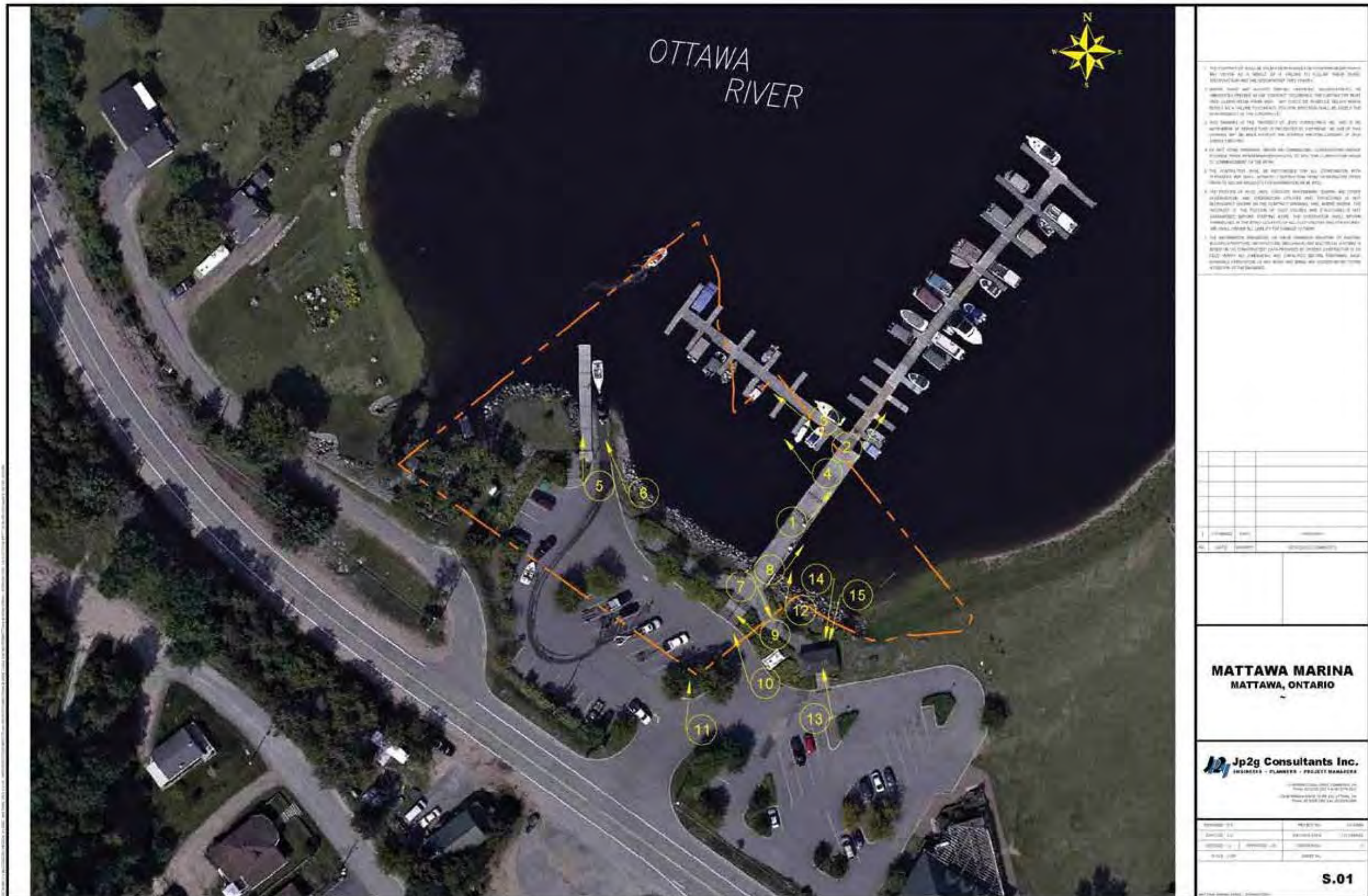
A new Marina will be required in the 6 – 10 year period.

FIGURE 22  
 MARINA FACILITY LAYOUT





MAP D  
 TOWN OF MATTAWA  
 MATTAWA MARINA PHOTOGRAMMETRY



1. The information on this map is derived from aerial photography and ground truth data collected during the course of this project.

2. The information on this map is derived from aerial photography and ground truth data collected during the course of this project.

3. The information on this map is derived from aerial photography and ground truth data collected during the course of this project.

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12. The information on this map is derived from aerial photography and ground truth data collected during the course of this project.

13. The information on this map is derived from aerial photography and ground truth data collected during the course of this project.

14. The information on this map is derived from aerial photography and ground truth data collected during the course of this project.

15. The information on this map is derived from aerial photography and ground truth data collected during the course of this project.

NO.	DATE	DESCRIPTION

**MATTAWA MARINA**  
 MATTAWA, ONTARIO

**Jp2g Consultants Inc.**  
 ENGINEERS • PLANNERS • PROJECT MANAGERS

NAME	ROLE	DATE

**S.01**

### 3 Mattawa Island Conservation Area



This 3.0 hectare (7.4 acre) island is located in the Mattawa River immediately south of the confluence of the Ottawa River, Explorers Park and the Central Business District of the Town of Mattawa (see Figure 23 Photogrammetry).

It has vehicular access directly from Bissett Street on the west side of the Mattawa River and good parking on site.

The property is owned by the Mattawa North Bay Conservation Authority Conservation Area; but is co-managed by the Town of Mattawa.

As shown on Figure 23 Photogrammetry the north end of the island, approximately 2.0 hectares (4.9 acres) is heavily wooded and has been left in its natural state with only a small non-functioning light house located on the northern tip of the island.

The southern 1.0 hectare (2.5 acres) contains a sand beach c/w lifeguard facilities, storage building, picnic shelters, washrooms, tennis court and basketball nets.

In addition to the Island the Town owns a strip of treed buffer land running between Bissett Street and the Mattawa River from the Mauril Bélanger Bridge to Gordon Dufoe Park at Eleventh Street.

### 4 Gordon Dufoe Park



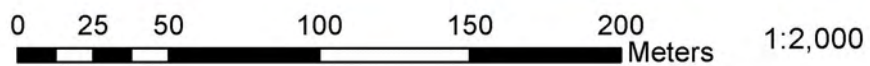
Gordon Dufoe Park is a 0.12 hectare (0.3 acre) point of land extending from Bissett Street at Eleventh Street on the west into the Mattawa River.

It is a passive park with mature trees, manicured lawns, benches and picnic tables.

The park is named after Gordon Dufoe, (1891 – 1975) who was a pioneer and community builder of the Town of Mattawa in the 20<sup>th</sup> Century.

The Eleventh Street sewage pumping station is located mid-point of the property on Bissett Street; but it is well shielded on all sides by a mature cedar hedge.

**FIGURE 23**  
**TOWN OF MATTAWA**  
**MATTAWA ISLAND CONSERVATION AREA PHOTOGRAMMETRY**



**5 Mattawa Ball Field**



A fully developed ball field is located on 0.307 hectares (0.76 acres) of Town owned land across Hurdman Street from the Mike Rodden Arena.

It was constructed in the early 1970's with volunteer hours, fund raising efforts and corporate donations from Hydro One and others.

The ball field is fenced c/w backstop protection, scorekeeping shelter, bleachers, lighting and scoreboard. A walkway connects Hurdman Street and Poplar Street along the west limit of the ball park.

**6 Mattawan Street/Mattawa River Lineal Park**



The Mattawa Street/Mattawa River Lineal Park is comprised of 1.5 hectares (3.7 acres) of Town owned property extending between Mattawan Street and the east shore of the Mattawa River from Pine Street in the north to Sid Turcotte Park Road at its southern limit, a distance of approximately 1 km.

The park consists of manicured lawns along its entire length with young tree plantings and shoreline vegetation, park benches and picnic tables in the north sector between Pine Street and Hurdman Street and mature pines and shoreline vegetation in the south sector between Hurdman Street and Sid Turcotte Road in the south.

The Pine Street/Gorman Street sewage pumping station is located at the north limit; but it is well buffered on all sides by a cedar hedge.

There is a small sand beach locally known as Fraggie Rock Beach located approximately mid-point of the Mattawa Street/Mattawa River Lineal Park at Hurdman Street extension which is unsupervised; but well used by local residents.

It is important to note that this parkland is bisected by a series of drainage outlet culverts at Pine Street, Poplar Street, Hurdman Street, Park Street and Sid Turcotte Road.

Future flood protection mitigation measures such as backflow prevention on culverts and a berm or elevated bicycle path will be considered in subsequent reconstruction of Mattawan Street.

**7 Veterans Memorial Park**



This 0.06 hectare (0.15 acre) park is located on Town owned property on the east shore of the Mattawa River at the confluence of the Ottawa River immediately adjacent to the Town of Mattawa Municipal Office on the north and Main Street/Mauril Bélanger Bridge on the south.

The property is maintained by Town forces.

The park is in good condition, is well lit and accessible by well maintained sidewalk.

Veterans Memorial Park incorporates mature trees, shoreline vegetation and landscape plants. It includes a cenotaph commemorating veterans of the First World War and the Second World War and incorporates a Canada flag, historical plaque, memorial obelisk and benches.

The Park is bisected by a drainage outlet culvert/storm system of unknown age or condition draining Water Street to the Mattawa River.

The Park reportedly also includes an abandoned water service which should be located and appropriately decommissioned to mitigate potential municipal system water loss due to leakage.

**8 Timmins Park**



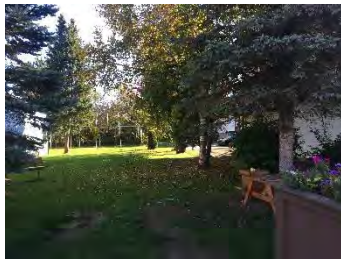
Timmins Park is an active playground park located on 0.305 hectares (0.754 acres) of Town owned property at the junction of Water Street and Timmins Street in a residential area immediately north of the downtown core.

This park is heavily used and currently consists of children's play structures, roofed shelter/pavilion, some site lighting and a washroom. A splash pad was installed Fall 2017 and a washroom was provided in 2018. There are mature trees along some of the south limit of Timmins Park; but all other property boundaries are fully exposed, creating noise and sight line issues for immediately adjacent residences.

Timmins Park is fully serviced with sanitary sewer and municipal water on Water Street, municipal water on Timmins Street and hydro on both streets. There is no on-site designated parking.

The Town has upgraded Timmins Park to provide adequate handicapped accessible washrooms, paver stone walkway, improved site lighting and landscaping including privacy fencing.

**9 Annie’s Park**



Annie’s Park is a 0.089 hectare (0.22 acre) property centrally located in the Central Business District of the Town of Mattawa on the south side of Main Street between Gorman Street and Bangs Street.

The property was originally a commercial lot donated in 2010. It has been developed into an attractive passive park consisting of mature trees, manicured lawn, planting boxes, benches and a picnic table and shelter.

There was previously a water fountain but it has been abandoned. The water service connections should be located and properly decommissioned to mitigate loss to the municipal water system due to leakage.

**10 Lions Park/Ottawa Street**



Lions Park is a 0.12 hectare (0.5 acre) property located on the south shore of the Ottawa River and Ottawa Street at the east end of Brook Street.

It is located immediately adjacent to and north of the Lions Club House on Brook Street.

This park is manicured lawn with a treed shoreline. It consists of sculpture signage, covered picnic area and benches.

The site is accessed by Ottawa Street and is serviced by hydro and water. There are no washrooms, although sanitary sewer is available on Ottawa Street.

There was a drinking fountain on site but it has been abandoned. The water service connection should be located and properly decommissioned to mitigate potential loss to the municipal water system due to leakage.

**11 Mauril Bélanger Bridge Memorial**



The Town of Mattawa has undertaken an initiative to recognize and honor the legacy and contributions of Mauril Bélanger, MP to the growth of the Town of Mattawa.

In this regard Main Street Bridge connecting the east side and west side of Mattawa has been formally named the Mauril Bélanger Bridge and a 0.12 hectare (0.25 acre) parkette located on a small island in the Mattawa River at the mid-point of the bridge span has been developed in 2022 as a place of contemplation and remembrance.

### **Recreation Trails/Pedways/Sidewalk System**



The Town of Mattawa accommodates an important Provincial Multi-Use Trail. The Voyageur Multi-Use Trail is an important component of the tourist economic engine for Mattawa. It is located 1.6 km (1.0 mile) west of the terminus of the current Algonquin Recreation Trail in the Township of Papineau-Cameron.

There are 150 km of prescribed snowmobile trails managed by the Mattawa and Area Snowmobile Club.

The Town of Mattawa is also located on the Mattawa River/Ottawa River Canoe Route which also contributes to visits by tourists

The Town of Mattawa also has an internal pedestrian trail system linking the downtown core to various municipal parks.

Recreation Trails, Pedways and existing and proposed sidewalks are shown on Map F.

*The Town's Active Living Plan recommends improvements to pedestrian oriented infrastructure including footpaths, streetscaping and benches on Main Street, Bissett Street and Mattawan Street.*

Source: Town of Mattawa Active Living Implementation Plan 2015 Page 48

*The Active Living Plan also suggests consideration of connecting pedway "circuit routes" including public washrooms throughout Mattawa.*

The Voyageur Multi-Use Trail System, which traverses through Mattawa, is an off-road trail for ATVs, horseback riding, mountain biking, 4WD and off-road motorcycles. The system covers approximately 300 km of trails through the Algonquin Highlands and Laurentian mountains bordered by the Mattawa and Ottawa Rivers.

There are signs in the Town of Mattawa leading to the Voyageur Trail and the access points are well identified.

The trails are comprised of mostly old, forest covered logging roads with river/stream crossings. There are several loops of various lengths and levels of difficulty.

There are no designated bicycle paths in the Town of Mattawa.

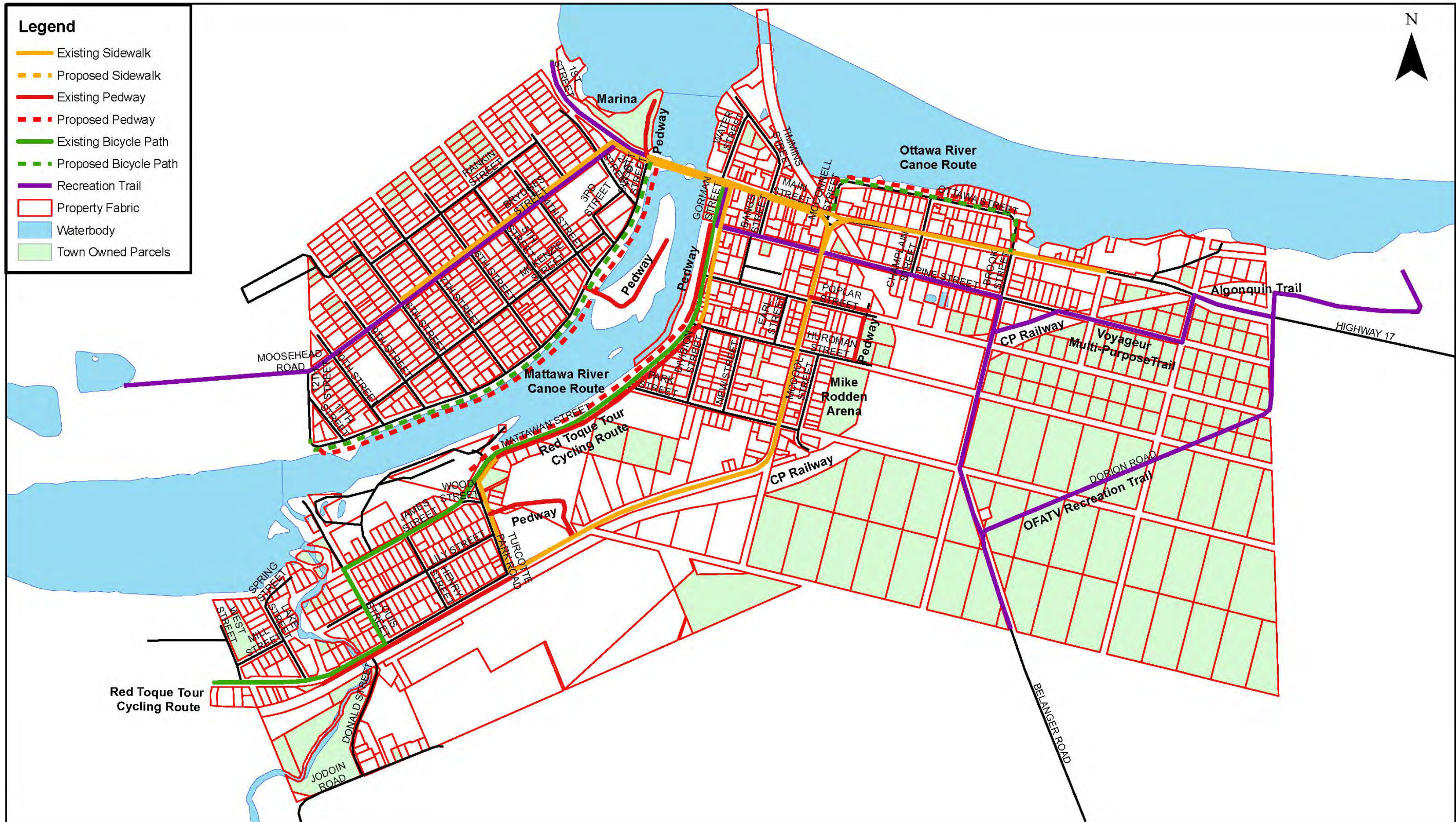
It is noted for the purposes of Asset Management Plans that where existing or proposed sidewalks are associated with roadway reconstruction they are considered a Core Asset, otherwise they are a Non-Core Asset.

