



**COMMITTEE OF THE WHOLE  
AGENDA  
MONDAY JUNE 15, 2026 AT 6:00 P.M.**

**DR. S. F. MONESTIME MUNICIPAL COUNCIL CHAMBERS  
160 WATER STREET, MATTAWA ON**

<p><b>Zoom Meeting Access: 1-647-374-4685 Meeting ID Code: 822 2157 4516 Passcode: 231942</b></p>
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- 1. Meeting Called to Order**
- 2. Announce Electronic Participants**
- 3. Adoption of Agenda**
  - 3.1 To Adopt the agenda as presented or amended
- 4. Disclosures of a Conflict of Interest**
- 5. Presentations and Delegations**
- 6. Notice of Motions**
- 7. Information Reports – Motions**
  - 7.1 Community Services & Municipal Asset Review – Report # 26-27R  
Report from Councillor Loren Mick
- 8. In Camera (Closed) Session**
- 9. Return to Regular Session**
- 10. Motions Resulting from Closed Session**
- 11. Adjournment**
  - 11.1 Adjournment of the meeting

DATE: MONDAY JUNE 15, 2026

**3.1**

**THE CORPORATION TOWN OF MATTAWA**

MOVED BY COUNCILLOR \_\_\_\_\_

SECONDED BY COUNCILLOR \_\_\_\_\_

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**BE IT RESOLVED THAT** this meeting agenda dated Monday June 15, 2026 be adopted.



## INFORMATION REPORT

**PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL**

**PREPARED BY: COUNCILLOR LOREN MICK**

**TITLE: COMMUNITY SERVICES & MUNICIPAL ASSET REVIEW**

**DATE: MONDAY JUNE 15, 2026**

**REPORT NO: 26-27R**

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### **BACKGROUND**

### **ANALYSIS AND DISCUSSION**

#### **Purpose**

The purpose of this report is to encourage Council to undertake a Community Services and Municipal Asset Review to better understand how municipal facilities, community services, and public assets can be aligned to meet current and future community needs.

The intent is not to propose immediate changes to any service, organization, or facility. Rather, the intent is to examine whether existing municipal assets are being used in the most effective manner and whether opportunities exist to improve service delivery through reorganization, co-location, partnerships, or facility repurposing.

As community needs evolve and infrastructure ages, it is important that municipal assets be viewed not only as buildings, but as tools that support the delivery of services to residents.

#### **Why Conduct a Review?**

Many of Mattawa's public services have evolved independently over time. As a result, services are often located where space was available rather than where they may best serve residents.

Examples include:

- A gym hidden in a basement.
- A food bank operating out of temporary trailers.
- A library without a home.
- A beautiful museum that could be doing more.
- A visitor centre with prime highway visibility.
- An old restaurant building sitting on the highway.
- A vacant downtown
- Multiple organizations operating independently.

These arrangements have allowed important services to continue operating, but they may not represent the most effective long-term use of municipal and community assets.

A Community Services and Municipal Asset Review would provide Council with an opportunity to evaluate:

- Current facility utilization.

- Long-term facility needs.
- Service accessibility.
- Opportunities for partnership.
- Opportunities to improve operational efficiency.
- Future capital planning priorities.
- Opportunities to strengthen community programming.

The review would allow Council to proactively plan for the future rather than reacting to individual facility challenges as they arise.

## **Current Municipal Assets and Services**

The Town and its community partners currently operate or support numerous facilities and services, including:

### **Facilities**

- Town Hall
- Public Works Yard
- Fire Hall
- Visitor Information Centre
- Mattawa Museum
- Arena and Community Hall
- Food Bank Trailers
- Clothing Exchange Building
- Curling Club
- Community Gym
- Seniors Housing Complex
- Waterfront Stage and Event Space
- The Old Dixie Lee

### **Services**

- Municipal Administration
- Fire Protection
- Recreation Services
- Tourism Services
- Service Canada Outreach
- Food Bank Operations (+Clothing Exchange)
- Library Services
- Museum and Heritage Services
- Community Programming
- Fitness and Wellness Programming

The question before Council is whether the current arrangement best aligns facilities with the services being delivered.

## **Example Opportunities for Discussion**

The following examples are presented for discussion purposes only and illustrate the types of opportunities that could be examined through a Community Services and Municipal Asset Review.

## **1. Community Food Security Centre**

One opportunity may be the relocation of the Food Bank from its current temporary trailers to the former fried chicken restaurant located on the highway.

Advantages may include:

- Existing commercial kitchen.
- Existing refrigeration and freezer infrastructure.
- Potential for meal preparation programs.
- Meals on Wheels operations.
- Community meal programs.
- Nutrition and food skills workshops.
- Improved visibility and accessibility.
- Permanent facility rather than temporary structures.

The location would also place the service closer to schools and the nearby social housing, potentially improving access for residents who rely on food assistance programs.

Rather than operating solely as a food bank, the facility could evolve into a broader Food Security and Community Meals Centre.

## **2. Recreation and Wellness Hub**

The relocation of the community gym from the basement of the Curling Club to the upper level of the Arena could create a more integrated recreation facility.

Potential benefits include:

- Improved visibility and accessibility.
- Better integration with recreation programming.
- Additional opportunities for fitness classes.
- Increased membership growth.
- More effective use of existing recreation facilities.

Concerns regarding space requirements could potentially be addressed by relocating underutilized kitchen infrastructure or adapting existing layouts.