### **Historical Statues**



Statues commemorating historic Mattawa figures have been installed at various locations throughout the Town and offer significant enhancement to cultural awareness and Tourist Commercial points of interest.

MAP E  
 TOWN OF MATTAWA  
 SIDEWALK SYSTEM / PEDWAYS / BICYCLE PATHS / RECREATION TRAILS





**2.5.4 Risks**

Lack of sidewalks/safe pedestrian access to Marina, Timmins Park and Gordon Dufoe Park.

Flooding risk Mattawan Street Lineal Park and Ottawa Street Lions Park.

Lack of public washrooms Mattawa Island Conservation Area and Annie’s Park.

**2.5.5 Summary of Recommendations – Parks and Recreation**

**FIGURE 24  
TOWN OF MATTAWA  
SUMMARY OF RECOMMENDATIONS – PARKS & RECREATION**

<p><b>RECOMMENDATION #1</b> OBTAIN TITLE TO MARINA AND RETROFIT OR REPLACE EXISTING MARINA TO INTEGRATE WITH DOWNTOWN CORE (INCLUDING PROVIDING SIDEWALKS, SIGNAGE AND STREETSCAPING)</p>
<p><b>RECOMMENDATION #2</b> ACQUIRE CPR RIGHT-OF-WAY FROM TOWN LIMITS EAST OF HIGHWAY 17 OVERPASS TO BROOK STREET TO EXTEND ALGONQUIN RECREATION TRAIL</p>
<p><b>RECOMMENDATION #3</b> INCORPORATE “ACTIVE TRANSPORTATION” PROVISIONS INCLUDING CYCLE ROUTES, ENHANCEMENT OF TRAILS AND PEDWAYS INTO UPDATED OFFICIAL PLAN</p>
<p><b>RECOMMENDATION #4</b> ENHANCE TOWN OF MATTAWA SIDEWALK SYSTEM</p>
<p><b>RECOMMENDATION #5</b> INSTALL WALKING TRAIL SYSTEM C/W CROSSWALKS, BENCHES, SIGNAGE WITHIN THE TOWN OF MATTAWA CONNECTING PLAQUES/HISTORIC STATUES/ VIEWPOINTS</p>
<p><b>RECOMMENDATION #6</b> UPGRADE/REPAIR/REPLACE HISTORIC STATUES</p>
<p><b>RECOMMENDATION #7</b> INSTALL PUBLIC WASHROOMS ANNIE’S PARK AND MATTAWA ISLAND CONSERVATION AREA AS WELL AS OTHER PARKS AND SELECTED LOCATIONS ALONG RECREATION TRAILS</p>
<p><b>RECOMMENDATION #8</b> REFURBISH PLAYGROUND AND EQUIPMENT TIMMINS PARK, DUFOE PARK</p>
<p><b>RECOMMENDATION #9</b> INSTALL BENCHES MATTAWA ISLAND CONSERVATION AREA</p>
<p><b>RECOMMENDATION #10</b> CONSTRUCT PEDWAY/BICYCLE PATH ALONG BISSETT STREET/MATTAWA RIVER</p>
<p><b>RECOMMENDATION #11</b> ESTABLISH A BICYCLE PATH NETWORK THROUGHOUT MATTAWA TO CONNECT TO REGIONAL BICYCLE NETWORK AND INTERNAL POINTS OF INTEREST</p>
<p><b>RECOMMENDATION #12</b> RETROFIT CURLING CLUB INTO A MULTI-USE RECREATION FACILITY INCLUDING FITNESS CENTER</p>
<p><b>RECOMMENDATION #13</b> REPAIR MIKE RODDEN ARENA ROOF AS PER WSP REPORT SEPTEMBER 20, 2022 AND Jp2g RECOMMENDATIONS OCTOBER 16, 2023 AND IMPLEMENT LIFE SAFETY, ENERGY MANAGEMENT AND MECHANICAL ELECTRICAL RETROFITS AND ARCHITECTURAL UPGRADES FOR THE EXISTING ARENA FACILITY</p>

## **2.6 FLOOD PROTECTION**

### **2.6.1 Background**

The spring flood elevations on the Mattawa River and Ottawa River have always been a historic matter of concern to the Town of Mattawa; but with Climate Change the frequency and extent of flooding in Mattawa has gotten worse.

Major floods have occurred in 1947, 1952, 1957, 1960, 2019 and 2023.

The May 2019 flood impacted the Municipal Office, Post Office and Pharmacy in the downtown core; as well as several houses on Mattawan Street and McKenzie Street/6<sup>th</sup> Street and the 2023 flood impacted the Marina and watermain infrastructure.

Flood protection measures including physical infrastructure and policy approaches must be considered on a priority basis. It is expected that flooding events will increase in frequency and intensity in the future due to climate change.

A floodplain management study was completed by Proctor & Redfern in 1982.

The Ottawa River Regulation Planning Committee was formed in 1977 by the Government of Canada and the Provinces of Ontario and Quebec to enhance regulations for flood damage reduction, flood forecasting and establishing a flood warning system for the entire drainage basin.

The 1:100 Year Flood Plain area within the Town of Mattawa adjacent to the Mattawa River and the Ottawa River is provided on Map F.

No substantive action has taken place other than post flood clean-up and isolated instances of floodproofing individual structures.

An application for constructing a flood berm along Mattawan Street adjacent to the Mattawa River was submitted under the Ministry of Infrastructure Green Stream program in 2020 but was rejected.

Measures considered appropriate for Mattawa flood protection include

- Physical infrastructure (eg: dyking, berms)
- Flood-Proofing existing structures
- Land Use Regulations
- Emergency Planning

These measures can be grouped into “structural” and “non-structural” approaches.

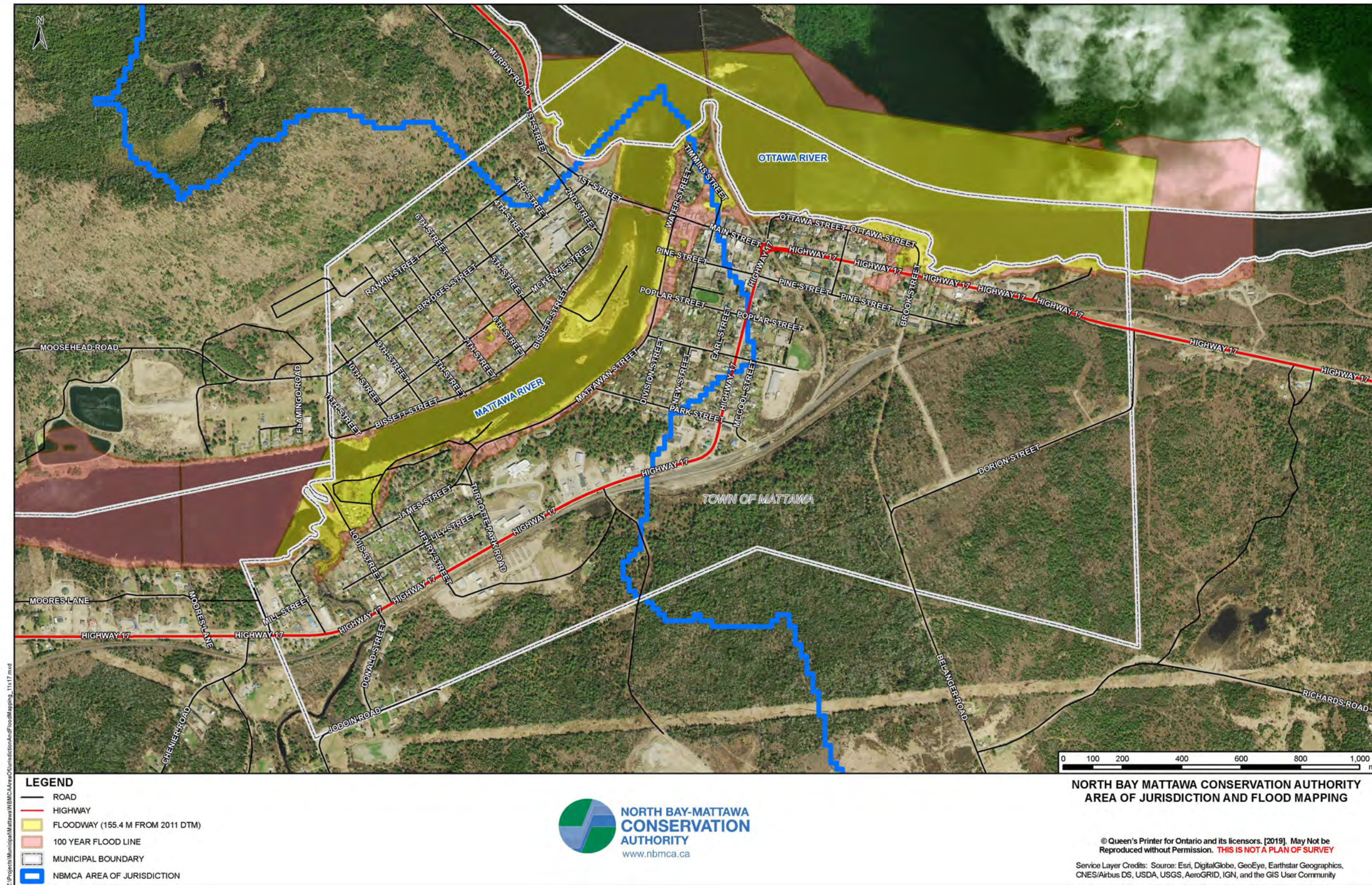
A summary comparison of various Flood Protection Alternatives is provided in Figure 25.

**FIGURE 25**  
**TOWN OF MATTAWA**  
**SUMMARY TABLE – COMPARISON OF ALTERNATIVES FOR FLOOD PROTECTION**

Components		ECONOMIC FACTORS				SOCIAL FACTORS			ENVIRONMENTAL FACTORS		DEVELOPMENTAL FACTORS		
		Benefit/Cost Ratio	Cost to Floodplain User	Flexibility of Plan	Long-Term Operating Costs	Risk Reduction	Convenience and Access	Extent of Flooding	Visual & Aesthetic Impacts	Impacts on Fisheries & Wildlife	Promotes Orderly Development	Preserves Viability of C.B.D.	Ease of Implementation
PLAN A - STRUCTURAL	Dyke												
	Floodplain zoning	.50	Indirect	Relatively inflexible	High	Moderate	Large increase	Large reduction	Relatively high	Some during construction	Creates impetus for floodplain development	Yes	Relatively easy
	Floodproofing for Redeveloped Structures												
	Flood Warning and Emergency Plan												
PLAN B NON-STRUCTURAL	Floodplain Zoning	1.0	Direct	Highly flexible	Low	Moderate	Moderate increase	No reduction	Relatively low	None	Highly compatible with O.P.	Yes	More difficult
	Floodproofing for Existing & Redeveloped Structures												
	Flood Warning and Emergency Plan												

Source: Flood Plain Management Study  
 Executive Summary  
 by Proctor & Redfern  
 February 1982

MAP F  
 MATTAWA NORTH BAY CONSERVATION AUTHORITY  
 FLOODPLAIN MAPPING



In the May 2019 flood event eleven (11) municipal roads were inundated as per Figure 26.

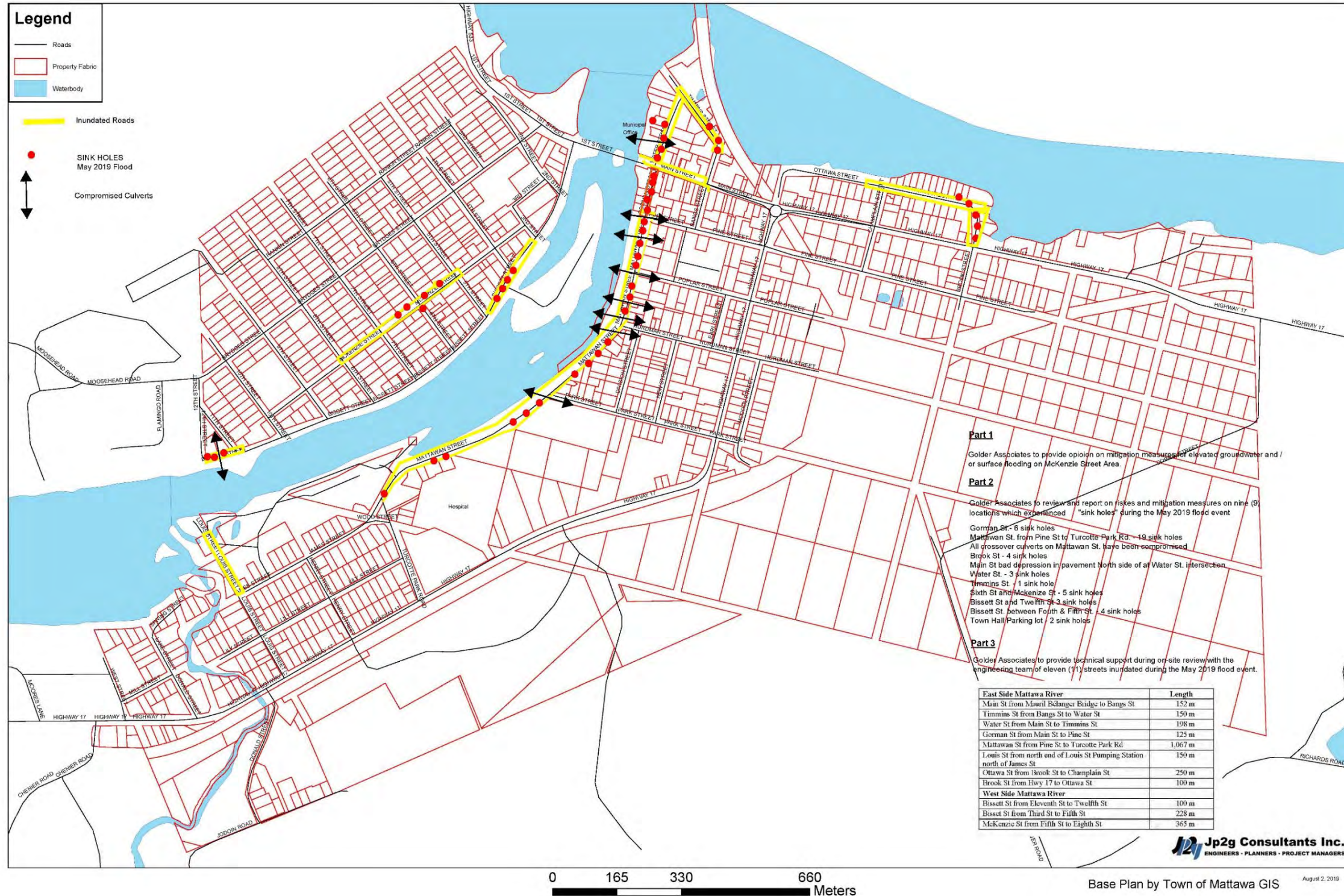
**FIGURE 26  
 MAY 2019 FLOOD EVENT  
 INUNDATED MUNICIPAL ROADS**

<b>East Side Mattawa River</b>	<b>Length</b>
Main St from Mauril Bélanger Bridge to Bangs St	152 m
Timmins St from Bangs St to Water St	150 m
Water St from Main St to Timmins St	198 m
Gorman St from Main St to Pine St	125 m
Mattawan St from Pine St to Turcotte Park Rd	1,067 m
Louis St from north end of Louis St Pumping Station north of James St	150 m
Ottawa St from Brook St to Champlain St	250 m
Brook St from Hwy 17 to Ottawa St	100 m
<b>West Side Mattawa River</b>	
Bissett St from Eleventh St to Twelfth St	100 m
Bissett St from Third St to Fifth St	228 m
McKenzie St from Fifth St to Eighth St	365 m
<b>TOTAL</b>	<b>2,885 m</b>

In addition, the Town experienced multiple “sink holes” on and immediately adjacent to municipal roads during the 2019 flood event.

See Map G Town of Mattawa May 2019 Flood Event Inundated Roads, sink holes and culvert damage.

**MAP G**  
**TOWN OF MATTAWA**  
**INUNDATED ROADS/SINK HOLES/CULVERT DAMAGE**  
**MAY 2019 FLOOD**



### **2.6.2 Level of Service**

Based on previous studies and experience, Town of Mattawa flood protection measures are considered to be inadequate from both a technical and public level of service perspective.

Flood events are expected to increase in the future in terms of frequency and severity due to climate change.

### **2.6.3 Condition**

Flooding seriously deteriorated surface conditions and structural integrity of Gorman Street, Mattawan Street and part of Brook Street.

Gorman Street has been reconstructed in 2021 and Mattawan Street is scheduled for reconstruction in 2024.

Portions of Timmins Street and Ottawa Street are also susceptible to spring flooding but have not exhibited structural damage to date.

**FIGURE 27  
PHOTO  
MATTAWAN STREET DURING MAY 2019 FLOOD**



#### **2.6.4 Risks**

Flood risk analysis must address the following technical aspects:

1. Identify community priority concerns
2. Flood Hazard Assessment
3. Flood Exposure Assessment
4. Vulnerability Assessment
5. Communication System

In addition to the technical aspects of Risks the non-technical aspects of flood protection must address the following.

- What are the community priorities and major concerns?
- Where is the flooding likely to occur and how severe it will be in terms of depth, velocity and potential wave conditions?
- Who and what will be affected, eg: property damage versus risk to life?
- How likely are the impacts?
- How can warnings and status reports or follow-up information be best communicated?

The major risk for the Town of Mattawa is future overflows of the Mattawa and Ottawa Rivers and potential subsequent flooding of Mattawan Street, Gorman Street, Water Street, Timmins Street and Ottawa Street due to climate change and Ontario Power Generation operation of its hydro electric dams and reservoirs on the Ottawa and Mattawa River watersheds.

Another major risk is the flooding of McKenzie Street/6<sup>th</sup> Street intersection during spring melt and storm events and this issue is currently being addressed by Council.

The annual spring flood impacts to the Marina must also be considered and budgeted until the Marina is replaced.



2.6.5 Summary of Recommendations – Flood Protection

**FIGURE 28  
TOWN OF MATTAWA  
SUMMARY OF RECOMMENDATIONS – FLOOD PROTECTION**

<b>RECOMMENDATION #1</b>  <b>UPDATE TOWN OF MATTAWA OFFICIAL PLAN AND ZONING BY-LAW TO ENHANCE/SUPPORT FLOOD PROTECTION PROVISIONS</b>
<b>RECOMMENDATION #2</b>  <b>INSTALL BACKFLOW PREVENTERS MATTAWAN STREET</b>
<b>RECOMMENDATION #3</b>  <b>INSTALL FLOOD PROTECTION BERM/WALKWAY/BICYCLE PATHS ALONG MATTAWAN STREET, BISSETT STREET, BROOK STREET, OTTAWA STREET</b>
<b>RECOMMENDATION #4</b>  <b>RAISE CENTERLINE GRADE OF OTTAWA STREET DURING RECONSTRUCTION</b>
<b>RECOMMENDATION #5</b>  <b>RETROFIT MCKENZIE STREET/6<sup>TH</sup> STREET STORM WATER PUMPING STATION TO MITIGATE INTERSECTION FLOODING DURING POWER OUTAGES</b>
<b>RECOMMENDATION #6</b>  <b>ENHANCE TOWN OF MATTAWA FLOOD WARNING SYSTEM COMMUNICATION AND RESPONSE MEASURES</b>
<b>RECOMMENDATION #7</b>  <b>IMPROVE COMMUNICATIONS AND RELATIONS WITH ONTARIO POWER GENERATION (OPG)</b>

## **2.7 SOLID WASTE DISPOSAL**

### **2.7.1 Background**

Although not currently considered a “core asset” under O. Reg. 588/17 for the purposes of Asset Management Planning, an approved Solid Waste Disposal Facility is a fundamental component of Town infrastructure. The complexity and costs of maintaining a Solid Waste Disposal/Landfill Facility operated by the Town of Mattawa continues to increase steadily and significantly.

The site operates under Environmental Compliance Approval (ECA) No. 531401 as amended from time to time for disposal of solid non-hazardous municipal waste.

The recommendations included in this Phase 3 – Non-Core Asset Management Plan are based on the following studies.

1. Mattawa Landfill Closure Plan by Earth Tech June 2002
2. Mattawa Landfill Site Design and Operations Plan – Final Report by R. V. Anderson Associates Limited, June 15, 2015
3. Hydrogeological Assessment for Design and Operations Report Mattawa Landfill Site by Conestoga Rovers April 2015
4. Engineering Analysis associated with an Update of the ECA for Interim Landfilling by Jp2g Consultants Inc. (Jp2g) July 30, 2019
5. Ongoing environmental monitoring and reporting by Jp2g 2019 to current
6. An application for interim expansion proposing additional landfill capacity for 5 years to allow for an impact assessment on surface water was filed July 30, 2019. The ECA was issued by MECP dated October 21, 2019
7. Under Condition 23 of the ECA the Town of Mattawa is required to file an application to amend the ECA by December 31, 2024

A copy of the Mattawa Landfill Closure Plan, the Landfill Site Design and Operations Plan and Drawing No. 1/Figures of the Jp2g Interim Design are available electronically as part of the background documents filed in conjunction with this Town of Mattawa Phase 3 Non-Core Asset Management Plan.

The Town of Mattawa Landfill Site is located on 83.63 ha (206 acres) of Town owned property in Part of Lot 12 and all of Lot 13, Concession 13, geographic Township of Papineau in the Township of Papineau-Cameron, 1161 Richards Road as shown on Map I hereto.

The existing landfill site has an approved operational area of 2.8 ha (6.9 acres) plus an Interim Expansion of 0.34 ha and serves a combined population of approximately 3,016 people plus the businesses in the Town of Mattawa, the Municipality of Mattawan and the Township of Papineau-Cameron.

The amount of waste generated per year is estimated to be approximately 4500 m<sup>3</sup>.

The Solid Waste Disposal Facility has an approved total capacity of 155,800 m<sup>3</sup> not including the unknown quantity of waste disposed by trench and cover in Phase 1.

In 2015 RV Anderson proposed a re-design of the Proctor and Redfern 1993 landfilling area which was to add an additional 35,160 m<sup>3</sup> of landfilling capacity. During 2015 to 2017 no capacity assessments were completed. Due to Ministry concerns that the waste disposal area was located too close to a tributary of Boom Creek an Interim Design prepared by Jp2g was approved by the Ministry under the October 21, 2019 ECA.

Estimated remaining life under current conditions and use is estimated to be 2024 or 2025. A summary table is provided. An application to amend the ECA will extend the estimated life to approximately 2050.

The operation zone of the landfill site incorporates fencing, service road, gatehouse and areas for separated white goods, tires and scrap metal as well as an area for temporary stockpiling of soil.

A significant contaminant attenuation zone has been established around the landfilling area which contains a series of surface water and ground water monitoring stations.

### **2.7.2 Level of Service**

The Level of Service for the Town of Mattawa Solid Waste Disposal Facility addresses and incorporate

Technical Level of Service  
Consumer User Level of Service

The Technical Level of Service is governed by Ministry of Environment, Conservation and Parks (MECP) policy and design and operation guidelines which include

- Water quality standards
- Management of leachate
- Impact on adjacent land use
- Noise and visual screen
- Condition of service road
- Security
- Management of surface water
- Management of landfill gases
- Management of litter
- Facilities for waste diversion/recycling
- Grades and drainage
- Operation and maintenance protocols
- Monitoring programs

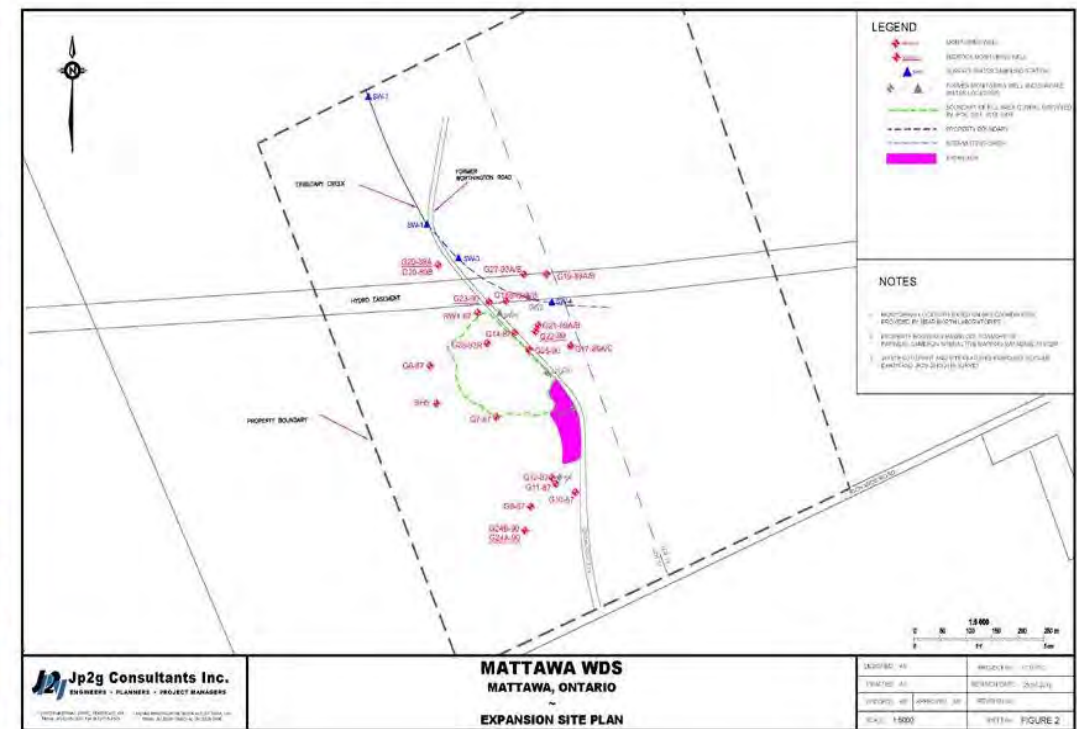
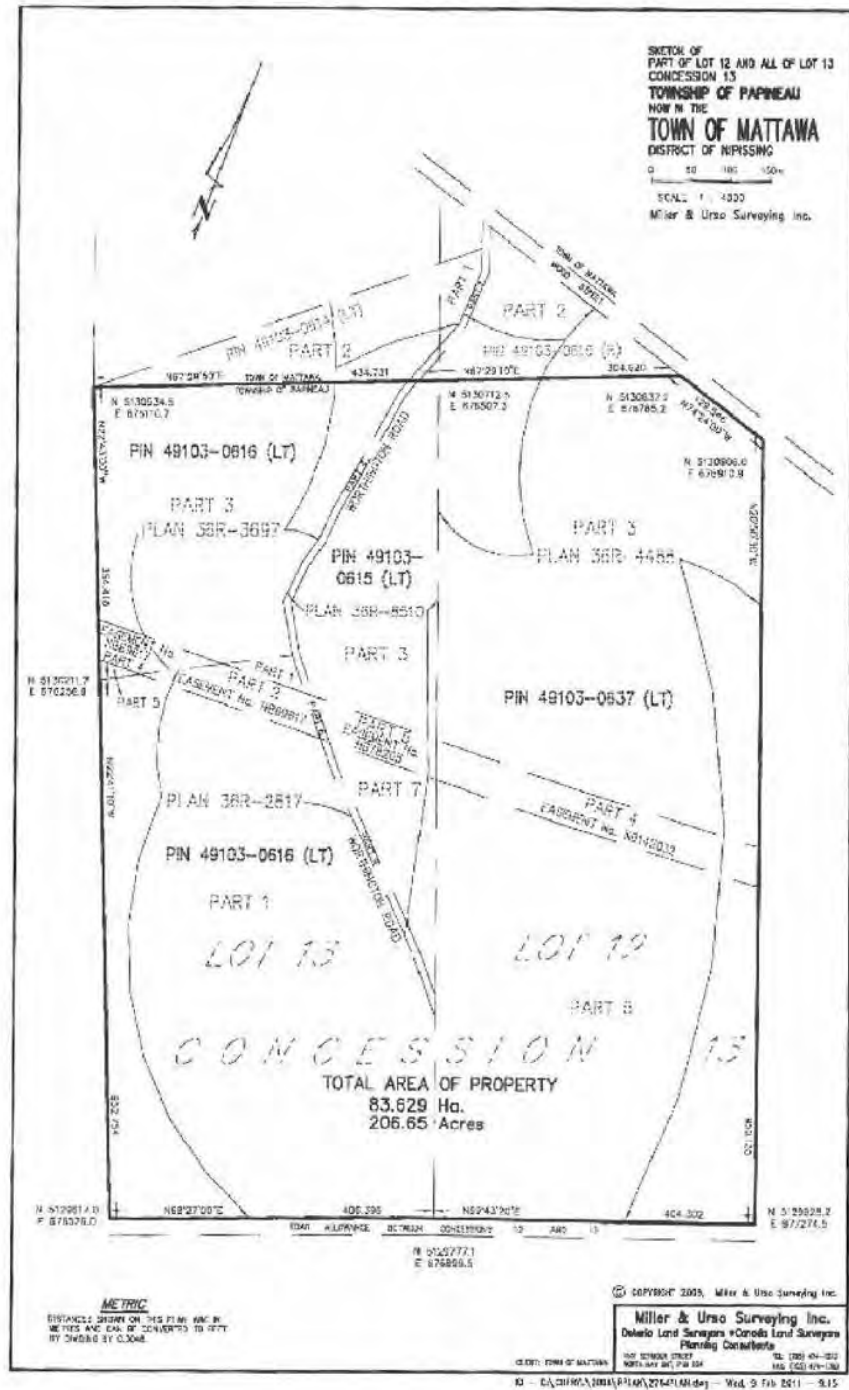
The Ministry has developed a Technical Guidance document entitled “Landfill Standards: A Guideline on the Regulating and Approval Requirements for New or Expanding Landfill Sites” (June 2010) under O. Reg. 232/98.

Landfill sites are also subject to O. Reg. 347 and Guideline B-7.

Hours for residents to deposit waste are currently limited to 8:00 AM to 12:00 PM Saturdays.

Curbside collection and disposal and operation and maintenance of the facility is provided by a contractor under a Memorandum of Understanding since 2018.

### MAP H TOWN OF MATTAWA SOLID WASTE DISPOSAL FACILITY 1161 RICHARDS ROAD



### **2.7.3 Existing Solid Waste Disposal Facility Components/Condition**

The existing facility currently consists of:

- active landfilling area
- service road (gravel)
- gate house
- recycling area
- bulky waste stockpiles for grinding
- temporary soil stockpiles

The existing site has been operating satisfactorily to accept domestic commercial and non-hazardous industrial waste since 1995 under Provisional Certificate of Approval No. 531401 now Environmental Compliance Approval, last amended October 21, 2019.

The facility services the Town of Mattawa (1881), the Municipality of Mattawan (153) and the Township of Papineau-Cameron (982), having a combined population of approximately 3,016 people based on the 2021 census plus industrial, institutional and commercial waste. On average the site landfills (waste and cover) approximately 4000 m<sup>3</sup> per annum.

Total approved capacity is 155,800 m<sup>3</sup> not including the unknown volume landfilled by trench method in Phase 1.

Due to MECP concerns with the original June 2015 Design and Operations Report, Jp2g Consultants Inc. filed a revised Design and Operations (D&O) Report Addendum on July 16, 2018 and an Interim Design for an additional capacity of 20,360 m<sup>3</sup> on July 30, 2019. As of December 31, 2023 there is an estimated remaining approved capacity of approximately 9,290 m<sup>3</sup> providing a life expectancy under current conditions to 2025. However, it is projected that with further modifications to the MECP ECA of Approval the Town of Mattawa landfill site will have capacity within an amended landfilling footprint if approved (by MECP) until approximately 2050.

### **2.7.4 Risks**

As noted in Section 1.8 and Figure 8 hereto, risks can be ranked as

Low  
Moderate  
High  
Extreme

The following identifies and ranks risks associated with the Town of Mattawa Solid Waste Disposal Facility are summarized on Figure 29.

Landfill generated leachate is managed through natural attenuation and monitored through a network of 24 monitoring wells and five surface water sample locations.

Environmental Monitoring Reports are filed annually with the Ministry of the Environment, Conservation and Parks.

**FIGURE 29  
 TOWN OF MATTAWA  
 ISSUES & RISKS SOLID WASTE DISPOSAL FACILITY**

LANDFILL SITE		Extreme	High	Moderate	Low
1.	Site Control of Rodents, Insects and Birds		✓		
2.	Off-Site property impacts of dust, noise and litter			✓	
3.	Potential leachate impact on the Tributary of Boom Creek			✓	
4.	Potential Leachate Plume extending beyond Contaminant Attenuation Zone			✓	
5.	Trespass and Vandalism		✓		
6.	On Site Fire		✓		

**2.7.5 Summary of Recommendations – Solid Waste Disposal**

1. In accordance with ECA Condition 35 the Town will conduct annual monitoring of groundwater wells and surface water locations.
2. In accordance with ECA Conditions 32-42 the MECP is to approve the Surface Water Trigger Mechanism and Contingency Plan.
3. Upon approval the Town will prepare and file an application to amend the ECA. A new Design and Operations (D&O) Report will confirm the site’s total capacity, estimated remaining life, operational requirements, and environmental monitoring program.
4. Closure requirements include a final lift of cover material and re-establishment of vegetation as per Earth Tech Closure Plan June 2002. The site closure requirements of the former landfilling area will be detailed in a new D&O Report.
5. The proposed expansion of the landfilling area has already been excavated for use of cover material. The landfilling limits will be staked and elevations established. A source of cover material will need to be identified.
6. The location of fencing and waste diversion storage areas will be developed in accordance with the new D&O Report.
7. Pending the results of ongoing monitoring there will be a requirement to upgrade some of the existing monitoring wells to ensure they are operational. Furthermore, additional monitoring wells may have to be installed to assess leachate movement from the expanded landfilling area.

**FIGURE 30  
 TOWN OF MATTAWA  
 SOLID WASTE DISPOSAL/LANDFILL SITE RECOMMENDED IMPROVEMENTS**

<b>RECOMMENDATION #1</b>	
<b>Monitoring Program</b>	<b>24 monitoring wells 5 surface water samples Spring and Fall for Annual Monitoring Report</b>
<b>RECOMMENDATION #2</b>	
<b>MECP to approve the Surface Water Trigger Mechanism and Contingency Plan</b>	
<b>RECOMMENDATION #3</b>	
<b>Town to make application for an Amended ECA for approval of landfilling in Phase 2 Stage 2</b>	
<b>RECOMMENDATION #4</b>	
<b>Implement modifications to fencing entrance gate and signage and waste diversion storage areas to accommodate southerly expansion progress of landfilling operations</b>	
<b>RECOMMENDATION #5</b>	
<b>Extend operations into the revised Phase 2 Stage 2 expansion of the landfilling area to increase capacity</b>	
<b>RECOMMENDATION #6</b>	
<b>New installation and/or removal and/or upgrade of monitoring wells</b>	
<b>RECOMMENDATION #7</b>	
<b>Closure of Phase 1 of existing Landfill Site involving grading and application of final cover material</b>	

**THE TOWN OF MATTAWA LANDFILL SITE HAS BEEN DESIGNED AND IS BEING OPERATED IN A MANNER THAT COMPLIES WITH LOCAL AND PROVINCIAL REGULATIONS AND IS CONSISTENT WITH GENERALLY ACCEPTED BEST MANAGEMENT PRACTICES.**



## **2.8 SNOW DISPOSAL**

### **2.8.1 Background**

The Town of Mattawa currently has two (2) locations which are used for snow disposal resulting from winter maintenance of the Town of Mattawa road system and the parking lots of municipally owned buildings purposes as shown on Map J.

The purpose of the snow disposal location is to provide for the safe storage of snow that has been removed from municipal roadways and parking lots. This snow often contains dissolved salt, oils and litter.

Snow haulage Winter 2021 was 37,332 m<sup>3</sup> and 2022 was 41,066 m<sup>3</sup>.

Provincial regulations and guidelines for disposal and storage of snow are becoming increasingly strident as per MOECC Guideline B4 which established regulations to address

- Melt Water Quality
- Salt Management
- Debris Control

Location criteria for snow disposal facilities is provided in Figure 31.

#### **Snow Disposal Location 1 – Parking Lot adjacent to east limit of Mike Rodden Arena**

This snow disposal area provides operational support to the Town of Mattawa Roads Department winter maintenance activities on the east side of the Mattawa River.

The snow melt from Location 1 Mike Rodden Arena parking lot drains through existing ditches to the Brook Street/Pine Street storm water management pond (future) and ultimately outlets to the Ottawa River.

#### **Snow Disposal Location 2 – Sewage Lagoon Area/Moosehead Road**

This area is located on an abandoned clay lined cell of the original Town of Mattawa Sewage Lagoon. This snow disposal area provides operational support to the Town of Mattawa Roads Department winter maintenance activities on the west side of the Mattawa River.

It is noted Location 2 is in the Township of Mattawan; but is owned by the Town of Mattawa.

The snow melt from stored snow at Location #2 drains approximately 100 meters overland to the Mattawa River.

**FIGURE 31  
 TOWN OF MATTAWA`  
 LOCATION EVALUATION CRITERIA - SNOW DISPOSAL FACILITY**

<b>FACTOR</b>	<b>DESCRIPTION</b>
Accessibility	Accessibility of the site for triaxle and tandem trucks during the winter including length of the route taken from the collection area to the disposal area as well as the potential for disturbances to en route residential areas. Size of the staging area considers triaxle, tandem, and dump trailers.
Noise	MOE Guideline suggests that dumpsite should be more than 300m from a residential area to minimize the disruption to the public. This does not include the noise and vibration of en-route trucks.
Alternative Site Usage	Seasonal, planned or proposed usage of site for purpose other than snow disposal which may not be compatible. It is recognized that the City is constricted geographically and a broader long range planning perspective has been considered as part of this factor.
Drainage	Availability of a suitable drainage outlet from a quantity and quality perspective.
Soil	Suitability of the surface soil for a snow disposal including permeability of soil.
Aesthetics & Public Safety	Provision for public safety and visual considerations.
Available Area	Is the area and geometry of proposed location acceptable for storage of the required volume of snow.
Haul Distance	Relative distance that the snow is hauled to the SDF from the removal locations
Ownership	Legal ownership of the land parcel
Site Layout	Optimization of all required elements relative to the topography, geometry and frontage of parcel
Zoning	Land-use compatibility – according to the Official Plan, a SDF should likely be zoned as Industrial.
Costs – Capital	Cost of design and construction. (Includes any property purchase).
Costs - Operational	Cost of operation and maintenance. Excludes hauling costs which is covered under haul distance.

### **2.8.2 Level of Service**

Environmental Protection is the major technical level of service requirement.

Water Quality and Quantity of discharge including impact on downstream infrastructure must also be considered.

Noise from trucks unloading and bulldozer operations is a typical public/ratepayer level of service concern particularly to nearby residents.

Visual aesthetics is a general public/ratepayer level of service interest.

Public safety is a concern from both a technical and user level of service consideration.

### **2.8.3 Existing Condition**

Level of Service for snow removal and disposal should meet or exceed Ontario Regulation 239/02 which sets out specified condition of road surface at the end of a storm and the time frame in which the specified condition will be achieved.

Snow haulage Winter 2021 was 37,332 m<sup>3</sup> and 2022 was 41,066 m<sup>3</sup>.

There is currently no treatment or control of melt water at either site.

Litter control is provided by Town Public Works Forces during spring clean-up.

Neither Location #1 Mike Rodden Arena or Location #2 Sewage Lagoon area Moosehead Road currently adequately address location evaluation criteria provided in Figure 31 or Ministry of Environment Guideline B-4.

### **2.8.4 Risks**

Salt contamination from stockpile in snow melt water leaching into the Mattawa River, Ottawa River or groundwater.

Ratepayer complaints re: noise arising from snow disposal facility operations.

2.8.5 Summary of Recommendations – Snow Disposal

**FIGURE 32  
TOWN OF MATTAWA  
SUMMARY OF RECOMMENDATIONS – SNOW DISPOSAL**

<b>RECOMMENDATION #1</b>  <b>CONDUCT NEEDS ASSESSMENT OR OPTIONS ANALYSIS FOR IMPROVING EXISTING SNOW DISPOSAL FACILITIES AND/OR LOCATING NEW SITES FOR SNOW DISPOSAL AREA(S).</b>
<b>RECOMMENDATION #2</b>  <b>IDENTIFY SALT STORAGE REQUIREMENTS</b>
<b>RECOMMENDATION #3</b>  <b>LOCATE, DESIGN AND CONSTRUCT A NEW SAND/SALT STORAGE FACILITY.</b>

Technical Studies required to address Town of Mattawa snow storage issue will include

1. Planning Report Needs Assessment Location Analysis/Options
2. Hydrogeological Investigation
3. Environmental Assessment
4. Design and Operations Report
5. Salt Management
6. Annual Water Quality Monitoring pre-construction and post construction

Any new snow storage facility infrastructure will include

1. Access/Egress Roads and Parking
2. Laydown Storage Area of sufficient size to accommodate
3. Storm Water retention pond to control melt water quality and quantity of discharge
4. Swale and berm system
5. Outlet system
6. Security (eg: perimeter fencing, gate, CCTV)

The snow storage facility will require an MOECC Certificate of Approval for melt water management and the snow disposal facility site location will have to comply with the provisions of the Updated Town of Mattawa Official Plan.

### MAP I TOWN OF MATTAWA EXISTING SNOW DISPOSAL SITES & SALT STORAGE LOCATION



## SECTION 3.0 DETERMINE EXISTING AND DESIRED LEVEL OF SERVICE

### 3.1 LEVEL OF SERVICE

This Town of Mattawa Phase 3 Non-Core Asset Management Plan process was to identify a desired level of service for core municipal infrastructure. In this regard it was necessary to address two “levels of service”, being

- **Technical Level of Service** as established by Technical Guidelines, Engineering Standards and Government agencies having jurisdiction
- **Ratepayer/User Level of Service** which recognizes and identifies constituent expectations

The challenge for Town of Mattawa Council is to either accommodate both levels of service in a cost effective manner or to clearly articulate which level of service has been selected and why.

The level of service selected will have a major impact on the extent and cost of non-core infrastructure improvements.

Desired level of service objectives must take into account risks associated with the selected level of service.

### 3.2 EXISTING AND DESIRED LEVEL OF SERVICE

Existing and desired Town of Mattawa Levels of Service for Non-Core Assets are summarized in Figure 33.

A summary of Town of Mattawa Non-Core Assets, technical and user/constituent expectations and the resultant performance measures regarding desired objectives for Level of Service is provided in Figure 34.

### 3.3 PERFORMANCE MEASURES

“Measures of Performance” used for the Town of Mattawa Phase 3 Non-Core Asset Management Plan are summarized in Figure 34.

**FIGURE 33  
TOWN OF MATTAWA  
ASSET MANAGEMENT PLAN – NON-CORE ASSETS  
EXISTING AND DESIRED LEVEL OF SERVICE**

<b>NON-CORE ASSETS</b>						
<b>COMPONENT</b>	<b>TECHNICAL STANDARD</b>	<b>USER/ CONSTITUENT EXPECTATIONS</b>	<b>EXISTING LEVEL OF SERVICE</b>			<b>DESIRED LEVEL OF SERVICE OBJECTIVE</b>
			Good	Fair	Unsatisfactory	
Future Development Municipal Land Banks	Updated Official Plan Bill 23 More Homes Built Faster Act RSO 2022 Provincial Planning Statement 2023	Provide full range of housing types and industrial, commercial and institutional opportunities			✓	Good
Municipal Buildings	Ontario Building Code Ontario Fire Code, etc.	Achieve Space Needs, Barrier Free Access Adequate Parking		✓		Good
Social Housing	Town of Mattawa Official Plan Town of Mattawa Annual Budget	Provide range of Low Cost and Affordable Housing Public Safety Maintenance			✓	Good
Equipment	Town of Mattawa By-law 16-21	Maintain Adequate Fleet		✓		Good
Parks and Recreation	Town of Mattawa Official Plan	Provide Washrooms, Benches, Walkways, Range of Activities		✓		Good
Flood Protection	Town of Mattawa Official Plan	No infrastructure or property flooding			✓	Good
Solid Waste Disposal	MOECCP Environmental Compliance Approval (ECA) MOECCP Guideline B-7	Provide convenient hours of operation for disposal of domestic garbage, hazardous waste and recyclables		✓		Good
Snow Disposal	MOECCP Guideline B-4	Environmental Protection Noise Mitigation			✓	Good

**FIGURE 34**  
**TOWN OF MATTAWA**  
**NON-CORE ASSETS – PERFORMANCE MEASURES**

<b>NON-CORE ASSET</b>	<b>TECHNICAL LEVEL OF SERVICE</b>	<b>USER EXPECTATION LEVEL OF SERVICE</b>	<b>PERFORMANCE MEASURES LEVEL OF SERVICE OBJECTIVE</b>
Municipal Land Bank	Bill 23 More Homes Built Faster Act RSO 2022 Official Plan Zoning Ontario Provincial Policy Statement	Accessibility to affordable housing options Economic opportunities (eg: jobs)	Meet Affordable Housing Quota under Bill 23
Municipal Buildings	Ontario Building Code Ontario Fire Code O. Reg. 213/07 Accessibility for Ontarians with Disabilities Act	Accessible Barrier Free Access Adequate Parking Functional Layout	Compliance with Building Code Number of Non-Compliant Facilities/ Components Percentage of Facilities in Good to Very Good Condition Frequency and Cost of Maintenance Activities
Social Housing	O. Reg. 278/05 Designated Substances Housing Services Act 2011 Residential Tenancies Act 2006	Wide Range of Options Well maintained Safe Accessible	Number of Code Deficiencies identified Number of Complaints Compliance with Acts Perform Audits and Inspection Programs
Equipment	Occupational Health & Safety Act Highway Traffic Act Town of Mattawa By-law 16-21	Available Capacity of Vehicles and Equipment to undertake operations Reliable Adequate Equipment Storage	Number of Out of Service days Percentage of Vehicles in Good to Very Good Condition Preventative Maintenance Inspections Compliance with Acts
Parks and Recreation	Official Plan Square Meters of Park Space per 1,000 population Accessibility for Ontarians with Disabilities Act	Adequate Quality Strategically Located Range of Activities Parks, Trails Improve pedestrian network	Utilization and Total Kilometers of trails provided Utilization of Parks
Flood Protection	Official Plan 1:100 Year Flood Plain Conservation Authority	Minimize disruption to travel Minimize damage to property	Impacts of future flood events
Solid Waste Disposal	MOECCP Guideline B-7 O. Reg. 2032/98 MOECCP Environmental Compliance Approval (ECA)	No harm to environment Provide convenient hours of operation Domestic Waste Recyclables Hazardous Waste Construction Waste	Increase remaining capacity Environmental Compliance Number of locations where collection not available Diversion rate
Snow Disposal	MOECCP Guideline B-4 O. Reg. 232/58 O. Reg. 239/02 Environment Canada Code of Practice for Management of Road Salt	Environmental Protection Noise Mitigation	Number of complaints Environmental Compliance Minimum Water Sample exceedances



## **SECTION 4.0 NON-CORE ASSET MANAGEMENT PLAN STRATEGY**

### **4.1 GENERAL APPROACH**

The Guiding Principles and Action Plan for the Town of Mattawa Asset Management Planning process have been summarized in detail in the previously submitted Town of Mattawa Strategic Asset Management Policy Document by Jp2g Consultants Inc. May 2019 and Phase 2 Core Asset Management Plan July 2022.

This Asset Management Strategy for Phase 3 Non-Core Assets discussion provides a “multi-year roadmap” outlining the activities, resources and timelines required to achieve Level of Service objectives for Non-Core Assets.

This Non-Core Asset Management Plan Strategy includes six (6) steps to achieve objectives and a sustainable desired Level of Service for Non-Core Assets in the Town of Mattawa

- Step 1 Update and document condition of Non-Core Infrastructure Assets
- Step 2 Establish realistic level of service requirements/objectives and time frame for improvements
- Step 3 Provide “plain English” narrative on Municipality’s Asset Management Strategy and Infrastructure Improvement Priorities for Non-Core Assets
- Step 4 Establish user friendly Data Storage and Retrieval System
- Step 5 Develop a Financial Strategy to address infrastructure needs and gaps
- Step 6 Follow-up by obtaining feedback and updates from Asset Management Project Team and ratepayers during AMS Updates

The Action Plan to achieve these objectives will be built on three pillars:

- Capital Works Strategy which will include non-infrastructure solutions such as avoidance or alternate use, decommissioning or disposition of assets, renewal or retrofit to extend useful life
- Maintenance Strategy to prevent or mitigate risk of failure or extend operational life of asset
- Operating Strategy to mitigate risk or increase efficiency

These strategies will be developed through close collaboration on an on-going basis with the Town of Mattawa Department Heads responsible for various infrastructure assets.

The Town of Mattawa Non-Core Asset Management Strategy will incorporate

- Maintaining a complete, accurate and up to date data
- Standardizing Condition Assessment Protocols
- Fully considered Level of Service Targets/Objectives
- Establish Risk Assessment Consequence of Failure/Likelihood of Failure
- Incorporate Life Cycle Management including maintenance and operating protocols
- Incorporate basic Financial Strategies at the outset and throughout the Asset Management Planning Process culminating in a Phase 4 Detailed Financial Strategy

The Town of Mattawa Non-Core Asset Management Plan will be kept updated and implemented by the CAO and Asset Management Project Manager in accordance with

- Town of Mattawa Strategic Policy Document May 8, 2019
- O. Reg. 588/17
- Ontario Guide for Municipal Asset Management Plans 2012
- Municipal Finance Officers Association of Ontario Asset Management Framework 2018
- Town of Mattawa Phase 2 Core Asset Management Plan July 1, 2022

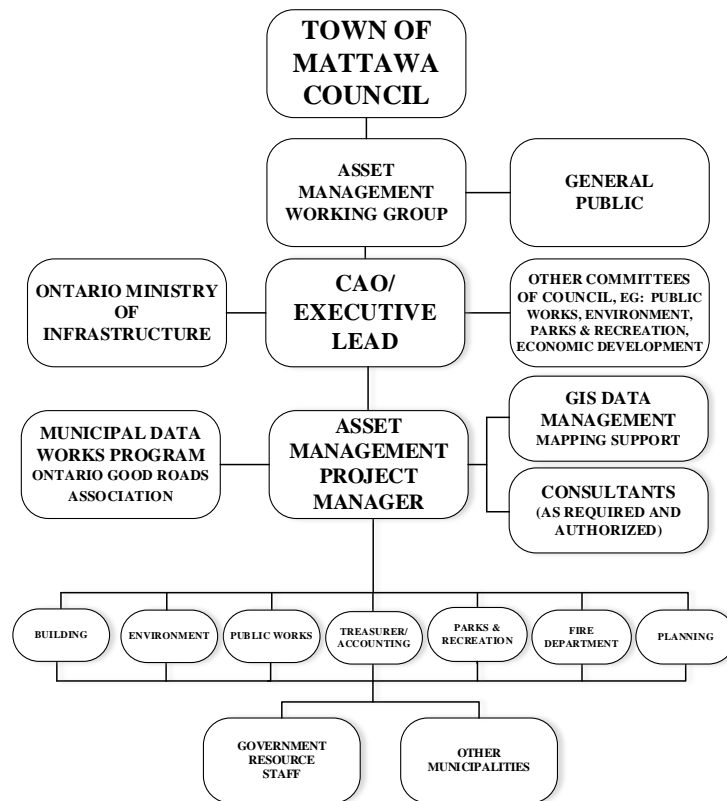
**4.2 PROJECT TEAM ORGANIZATION**

Asset Management Plans require information to be drawn from the entire spectrum of Municipal departments (eg: Administration, Accounting, Public Works, Engineering). Successful Asset Management Plans do not result from the sole and independent efforts of either the CAO or Project Manager or Engineer or their designates.

**SUCCESSFUL ASSET MANAGEMENT PLANS REQUIRE INPUT FROM A WIDE RANGE OF EXPERTISE AND A TEAM EFFORT.**

The Town of Mattawa Asset Management Project Team Organization Structure is shown on Figure 35.

**FIGURE 35  
 TOWN OF MATTAWA  
 ASSET MANAGEMENT PROJECT TEAM ORGANIZATION**



**Chief Administrative Officer/Executive Lead**

- The Town of Mattawa CAO will be Executive Lead for the Municipality with oversight responsibility to ensure the Asset Management Plan is produced and updated in a timely manner and that cooperation is advanced to the Asset Management Manager from all Department Heads.
- The CAO/Executive Lead will also work with the Asset Management Project Manager to ensure they are properly resourced to collect and archive data, establish inter-jurisdictional relationships with other Municipalities and Government agencies, monitor funding opportunities and government programs and, subject to Council’s authorization, identify and commission Consultant services as required.
- The CAO/Executive Lead will provide the administrative connection between the Asset Management Manager and Council or Committees of Council.

**Asset Management Working Group**

- An Asset Management Working Group will be established consisting of Town of Mattawa Council Representatives, the Asset Management Project Manager and the CAO/Executive Lead.
- The Asset Management Working Group will meet on a monthly basis while the Phase 2 Core Asset Management Plan is being prepared and on a quarterly basis thereafter or at the call of the CAO/Executive Lead.

The Working Group meetings will be chaired by the CAO with the Asset Management Project Manager having carriage of providing meeting logistics, agenda, minutes and follow-up action items.

**Asset Management Project Manager**

It is important that a single point of contact, aka “Champion” of the Asset Management Planning Process be formally identified and empowered by Council as **Asset Management Project Manager** to:

- Solicit support and input from all Municipal Departments as to the state of their respective infrastructure portfolios vis a vis level of service requirements, existing condition, historical cost data and projected infrastructure needs. The Town of Mattawa Departments include ...
  - Administration
  - Accounting
  - Public Works
  - Parks and Recreation
  - Environmental Compliance
  - Fire Department
- Identify and collect data on level of service requirements based on
  - International Standards
  - Federal Standards and Regulations
  - Provincial Standards and Regulations
  - Agencies having Jurisdiction Standards, Regulations and Guidelines
  - Technical Design Guidelines
  - Best Practices

- In cooperation with Council or appropriate Committee of Council (eg: Planning and Environment Committee), obtain public input and “buy-in” as to constituents/public perceived requirements for level of service
- Coordinate and collect user comments and complaints
- Coordinate and collect specialist Consultant reports as required and authorized by Council in support of the on-going Asset Management Planning Process
  - Road Needs Study Update
  - Water Supply and Distribution System Infrastructure Study/Update
  - Sanitary Sewer Collection and Treatment Infrastructure Study/Update
  - Bridge Condition Reviews
- Synthesize all data within a concise and user friendly AMS report and data retrieval system
- Keep the Town of Mattawa infrastructure situation report, asset registry data and AMS report updated

### **Municipal Department Heads**

A critical component of the Non-Core Asset Management Project Team will be the active participation of Town of Mattawa Municipal Department Heads.

- It is the individual Department Heads who will be the portal to data on the infrastructure needs under their respective portfolios through participation in AMS Project Meetings, Situation Reports and State of Infrastructure Reports.

It is essential to recognize that Asset Management Plans are only part of the “tool box” that Council has at its disposal when making infrastructure improvement decisions.

**THE TOWN OF MATTAWA NON-CORE ASSET MANAGEMENT PLAN WILL PROVIDE AN OBJECTIVE, EVIDENCE BASED FOUNDATION FOR DECISION MAKING; BUT IT IS THE ELECTED OFFICIALS (EG: COUNCIL) THAT HAVE CARRIAGE AND RESPONSIBILITY FOR MAKING FINAL DECISIONS ON INFRASTRUCTURE IMPROVEMENTS.**

#### **4.3 STEPS TO IMPLEMENTATION OF STRATEGY**

##### **Step 1 Update and Document Condition of Non-Core Assets**

As previously discussed, specifically commissioned studies produced on a proactive basis will form the on-going basis of objective identification, costing and documenting of non-core needs to be incorporated in the Town of Mattawa Asset Management Plan process.

Municipal non-core assets will be kept updated by asset class, including type and quantity, total replacement value and average age. The inventory analysis will include the Municipality's approach to assessing asset condition using industry-accepted engineering practices and will summarize the information available on the condition of the assets.

A reporting system will be put in place for all Municipal Departments which will record incidents and data (including costs) related to both core and non-core assets on an on-going basis for reference by the Asset Management Project Manager.

Specific field reviews or studies will be undertaken "as appropriate" under the direction of the Asset Management Project Manager in conjunction with Municipal Department Heads or Consultants to review and confirm identified needs and recommended approach to improvements. The purpose of these specific field reviews or studies will be to ensure all alternatives have been considered, not just capital cost replacements.

The quality of the information will require the on-going participation of the Department Heads and will depend on the efficacy of the Asset Management Working Group.

An effective, user friendly data storage and retrieval system for non-core asset condition data will be essential

##### **Step 2 Establish a Realistic Level of Service and Timeframe for Improvement**

A plain language narrative of the current levels of service for each category of infrastructure asset will be provided. This will include current levels of service according to the information defined in the two columns for Proposed Levels of Service

- the technical levels of service
- the community/user levels of service

Establishing and communicating a realistic level of service for various infrastructure assets is a fundamental step in the Asset Management Planning Process and one that requires Council input and concurrence before specific recommendations are formalized.

The timeframe for improvements provided in this report beyond the Now period are "best estimates" given current information and may be adjusted based on changing circumstances and/or engineering analysis and/or funding programs.

Timing of improvements will be subject to available funding.

It would also be prudent to engage the public at an early date in an initiative that introduces the benefits of an Asset Management Plan and solicits constituency input on community/ user (eg: ratepayer) objectives for various infrastructure components.

Public input will be gathered through Public Information Centers, video streamed Working Group meetings and/or Council presentations; as well as posting of the Core Asset and Non-Core Asset Management Plan Working Drafts and final reports on the Town of Mattawa website.

It will also be important to identify priorities and critical projects needed to address the following:

- Public Health and Safety Issues
- Prevent Catastrophic Failure of Core Infrastructure

### **Step 3 Provide a Plain Language Narrative**

The Town of Mattawa Phase 3 Non-Core Asset Management Plan herein includes a plain language narrative so that the constituent public and agencies having jurisdiction can readily understand

- Benefits of an Asset Management Plan
- Basis of Establishing Levels of Service for various infrastructure components
- Approach to establishing priorities
- Proposed timeframe for Recommended Improvements
- Basis of Preliminary Estimated Costs

### **Step 4 Provide Up to Date GIS Data Storage and Retrieval**

The Town of Mattawa Asset Management Plan Non-Core Assets will include user friendly data storage and retrieval.

GIS mapping and base data will be updated on an on-going basis as new data becomes available.

### **Step 5 Asset Registry**

The Town of Mattawa Asset Registry will be updated on an on-going basis.

### **Step 6 Financial Strategy**

A financial strategy for addressing infrastructure needs and gap in the Town's ability to pay; as well as alternate sources of revenue will be developed integrated at various levels of detail into all phases of the Town of Mattawa Asset Management Planning Process.

A Detailed Financial Strategy will be provided in Phase 4 of the Asset Management Planning Process in accordance with O. Reg. 588/17 by July 1, 2025.

The Phase 4 Detailed Financial Plan will provide updated (2025) capital cost estimates, total cost of maintenance, renewal, rehabilitation, replacement, disposal, upgrades, new construction) needed each year; as well as any significant operating costs, including energy costs, for the ten (10) years in order to maintain desired levels of service over the long term.

**It is important to recognize in any narrative that the Town of Mattawa is a service center for surrounding municipalities; which should be acknowledged and incorporated in any Phase 4 Financial Strategy with regard to potential cost sharing.**

The approach to developing the financial estimates will be documented based on the lifecycle management activities expected. Assumptions regarding anticipated future changes in population and economic activity will also be included.

**Asset Management Planning recommendations and priorities for Phase 3 Non-Core Assets will be integrated into Town of Mattawa Finance Committee discussions on annual budgets; as well as future Capital Planning Programs.**

### **Step 7 Follow-up**

The Town of Mattawa Council and Administration are committed to ensuring continuous improvement and best practices for Asset Management Planning. On-going monitoring will include regular review of performance measures such as results of maintenance efforts and energy use/energy efficiency and initiatives and Infrastructure Study Updates.

### **Step 8 Special Project Studies**

The following studies will provide the foundation of the on-going Town of Mattawa Non-Core Asset Management Planning process for Non-Core Assets

- Concept Planning Town of Mattawa Municipal Land Bank Area #1  
(Dorion Road and Area #2 Donald Street)
- Detailed Building Condition Review Mike Rodden Arena
- Detailed Building Condition Review Public Works Garage
- Planning Analysis Snow Disposal and Salt Storage Facility
- Acquisition of CPKCR right-of-way East Town Limits to Brook Street

**Funding for required Special Project Studies will be additional to Town of the Mattawa Asset Management annual operational funding and the Asset Management Project Manager will be tasked with monitoring Federal and Provincial funding programs in this regard.**

**4.4 STRATEGIC FRAMEWORK/APPROACH**

The Town of Mattawa Strategic Approach to the Phase 3 Non-Core Asset Management is summarized in Figure 36.

**FIGURE 36  
TOWN OF MATTAWA  
ASSET MANAGEMENT PLAN – PHASE 3 NON-CORE ASSETS  
STRATEGIC APPROACH TO IMPLEMENTATION**

<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>	<b>STEP 5</b>	<b>STEP 6</b>	<b>STEP 7</b>
<b>ESTABLISH/ DOCUMENT RELEVANT POLICY GUIDELINES</b>	<b>PROVIDE ACCURATE UP TO DATE DATA</b>	<b>PREPARE USER FRIENDLY DATA INPUT AND RETRIEVAL</b>	<b>ESTABLISH COMMUNICATION WITH COUNCIL, STAKEHOLDERS, GOVERNMENT REGULATORS AND FUNDING AGENCIES</b>	<b>APPLY FOR AND SECURE FUNDING</b>	<b>MONITORING</b>	<b>IMPLEMENTATION</b>
The Asset Management Process started with Strategic Policy Framework	Maintain Asset Registry  Building Condition Reports	GIS Platforms/Overlays  Priority Lists  Plain English Options Analysis  Establish realistic and cost effective Level of Service	Quarterly Asset Management Project Team Meetings  Regular Reports to Council for Input and Directions  Liaison and information sharing with other Municipalities and Associations	Establish Financial Plan providing Base Funding in Annual Budget  Allocations for Special Studies  Monitor Government Funding Programs for Improvement Programs	Performance Matrix  Risk Assessment  Follow up with Constituent complaints	Subject to Funding



## SECTION 5.0 FINANCIAL STRATEGY/Framework

### 5.1 GENERAL APPROACH

As noted in the original Town of Mattawa Asset Management Plan 2013 and further detailed in the Strategic Asset Management Policy Document May 2019, Phase 2 Core Asset Management Plan July 2022 and this July 2024 Phase 3 Non-Core Asset Management Plan, the Town of Mattawa's Phase 4 Financial Strategy which is due July 1, 2025 will include the following

1. On-going actions regarding capital asset management (including updated options analysis and infrastructure studies)
2. Asset refurbishment
3. Maintenance
4. Replacement
5. Anticipated funding requirements

The previous study phases were to establish a basic framework for a Detailed Financial Plan.

The Phase 4 Town of Mattawa Detailed Financial Strategy/Plan will consider the Town's underlying economic condition as previously detailed in

Property Assessment  
Median Household Income  
Capital Threshold  
Debenture Level  
Population Growth

Based on the results of the Phase 2 Core Asset Management Plan and this Phase 3 Non-Core Asset Management Plan, the Phase 4 Detailed Financial Strategy/Plan will identify funding shortfalls and potential revenue sources such as

1. Municipal Property Taxes
2. Municipal Debt/Debentures/Reserves
3. Construction Financing Agreements
4. Gas Tax Funds
5. Provincial Grants or Subsidies
6. Federal Grants or Subsidies
7. Non-Traditional Sources (P3, Corporate Donations, Service Clubs, Bequests)
8. Disposition of Municipal Assets (Land Sale/Joint Ventures)
9. Municipal Forces (Day Labour)
10. Development Charges/Imposts
11. "Local Improvement" Charges
12. User Fees
13. Utility Rates
14. Financial support from neighboring Municipalities

### 5.2 ANNUAL CAPITAL BUDGET AND FIVE (5) YEAR FORECASTS

Most importantly the Phase 4 Detailed Financial Strategy/Plan will be linked to the Municipality's Annual Capital Budget and Five (5) Year Forecasts. However, as previously noted in Section 4.1, it is to be clearly understood that **Council makes the final decision as to whether a specific infrastructure project is approved, budgeted and scheduled for implementation.**

The Asset Management Plan is, however, an important "tool" in Council's "tool box" for their decision-making process.

### **5.3 LONG TERM 10 YEAR AND 20 YEAR FORECAST**

The Phase 2 Core Assets Management Plan, this Phase 3 Non-Core Asset Management Plan and the Phase 4 Detailed Financial Plan will identify a 10 Year Capital Forecast in Now, 1 to 5 Year and 6 to 10 Year increments.

Forecast of infrastructure renewal needs beyond 10 years will be reviewed annually based on current replacement value. Although not used to set rates, the forecast will provide Council with insight into the degree of infrastructure renewal activity that needs to occur beyond the 10 year capital project plan adopted by current Councils. It will provide a perspective that can be used to identify the effect of carrying a backlog of renewal into the future.

This information will be a primary input to setting rates to fund current capital renewal along with building reserves that will address longer term renewal activities and provide a “financial safety net” for unexpected expenses.

### **5.4 STRATEGIC FRAMEWORK**

The Phase 4 Detailed Financial Plan will include update (2025) of capital cost estimates, life cycle costs and extraordinary operating costs.

The Town of Mattawa Asset Management Detailed Framework Plan will include an updated (2025) estimate of capital expenditures, cost of on-going maintenance as well as renewal, rehabilitation, replacement, disposal, upgrades, new construction needed each year including any significant operating costs for ten (10) years following in order to maintain levels of service.

The approach to developing the capital cost estimates will be documented and based on the lifecycle management activities expected. Assumptions regarding anticipated future changes in population and economic activity will also be included in the Phase 4 Detailed Financial Plan.

#### **IMPLEMENTATION OF MANY OF THE NON-CORE ASSET IMPROVEMENTS DESCRIBED HEREIN WILL REQUIRE SUBSTANTIAL SUPPORT FROM PROVINCIAL AND FEDERAL INFRASTRUCTURE PROGRAMS.**

Asset Management Planning recommendations and priorities will be integrated into Town of Mattawa Finance Committee discussions on annual budgets; as well as Capital Planning Programs.

The Town of Mattawa Phase 4 Detailed Financial Plan/Strategy will include

- Updated (2025) preliminary cost estimates
- Forecasts of total cost of maintenance, renewal, rehabilitation, replacement, disposal, new construction and capacity upgrade activities and significant operating costs, including energy costs, related to life cycle activities
- Potential retrofits versus replacement; which would extend the operational life of the existing infrastructure
- Potential for cost avoidance (eg: demolition or abandonment or alternate use/conversion)
- Revenue dedicated to capital financing
- Expenditures required to extend operational life of existing infrastructure
- Estimated capital reserve contributions and withdrawals; and
- Estimated debt service payments

- operational changes or investment which would increase the efficacy of the infrastructure component and/or mitigate the need for major capital work
- Potential value re: disposition of assets

The financial plan associated with the Town of Mattawa Asset Management Plan will also include an analysis of the Municipality's ability to pay and the risks associated with not undertaking the required works in a timely manner due to funding shortfalls.

The Town of Mattawa Asset Management Phase 4 Financial Plan/Strategy will document a life cycle management strategy that will outline the activities the Municipality will undertake to maintain the desired level of service and manage risk (eg: climate change impacts) with consideration to the full life cycle costs of the assets. Life cycle activities will be based on options examined by the Municipality to reduce the overall life cycle costs including energy costs through green infrastructure and non-infrastructure solutions such as demand management.

The Town of Mattawa Asset Management Phase 4 Financial Plan/Strategy will contain a summary of the life cycle activities that would be undertaken for all assets for a ten (10) year period aligned with the proposed levels of service section of the Core Asset Management Plan described in Section 3.0 of this report.

**IT IS THE INTENTION OF COUNCIL THAT THIS ASSET MANAGEMENT PLAN PHASE 3 NON-CORE ASSETS WILL PROVIDE A ROAD MAP FOR THE IMPLEMENTATION OF AN ASSET PLANNING PROCESS AND A FUTURE DETAILED FINANCIAL PLAN THAT WILL “ENABLE MATTAWA TO COST EFFECTIVELY PROVIDE LEVEL OF SERVICE AT ACCEPTABLE LEVELS OF RISK, RELIABILITY AND CONFIDENCE TO THEIR CONSTITUENT PUBLIC THAT RECEIVE THESE NON-CORE ASSET SERVICES”.**

**SECTION 6.0 NON-CORE ASSETS SUMMARY OF RECOMMENDATIONS**

Non-Core Asset Priorities and Recommendation and time period of improvement based on existing condition and risks are provided in Figure 37.

**FIGURE 37  
 TOWN OF MATTAWA  
 NON-CORE ASSETS  
 PRIORITIES BASED ON EXISTING ASSET CONDITION, LEVEL OF SERVICE & RISK**

Priority	Asset Category	Description	Risk	Action	Time Period
1.	Municipal Land Bank Area #1	Advance Municipal Land Bank Dorion Road Brook Street Extension to accommodate Residential, Institutional and Industrial Development	High		Now
2.	Parks	Upgrade Marina/Museum area at Explorers Point to attract tourists Establish Mattawa Island as Recreational Hub	High		Now 1-5 Years
3.	Equipment	Replace equipment and conduct Equipment Housing Needs Study Construct new Public Works Garage	High High		Now + 1- 5 Years 6-10 Years
4.	Flood Protection	Implement Storm Water Management System	High		Now + 1-5 Years 6-10 Years
5.	Solid Waste Disposal	Continue strategies to extend operational life expectancy of existing solid waste facility to 2050	Moderate		Now + 1-5 Years 6-10 Years
6.	Social Housing	Renovate former Algonquin Nursing Home to provide additional Affordable Senior Rental Units	High		1-5 Years 6-10 Years
7.	Snow Disposal	Initiate planning study to identify environmentally acceptable sites	Moderate		6-10 Years

**A SUMMARY OF ALL NON-CORE ASSET NEEDS, RECOMMENDED TIME PERIOD OF IMPROVEMENT AND PRELIMINARY ESTIMATED COST BASED ON THIS NON-CORE ASSET MANAGEMENT STUDY IS PROVIDED IN TABLE 3.**

**TABLE 3**  
**WORKING DRAFT FOR DISCUSSION**  
**NON-CORE ASSET NEEDS, PRELIMINARY ESTIMATED COST AND**  
**RECOMMENDED TIME PERIOD OF IMPROVEMENTS**

REVISED JUNE 19, 2024

	NON-CORE ASSET	DESCRIPTION	CONDITION	RISK	ACTION BY	RECOMMENDED TIME PERIOD OF IMPROVEMENT	PRELIMINARY ESTIMATED COST (EXCLUDING HST)	
<b>NOW NEEDS</b>	1.	Municipal Land Bank		N/A	High	Planning/Legal	Now	\$75,000
	2.	Update Official Plan and Zoning By-law		Poor	High	Planning	Now	\$107,000
	3.	Mike Rodden Arena	Initiate Roof Structure Monitoring Program and Implement Arena Roof Repairs	Poor Poor	High High	Engineering/ Construction	Now Now	\$5,000 per annum for roof monitoring \$128,802 roof repairs per NOHFC Community Enhancement Application
			Conduct Space Needs Study and Operation Review Conduct Hazardous Material Study	Poor Poor	High High	Planning Environmental Specialist	Now Now	\$30,000 Space Needs Study \$35,000 Hazardous Material Study
	4.	Public Works Garage	Conduct Hazardous Material/Life Safety Study Conduct Space Needs Analysis	Poor Poor	High High	Environmental Specialist Engineering	Now Now	\$35,000 Hazardous Material Study \$25,000 Space Needs Study
	5.	Equipment Replacement	See Year 1 2025					
	6.	Curling Club	Implement Curling Club Roof Repairs and Entrance Improvements	Poor	High	Construction	Now	\$80,000 including roof repairs and front step replacement
	7.	Marina	Annual Repairs Allowance (until replacement new Marina)	Poor	High	Construction	Now	\$50,000 per annum
	8.	Flood Protection	Initiate Storm Water Management Plan Work Program Install Bicycle Path/Flood Berm Mattawan Street	Poor N/A	High High	Planning/Engineering Construction	Now Now	\$50,000 \$100,000
	9.	Solid Waste Facility	Establish and Implement Interim Strategies to extend operational capacity of Richards Road Landfill in compliance with MOECC Guidelines	Poor	High	Environmental Planning	Now	\$35,000 per annum
10.	Non-Core Asset Management Plan	Finalize Non-Core Asset Management Plan Report July 1, 2024	N/A	High	Planning/Project Management	Now	\$25,000 Finalize Non-Core Assets (AMS)	

**Note: The Preliminary Cost Estimates provided in Table 3 are “Order of Magnitude” and subject to revision based on future engineering analysis and design.**

NON-CORE ASSET		DESCRIPTION	CONDITION	RISK	ACTION BY	RECOMMENDED TIME PERIOD OF IMPROVEMENT	PRELIMINARY ESTIMATED COST (EXCLUDING HST)
<b>1 – 5 YEAR NEEDS</b>	1.	Municipal Land Banks	Advance Planning, Engineering, Legal, OLS and Geotechnical Support for Municipal Land Bank Area #1 (Brook Street Extension/Dorion Road)	N/A	Moderate	Planning/Engineering/Legal and Specialist Technical Support	1 – 5 Years \$500,000 Technical Support  Note: See Core Asset AMS for Infrastructure Costs
			Initiate Master Plan and Work Program for Land Bank Area #2 (Donald Street)	N/A	Moderate	Planning/Legal	1 - 5 Years \$25,000 Concept Plan Area #2
	2.	Mike Rodden Arena	Conduct Energy Management Study	N/A	Moderate	Engineering Construction	1 – 5 Years \$30,000 Energy Management Study
			Implement Retrofit/Upgrade to Mechanical, Electrical, Architectural Systems	Fair	Moderate		1 – 5 Years \$338,822 MESC Improvements (as per NOHFC Community Enhancement Application)
			Ice Making Infrastructure and Slab Replacement	Poor		Construction	\$250,000 Elevator Retrofit/Replacement \$1,000,000 Slab Replacement
	3.	Municipal Office	Conduct Hazardous Material Study Conduct Space Needs Study	N/A N/A	Moderate Moderate		1 - 5 Years 1 - 5 Years \$20,000 Hazardous Material Study \$15,000 Space Needs Study
	4.	Public Works Garage	Implement Retrofit/Repairs Conduct Location Options Analysis for New Public Works Garage	Poor N/A	Moderate Moderate	Construction Planning/Engineering	1 – 5 Years 1 – 5 Years \$150,000 Retrofit/Repair \$25,000 Location Analysis New Public Works Garage
	5.	Equipment	Tri-Axle Dump/Plow Truck GMC Sierra Crew Cab Truck Trackless Plow/Attachments Blower Sweeper ½ ton Crew Cab Trucks (2)	Poor	Moderate	Administration	1 – 5 Years \$375,000 Tri-Axle Dump/Plow Truck \$85,000 GMC Sierra Crew Cab Truck \$300,000 Trackless Plow/Attachments \$350,000 Blower \$350,000 Sweeper \$150,000 ½ ton Crew Cab Trucks (2)
	6.	Curling Club	Implement Retrofit/Upgrade to Mechanical, Electrical, Structural, Architectural Systems	N/A	Moderate	Construction	1 – 5 Years \$80,000 Retrofit/Repair
	7.	Fire Hall	Conduct Hazardous Material Study Conduct Space Needs Study Retrofit/Upgrade Architectural Layout	Fair Poor N/A	Moderate Moderate Moderate	Environmental Specialist Planning Construction	1 – 5 Years 1 – 5 Years 1 – 5 Years \$15,000 Hazardous Material Study \$15,000 Space Needs Study \$100,000 Retrofit/Repair
8.	Museum	Retrofit/Upgrade Heating/Cooling Mechanical System	N/A	Moderate	Construction	1 – 5 Years \$300,000 Ventilation/Air Conditioning Upgrade	
9.	Tourist Information Center	Review Heating/Cooling			Engineer	\$5,000 Study Only	
10.	Marina	Annual Retrofit/Repair (Spring Flood Impacts)	Poor	Moderate	Construction	1 – 5 Years \$250,000 (5 years \$50 K per annum)	
		Initiate Concept Plan and Funding Application for a New Marina	N/A	Moderate	Planning	1 – 5 Years \$50,000 - \$75,000 Concept Plan + Funding Application	

	NON-CORE ASSET	DESCRIPTION	CONDITION	RISK	ACTION BY	RECOMMENDED TIME PERIOD OF IMPROVEMENT	PRELIMINARY ESTIMATED COST (EXCLUDING HST)
<b>1 – 5 YEAR NEEDS (CONT'D)</b>	11.	Parks & Recreation	Establish Mattawa Conservation Island as “Recreational Hub” Enhance Sidewalk System Extend Pedways and Cycling System Extend/Acquire Algonquin Trail (Dorion Road to Brook Street) Refurbish Playground and Equipment Timmins Park and Dufoe Park	Poor Fair Fair Poor Fair	Moderate Moderate Moderate Moderate Moderate	Planning/Engineering/ Construction  Administration  Administration	\$50,000 (Hub) \$500,000 Allowance Sidewalks/Cycling Pedway Acquisition Algonquin Trail TBD \$150,000
	12.	Flood Protection	Implement Storm Water Management System c/w retention ponds and outlet improvements Construct McCool Street Drainage Swale Construct McKenzie Street/6 <sup>th</sup> Ave Drainage Outlet Improvements Retrofit Timmins Street/CPR Box Culvert Outlet	Poor Poor Poor Poor	High Moderate High Moderate	Engineering/Construction Construction Engineering/Construction Construction	\$1,000,000 Allowance \$7,300 (See Core Asset Management Plan \$600,000) \$25,000 as per MDRAP
	13.	Solid Waste Disposal	Initiate Technical Support Studies (eg: Environmental Assessment) to identify Preferred Alternative Next Steps for Solid Waste Disposal Facility	Poor	High	Environmental Planning/ Engineering	\$150,000 Technical Studies
	14.	Snow Storage	Initiate Technical Support Studies (eg: Environmental Assessment) to identify Next Steps and/or Preferred Alternative for Snow Storage	Fair	High	Environmental Specialist	\$100,000 Technical Studies
	15.	Sand/Salt Storage	Initiate Technical Support Studies (eg: Location Options Analysis) to identify Preferred Alternative for Sand/Salt Storage Construct Salt Storage Facility	Poor N/A	High High	Planning/Engineering Construction	\$25,000 Technical Studies \$500,000 New Salt Storage Facility
	16.	Asset Management Plan Updates	Annual Updates of Asset Management Plan Components (excluding Infrastructure Studies) Finalize AMS Detailed Financial Strategy July 1, 2025	N/A	N/A	Administration Administration	\$125,000 (eg: \$25 K per annum) Project Management only (not including Infrastructure Studies and/or technical support)

	NON-CORE ASSET	DESCRIPTION	CONDITION	RISK	ACTION BY	RECOMMENDED TIME PERIOD OF IMPROVEMENT	PRELIMINARY ESTIMATED COST (EXCLUDING HST)
<b>6 – 10 YEAR NEEDS</b>	1.	Municipal Land Bank	Advance Planning, Engineering, Legal, OLS and Geotechnical Support for Municipal Land Bank Area #2	N/A	Moderate	Planning/Engineering/Legal	6 – 10 Years \$150,000 Note: See Core Asset AMS for Infrastructure Costs
	2.	Public Works Garage	Construct new Public Works Garage	N/A	Moderate	Construction	6 – 10 Years \$3,000,000 New Public Works Garage
	3.	Equipment	Trackless Plow/Attachments ½ ton Crew Cab Trucks (2) Fire Truck Backhoe Grader				6 – 10 Years \$375,000 \$150,000 \$750,000 \$315,000 \$700,000
	4.	Marina	Construct New Marina	N/A	Moderate	Engineering/Construction	6 – 10 Years \$5,000,000 New Marina TBD
	5.	Food Bank	Relocate	N/A	Moderate	Construction	6 – 10 Years TBD New Food Bank
	6.	Snow Disposal	Implement Preferred Alternative Snow Disposal Facility	N/A	Moderate	Engineering/Construction	6 – 10 Years \$1,500,000 New Facility
	7.	Asset Management Plan Updates	Coordinate Annual Updates of AMS (excluding Infrastructure Studies)	N/A	N/A	Administration	6 – 10 Years \$125,000 (eg: 5 Years @ \$25 K per annum) Project Management only not including Infrastructure Studies and/or technical support

	NON-CORE ASSET	DESCRIPTION	CONDITION	RISK	ACTION BY	RECOMMENDED TIME PERIOD OF IMPROVEMENT	PRELIMINARY ESTIMATED COST (EXCLUDING HST)
<b>10 YEARS +</b>	1.	Solid Waste Disposal	Implement Solid Waste Facility Preferred Alternative	N/A	N/A	Environmental/Planning/Engineering/Construction	10 Years + \$2,000,000 TBD



## **APPENDIX 1**

### **SUMMARY CHARTS PRELIMINARY CONDITION REVIEWS - MUNICIPAL BUILDINGS**

**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Municipal Office

Address: 160 Water Street

Building Type: Wood Frame  Roof Structure Type: Truss Roof  Roofing: Shingles   
 Log Construction  Pre-Engineered  Metal   
 Concrete Block  Post and Beam  Built-up   
 Prefab Steel   
 Post and Beam

No. of Floors: 1 + crawl space + attic in original building Building Condition/Rating: 8

Dimensions: meters/feet 50' w x 90' L

Year of Original Construction: 1975

Year of Renovations (if any): 1994 Addition Council Chambers Slab on Ground

9 – 10 Excellent  
 7 – 8 Good  
 5 – 6 Fair  
 3 – 4 Poor  
 1 – 2 Unserviceable



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required											
			Now	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Years +
Building is in Good condition.		Good												
Retrofit required to address special issues in order to extend life, address public safety or increase operational efficiency of existing asset	Conduct Designated Substance Survey Conduct Space Needs Study				\$20,000 Hazardous Material	\$15,000 Space Needs								

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark costs.



**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Fire Hall

Address: 411 Pine Street

Building Type: Wood Frame       Roof Structure Type: Truss Roof   
 Log Construction       Pre-Engineered   
 Concrete Block   
 Prefab Steel   
 Post and Beam

No. of Floors: \_\_\_\_\_ Building Condition/Rating: 6

Dimensions: meters/feet 69 ft x 39 ft

Year of Original Construction: 1976

Year of Renovations (if any): New Roof 1994

- 9 – 10 Excellent
- 7 – 8 Good
- 5 – 6 Fair
- 3 – 4 Poor
- 1 – 2 Unserviceable



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required												
			Now	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Years +	
Building is in Fair condition. Normal maintenance.	Retrofit required to address special issues in order to extend operational life, address public safety or increase operational efficiency of existing asset. Conduct Hazardous Material Study Conduct Space Needs Study	Fair  Fair Fair			\$15,000 Hazardous Material	\$15,000 Hazardous Material			\$75,000 Retrofit Repair Allowance						

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark costs.



**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Public Works Garage  
 Address: 1276 Mill Street  
 Building Type: Wood Frame  Roof Structure Type: Truss Roof   
 Log Construction  Pre-Engineered   
 Concrete Block  Roofing: Shingles   
 Prefab Steel  Metal   
 Post and Beam  Built-up   
 No. of Floors: 1 Building Condition/Rating: 4  
 Dimensions: meters/feet 75' x 40' 9 – 10 Excellent  
 Pre-1950 MTO Garage transferred to 7 – 8 Good  
 Year of Original Construction: Town of Mattawa 1970 5 – 6 Fair  
 3 – 4 Poor  
 Year of Renovations (if any): Metal roof replaced 1991 1 – 2 Unserviceable



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required											
			Now	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Years +
Building is in Poor to Fair condition.	Consider demolition and replacement at a new location	Poor		\$25,000 Location Analysis New Public Works Garage										
Retrofit required to address special issues in order to extend life, address public safety or increase operational efficiency of existing asset	Designated Substance Survey required. Space Needs Study required to address equipment storage, equipment maintenance and administration.	Poor	\$35,000 Hazardous Material \$25,000 Space Needs											
Interior renovation required to comply with current standards (eg: OBC, Fire Code, Air Quality, Handicapped Accessibility)		Poor			\$150,000 Allowance									
Relocate existing sand/salt storage	Possible new sand/salt facility	Poor				\$25,000 Technical Study Salt/Snow	\$500,000 Salt/Sand Facility							
Construct New Public Works Garage										\$3,000,000 New Public Works Facility				

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark costs.



**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Mike Rodden Arena

Address: 450 Hurdman Street

Building Type: Wood Frame  Roof Structure Type: Truss Roof  Roofing: Shingles   
 Log Construction  Pre-Engineered  Metal   
 Concrete Block  Post and Beam  Built-up   
 Prefab Steel   
 Post and Beam

No. of Floors: 2 Building Condition/Rating: 6

Dimensions: meters/feet \_\_\_\_\_

Year of Original Construction: 1954

Year of Renovations (if any): Reinforced Roof Trusses 1994, 1995  
Washroom Retrofit 2018

- 9 – 10 Excellent
- 7 – 8 Good
- 5 – 6 Fair
- 3 – 4 Poor
- 1 – 2 Unserviceable



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required											
			Now	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Years +
None. Building is in Fair condition.	Capacity Arena: 765 people Upstairs Hall: 225 people	Fair	\$35,000 Hazardous Material Study	\$30,000 Energy Management Study										
Retrofit required to address special issues in order to extend life, address public safety or increase operational efficiency of existing asset	Requires retrofit to roof structure as per WSP Report. Replace under-ice slab. Upgrade mechanical and electrical systems	Poor		\$5,000 Annual Roof Monitoring \$128,802 Roof Repair	\$5,000 Annual Roof Monitoring \$1,000,000 Under Slab Replacement \$487,393 NOHFC Retrofits	\$5,000 Annual Roof Monitoring	\$5,000 Annual Roof Monitoring	\$5,000 Annual Roof Monitoring	TBD	TBD	TBD	TBD	TBD	
Renovation required to comply with current standards (eg: OBC, Fire Code, Handicapped Accessibility)	Requires replacement of elevator Upgrade front entrance	Fair												

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark costs.





**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Mattawa Museum

Address: 285 First Street

Building Type: Wood Frame       Roof Structure Type: Truss Roof   
 Log Construction       Pre-Engineered   
 Concrete Block   
 Prefab Steel   
 Post and Beam

No. of Floors: 1½ + Basement      Building Condition/Rating: 7

Dimensions: meters/feet 67' x 34'      9 – 10 Excellent  
 7 – 8 Good  
 5 – 6 Fair  
 3 – 4 Poor  
 1 – 2 Unserviceable

Year of Original Construction: 1984

Year of Renovations (if any): 2022

Roofing: Shingles   
 Metal   
 Built-up



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required											
			Now	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Years +
Building is in Good condition. Normal maintenance and minor retrofit only.		Good												
Retrofit required to address special issues in order to extend life, address public safety or increase operational efficiency of existing asset Humidity improvement	Ventilation Improvements Air conditioning required.	Poor				\$300,000 Ventilation Improvements Heating/ Cooling								
Retrofit required to comply with current standards (eg: OBC, Fire Code, Handicapped Accessibility)														

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark costs.



**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Tourist Information Center

Address: 401 Pine Street

Building Type: Wood Frame       Roof Structure Type: Truss Roof       Roofing: Shingles   
 Log Construction       Pre-Engineered       Metal   
 Concrete Block       Post and Beam

No. of Floors: 1 + Loft      Building Condition/Rating: 6

Dimensions: meters/feet 30' x 30'      9 – 10 Excellent

Year of Original Construction: 1991      7 – 8 Good

Year of Renovations (if any): 2013      5 – 6 Fair

1 – 2 Unserviceable



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required											
			Now	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Years +
Building is in Fair condition.	Tile Floor Loft Floor Tile Ceiling gypsum	Fair												
Retrofit required to address special issues in order to extend life, address public safety or increase operational efficiency of existing asset	Note stairs non-slip nosing Fire extinguishers Basement access to grade Review Heating and Cooling System					\$5,000 Heating Cooling System Study only								
Retrofit required to comply with current standards (eg: OBC, Fire Code, Handicapped Accessibility)	Stair needs rail and guard rail Outside needs staining Exterior logs restained 2022													

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark costs.



**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Mattawa Food Bank

Address: 452 Hurdman Street

Building Type:	Wood Frame <input type="checkbox"/>	Roof Structure Type:	Truss Roof <input type="checkbox"/>	Roofing:	Shingles <input type="checkbox"/>
	Log Construction <input type="checkbox"/>		Pre-Engineered <input checked="" type="checkbox"/>		Metal <input type="checkbox"/>
	Concrete Block <input type="checkbox"/>				Built-up <input type="checkbox"/>
	Prefab Steel <input type="checkbox"/>				
	Post and Beam <input type="checkbox"/>				
	ATCO Trailer <input checked="" type="checkbox"/>				

No. of Floors: \_\_\_\_\_ Building Condition/Rating: 2

Dimensions: meters/feet	_____	9 – 10	Excellent
		7 – 8	Good
		5 – 6	Fair
		3 – 4	Poor
		1 – 2	Unserviceable

Year of Original Construction: 2014

Year of Renovations (if any): \_\_\_\_\_



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required											
			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Years +
Building is a trailer.	No sanitary sewer connection or water service	Poor												
Replacement required in order to address public interests and increase operational efficiency of Food Bank	TBD									TBD				
Replacement required to comply with current standards (eg: OBC, Fire Code, Handicapped Accessibility)														

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

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**TOWN OF MATTAWA  
PRELIMINARY BUILDING CONDITION REVIEW**

**GENERAL INFORMATION:**

Building Name/Function: Curling Club

Address: 1216 John Street

Building Type:	Wood Frame <input checked="" type="checkbox"/>	Roof Structure Type:	Truss Roof <input checked="" type="checkbox"/>	Roofing:	Shingles <input type="checkbox"/>
	Log Construction <input type="checkbox"/>		Pre-Engineered <input type="checkbox"/>		Metal <input type="checkbox"/>
	Concrete Block <input type="checkbox"/>				Built-up <input type="checkbox"/>
	Prefab Steel <input type="checkbox"/>				0 <input type="checkbox"/>
	Post and Beam <input type="checkbox"/>				

No. of Floors: 2 Building Condition/Rating: 5

Dimensions: meters/feet \_\_\_\_\_

9 – 10	Excellent
7 – 8	Good
5 – 6	Fair
3 – 4	Poor
1 – 2	Unserviceable

Year of Original Construction: 1975

Year of Renovations (if any): N/A



**SUMMARY:**

Recommendations	Remarks	Current Condition Rating	Total Estimated Cost (Class D) of Improvements and Year Required											
			Now	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10 Years +
Building requires roof repairs and improvements to access		Fair			\$80,000 Allowance Retrofit/Repairs									

Note: Estimated costs are Class D estimates based on estimated square meters/feet, precedent contractor costs and/or typical benchmark costs based on Hanscombs Yardsticks for Costing. More detailed building condition analysis will be required to refine estimates prior to advancing specific building projects.

Jp2g Consultants Inc. has conducted a Preliminary Building Condition overview using experienced building design staff to establish general building condition, estimated remaining life, building components, obvious deficiencies/non-compliance and approximate benchmark costs.



CURLING CLUB BUILDING ELEMENTS:	Remarks and General Condition Rating 1 – 10	Estimated Remaining Life	Priority			Timeframe (Years) for Replacement/Retrofit												Est. Cost
			High	Medium	Low	Now	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Years +	
<b>Site</b>																		
Access																		
Sidewalks, Walkways																		
Parking Areas (inc. Handicapped)																		
Municipal Services																		
Site Drainage																		
General Landscaping																		
<b>Building Exterior</b>																		
Walls																		
Windows																		
Doors																		
Roof																		
Eavestroughs, Downspouts																		
Soffit, Fascia, Gable Vents																		
Exterior Stairs																		
<b>Architectural</b>																		
General Layout/Space Needs																		
Building Code Compliance																		
Fire Code Compliance																		
Accessibility Regulations																		
Insulation																		
<b>Structural</b>																		
Foundation Walls																		
Columns																		
Main Frame																		
Gurts and Purlins																		
Floor Slab																		
Roof Structure																		
Basement																		
<b>Mechanical</b>																		
Water Supply																		
Plumbing																		
Sprinklers																		
Hot Water Production																		
Heat Generation																		
Refrigeration																		
Air Distribution/Ventilation/HRV																		
Elevators																		
<b>Electrical</b>																		
Electrical Supply/Panel																		
Interior Electrical Distribution																		
General Lighting																		
Emergency Lighting																		
Fire Alarm System																		
<b>Other</b>																		

Not Applicable

## **APPENDIX 2**

# **PROPOSED OFFICIAL PLAN POLICY DIRECTIONS**

May  
2015

# Town of Mattawa Active Living Implementation Plan

Prepared for the Town of Mattawa and  
the North Bay Parry Sound District  
Health Unit



The Town of Mattawa  
North Bay Parry Sound District  
**Health Unit**



## APPENDIX 2 OFFICIAL PLAN POLICY RECOMMENDATIONS

### TOWN OF MATTAWA ACTIVE LIVING IMPLEMENTATION PLAN

#### Proposed Official Plan Policy Directions

Source:

Mattawa's Official Plan is the Town's guiding document for development and is the blueprint for future growth.

The following pages outline potential policy directions for consideration as part of a future municipal comprehensive review of the Official Plan. These directions offer general recommendations to address recreation, active transportation, and support infrastructure development opportunities as noted in this Plan.

#### Transportation

- ❖ Include Town objectives encouraging a balanced transportation system that includes walking and cycling.
- ❖ Encourage the development of transportation corridors as shared-use facilities with other linear utilities.

#### Active Transportation

- ❖ Include active transportation as an alternative mode of transportation within Mattawa that enhances the quality of life, and promotes the improved health of Mattawa residents.
- ❖ Include and adopt a definition for active transportation, which could include: "non-motorized travel, including

walking, cycling, roller-blading, and movements with mobility devices. The active transportation network includes sidewalks, crosswalks, designated road lanes and off-road trails to accommodate active transportation".

- ❖ Include Town objectives encouraging active transportation. Present the importance for new developments to encourage the efficient use of land and infrastructure, accommodate active transportation needs, and encourage mixed use.
- ❖ Include objectives to consider the needs of children, youths, and the aging population.
- ❖ Acknowledge the Town's interest to facilitate accessibility through the development of active transportation networks, safe routes to schools, and recreational spaces.
- ❖ Identify Mattawa Island Conservation Area as a recreational hub to support passive and active recreation for local and regional residents, and visitors.
- ❖ This Plan includes infrastructure improvements to support pedestrian and cycling connectivity. Include language that support the continuation

and expansion of the existing pedestrian infrastructure, trail systems and recreational programs. Incorporate this Plan's goals into municipal infrastructure projects, where possible and economically feasible.

- ❖ Include objectives to support mobility within Mattawa that is safe, convenient and accessible to all by walking, biking, and non-motorized vehicles (i.e., snowmobiling and ATV). Moreover, support active transportation within the community.
- ❖ Include the proposed Local Network as a schedule in the Official Plan, including existing and proposed pedestrian and multi-use networks. This can be accompanied by a *Bicycle Routes and Pedestrian Paths Policy* that encourages the development of a system of bicycle routes and pedestrian paths to link major public open space, schools and focal points. The schedule should include well-marked and easily navigable pedestrian and cycling routes.
- ❖ Encourage the provision of bike racks at parks, recreational uses, institutional uses, and other community focal points.
- ❖ Encourage attractive streetscapes to enhance walking and cycling, while providing pedestrians and cycling a sense of safety. Identify implementation opportunities, where warranted and

feasible to include public art, street furnishings, including benches and planters, to encourage and facilitate increased pedestrian activity.

- ❖ Incorporate active transportation in new road and transportation network design, where feasible.

## Recreation

---

- ❖ Develop strategic directions that encourage or plan for a wide variety of recreation opportunities that are safe, multi-seasonal and accessible to people of all ages and physical abilities. This includes recognition for parks, open space and community facilities to provide active and passive recreational opportunities for people of all age groups and varying levels of mobility.
- ❖ Affirm the value of Mattawa's outdoor amenities and natural environmental assets to support opportunities for physical recreation, socialization, cultural pursuits, community identification, nature appreciation, and education.
- ❖ Promote access to affordable recreation opportunities to encourage and enable an active community that is accessible all seasons.
- ❖ Acknowledge partnerships with existing school boards and joint use of facilities to increase access to recreation. This

could include a policy that acknowledges existing and desired partnerships between the Town, school boards, North Bay Parry Sound District Health Unit, community organizations, the private sector, and other interested parties regarding the existing use of school buildings for public purposes and the school grounds for open space.

### Social Interaction

- ❖ Develop strategic directions that fosters social interaction and a sense of community, including supporting community development that provides a range of safe and accessible places for social interaction and accommodates residents at various stages of life.
- ❖ Encourage support and collaboration between the Town, community organizations, and other partners to support the development of healthy and complete communities.
- ❖ Promote coordination, collaboration, and physical linkages (i.e., through trail development, regional cycling route) between Mattawa and neighbouring municipalities of Mattawan, Papineau-Cameron, and Calvin, to foster regional identity.
- ❖ Incorporate Mattawa-Bonfield Economic Development Corporation's Cultural Plan to support development of a cultural community.

- ❖ Recognize the importance of fostering a strong sense of community through the affirmation of existing gathering spaces and the continued enhancement of these community focal points (i.e., waterfront, shoreline areas, Mattawa Island Conservation Area, etc.).
- ❖ Encourage regional collaboration to support linear infrastructure, including regional trails and regional cycling routes. This can include language that supports the development of an interconnected trail system within the Mattawa-Bonfield Economic Development region to support a full range of recreational uses.

### Planning for All Ages and Abilities

- ❖ Incorporate age-friendly considerations. This could include guidelines to support the following goals: optimizing community programs and services to meet the needs of an aging population; fostering health and wellness for seniors; and raising the profile of seniors in the community.
- ❖ Support and facilitate the development of a safe and comfortable pedestrian realm (e.g., wide, unobstructed sidewalks to facilitate walkers, wheelchairs and scooters; storefront entrances at grade; adequate numbers of benches along pedestrian routes; way-finding designed for those with

## **APPENDIX 3**

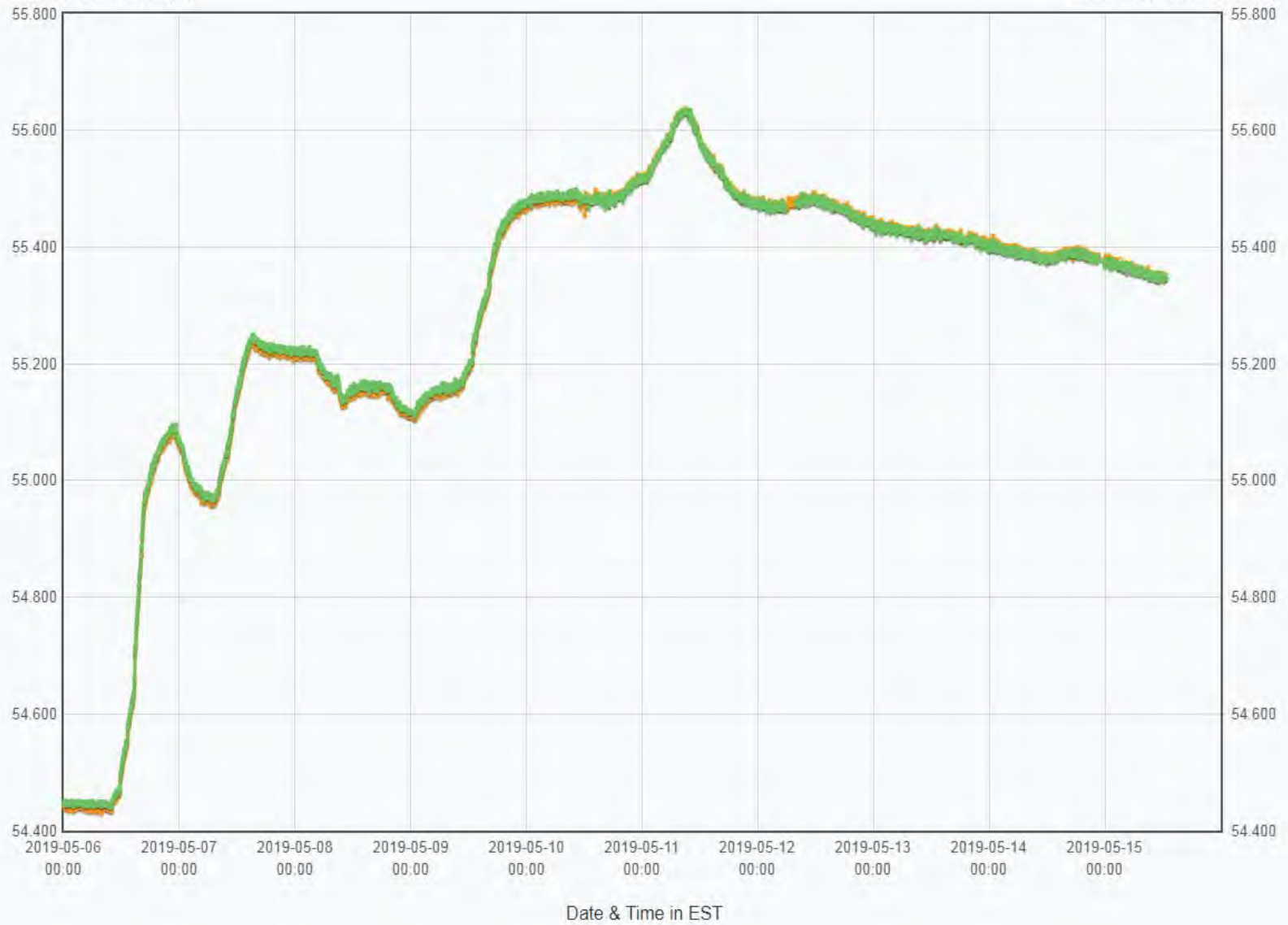
### **MAY 2019 FLOOD EVENT MAPPING**



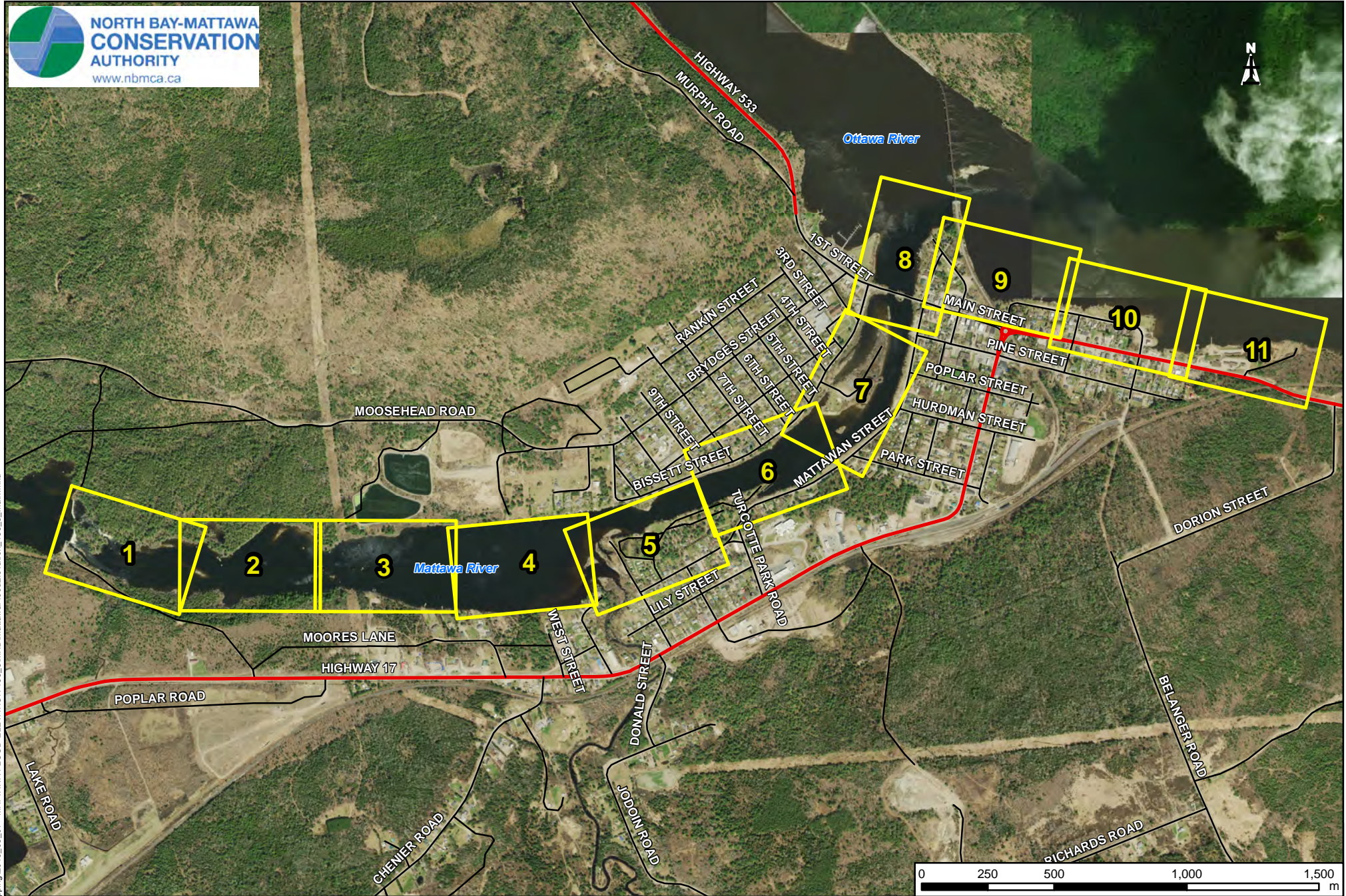


Primary water level (m)

Secondary water level (m)



# ELEVATION 155.5m (APPROXIMATE ONLY)



- LEGEND**
- HIGHWAY
  - ROAD
  - MAP EXTENT

The elevation line for 155.5m is approximate only. This information is being provided to the Town of Mattawa to assist in flood preparedness and planning for the anticipated Mattawa River water elevation this year and is for internal use only by the Town of Mattawa and NBMC. The predicted water level is based on historical data and statistical analysis, and should be viewed with a high level of uncertainty. Wind and wave action may cause flooding and/or damages over and above the predicted water level. Areas outside of the delineated inundation area should not be interpreted as safe, nor free from damages. While every attempt has been made to ensure the accuracy of the information provided, the NBMC does not warrant that this information is free of defects, nor that it will meet user needs. The NBMC accepts no liability for the use of this information.

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### LEGEND

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- HIGHWAY
- ROAD

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- LEGEND**
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  - HIGHWAY
  - ROAD

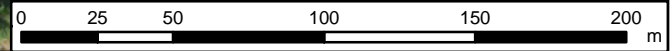
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# ELEVATION 155.5m (APPROXIMATE ONLY)



### LEGEND

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- HIGHWAY
- ROAD

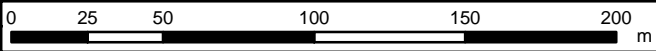
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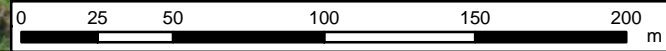
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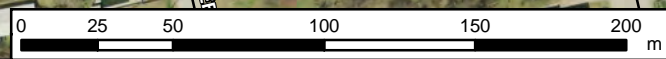
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# ELEVATION 155.5m (APPROXIMATE ONLY)



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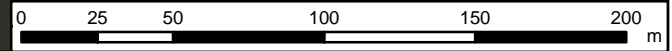
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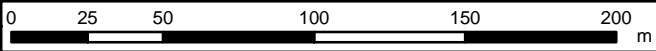
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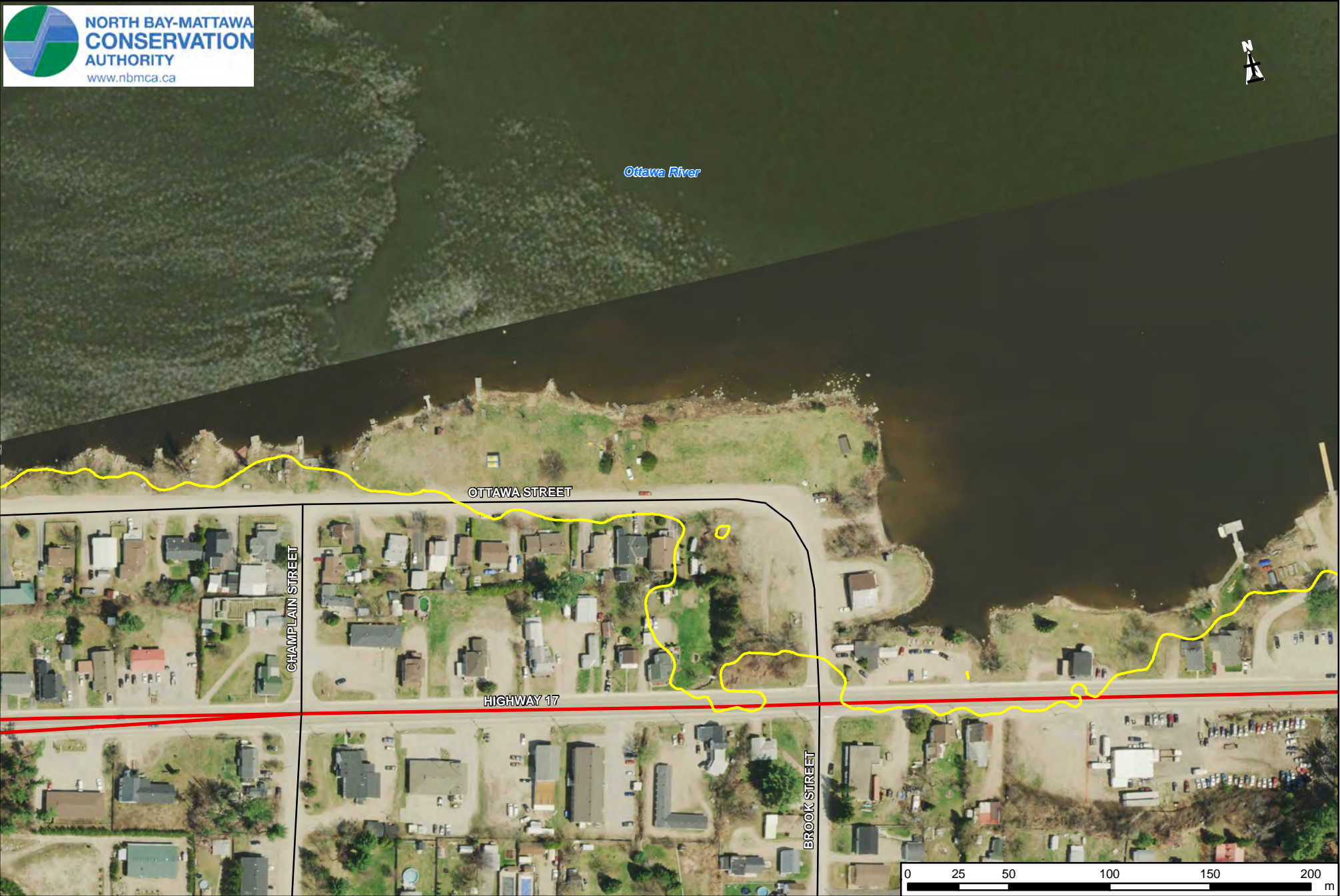
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# ELEVATION 155.5m (APPROXIMATE ONLY)



### LEGEND

- ELEVATION 155.5m - DERIVED FROM COOP2011 DTM (APPROXIMATE ONLY)
- HIGHWAY
- ROAD

The elevation line for 155.5m is approximate only. This information is being provided to the Town of Mattawa to assist in flood preparedness and planning for the anticipated Mattawa River water elevation this year and is for internal use only by the Town of Mattawa and NBMCA. The predicted water level is based on historical data and statistical analysis, and should be viewed with a high level of uncertainty. Wind and wave action may cause flooding and/or damages over and above the predicted water level. Areas outside of the delineated inundation area should not be interpreted as safe, nor free from damages. While every attempt has been made to ensure the accuracy of the information provided, the NBMCA does not warrant that this information is free of defects, nor that it will meet user needs. The NBMCA accepts no liability for the use of this information.

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- **FLOOD WATCH:** potential for flooding exists within specific watercourses and municipalities
- **FLOOD WARNING:** flooding is imminent or occurring within specific watercourses and municipalities.

## LEARN MORE

- Surface Water Monitoring Centre public webpage [www.ontario.ca/flooding](http://www.ontario.ca/flooding)
- Environment Canada bulletins: [www.weather.gc.ca](http://www.weather.gc.ca)
- A close watch on local conditions and weather forecasts from Environment Canada is recommended.

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[ontario.ca/mnrf](http://ontario.ca/mnrf)  
*Disponible en français*

## Contact Information

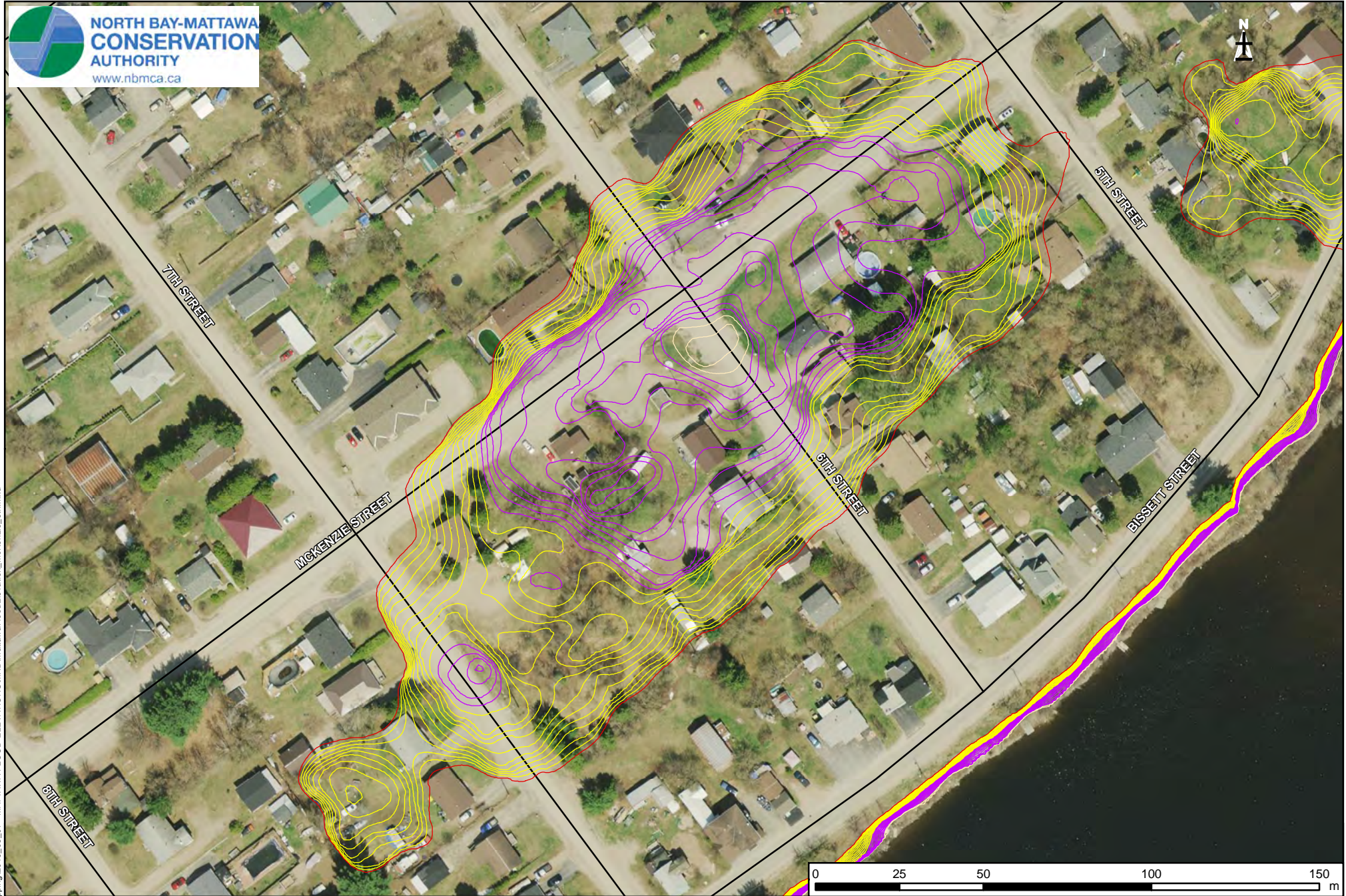
For more information please contact:

Graham Mewett, IRM Technical Specialist  
705.475.5529  
[graham.mewett@ontario.ca](mailto:graham.mewett@ontario.ca)

Or

Danielle Loranger, A/IRM Technical Specialist  
705.475.5523  
[Danielle.loranger@ontario.ca](mailto:Danielle.loranger@ontario.ca)

# McKENZIE STREET AND 6TH STREET - MATTAWA, ON



**LEGEND**

	ROAD
	ELEVATIONS 154.8m - 154.9m (COOP2011 DTM - APPROXIMATE ONLY)
	ELEVATIONS 155.0m - 155.9m (COOP2011 DTM - APPROXIMATE ONLY)
	ELEVATIONS 156.0m - 156.9m (COOP2011 DTM - APPROXIMATE ONLY)
	ELEVATION 157.0m (COOP2011 DTM - APPROXIMATE ONLY)

All COOP2011 elevation contours are approximate only. This information is being provided to the Town of Mattawa to assist in flood preparedness and planning for the anticipated Mattawa River water elevation this year and is for internal use only by the Town of Mattawa and NBMA. The predicted water level is based on historical data and statistical analysis, and should be viewed with a high level of uncertainty. Wind and wave action may cause flooding and/or damages over and above the predicted water level. Areas outside of the delineated inundation area should not be interpreted as safe, nor free from damages. While every attempt has been made to ensure the accuracy of the information provided, NBMA does not warrant that this information is free of defects, nor that it will meet user needs. NBMA accepts no liability for the use of this information.

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