Should event space be reduced, opportunities may exist to redirect certain functions to:

- The Curling Club
- Outdoor event spaces such as Explorer's Point.
- The Ball Diamond.
- Seasonal programming on the arena floor during the off-season.
- Non-municipally owned halls (The Lion's Den, The Legion, The Ecology Center)

This approach would strengthen the Arena's role as the community's primary recreation facility.

## **3. Community Support Services Consolidation**

The relocation of the gym would free space within the Curling Club basement.

This space could potentially accommodate:

- The Clothing Exchange.
- Storage for community support programs.
- Volunteer coordination activities.

The Clothing Exchange may be better suited to a basement location than fitness equipment, while still remaining accessible to the community.

#### **4. Library and Creative Programming Centre**

Relocating the Food Bank and Clothing Exchange would free existing structures behind the Arena.

These spaces could potentially be repurposed to support library and creative programming initiatives.

Examples could include:

- Makerspaces.
- Craft and technology workshops.
- Youth programming.
- Community education programs.
- Creative arts programming.

These facilities could complement a larger library service model while creating opportunities for partnerships with Recreation Services.

#### **5. Waterfront Cultural Hub and Recreation Partnership**

One potential model that could be explored through a Community Services and Municipal Asset Review is the creation of a Waterfront Cultural Hub supported through partnerships between the Library, Museum, Tourism Services, Recreation Department, and Service Canada.

Under this model, services would be organized according to their primary functions while making better use of existing municipal and community facilities.

##### **Visitor Information Centre**

The Visitor Information Centre would become the primary administrative and public-facing location for Museum operations.

Potential functions could include:

- Museum administration offices
- Tourism and visitor services
- Museum gift shop
- Local artisan displays
- Coffee and refreshment sales
- Escape room fundraising activities
- Small rotating exhibits in the loft area

This approach could provide the Museum with year-round opportunities to generate revenue while increasing visibility to visitors entering the community.

## **Museum Building**

The existing Museum building would become the primary Cultural and Learning Hub for the community.

Potential functions could include:

- Library administration
- Main library programming space
- Service Ontario
- Museum exhibits and heritage displays
- Educational workshops and presentations
- Genealogy and local history resources

The building would remain open and active throughout the year, supporting both museum and library functions while increasing public use of a significant municipal asset.

By locating Service Ontario within the Cultural Hub, residents could access government services alongside other community resources in a single location.

## **Arena Campus Library Services**

Library collections and creative programming could be delivered through facilities located adjacent to the Arena and Recreation Department.

Under this model:

- The existing clothing room building could house the primary book collection and circulation services.
- The former Food Bank trailers could be repurposed as makerspaces, technology labs, creative studios, activity rooms, or flexible programming spaces.
- Recreation staff could support day-to-day public access, program delivery, and facility supervision.

This approach would create a close working relationship between Library and Recreation services while expanding opportunities for youth, family, and community programming.

Examples may include:

- After-school programs
- Summer camps
- STEM activities
- Arts and crafts programs
- Technology workshops
- Community education initiatives
- Escape room experiences
- Creative maker programs

The proximity to the Arena, Community Hall, Ball Diamond, and outdoor recreation facilities would provide additional opportunities for integrated programming throughout the year.

## **Waterfront Programming**

The Waterfront Cultural Hub would also benefit from direct access to existing outdoor assets, including:

- Explorer's Point
- The waterfront stage
- Walking trails
- Green space
- Festival and event areas

These spaces could support:

- Outdoor story times
- Concerts and performances
- Community celebrations
- Farmers markets
- Educational programming
- Cultural events
- Environmental and heritage programming

Together, these facilities would create a coordinated network of cultural, educational, recreational, and tourism services while making use of assets already owned and operated within the community.

## **Discussion**

These examples demonstrate how a review of municipal assets can lead to discussions about service delivery rather than simply building ownership.

The goal is not to relocate organizations for the sake of relocation.

The goal is to identify opportunities where facilities may be better matched to the services they support.

Questions worth exploring include:

- Are services located where they are most accessible?
- Are facilities being used to their full potential?
- Can partnerships strengthen service delivery?
- Are there opportunities to reduce duplication?
- Can municipal assets better support future community needs?
- *If we were designing Mattawa's municipal and community services from scratch today, with the assets we already have, what would we build?*

A Community Services and Municipal Asset Review would provide Council with the information needed to answer these questions and establish a long-term vision for community services in Mattawa.

## **FINANCIAL CONSIDERATIONS**

### **Preliminary Financial Review**

### **Community Services and Municipal Asset Realignment**

#### **Purpose**

The concept focuses on repurposing existing municipal and community assets rather than constructing new facilities. As a result, implementation costs may be significantly lower than traditional capital projects.

The estimates below are intended for discussion purposes only and do not represent engineering or construction estimates.

### Proposed Service Realignment

Current Use	Proposed Use
Former Dixie Lee Restaurant	Food Bank, Community Kitchen, Meals on Wheels, Community Meals
Arena Upper Floor	Community Gym and Fitness Programming
Curling Club Basement (Gym)	Clothing Exchange
Clothing Room Building	Library Book Collection and Circulation
Former Food Bank Trailers	Makerspace, STEM, Creative Programming
Visitor Information Centre/Service Ontario	Museum Administration, Tourism Services, Gift Shop, Coffee
Museum Building	Library Administration, Service Ontario, Museum Exhibits, Community Programming

### Estimated Capital Costs

Project	Community-Led Model	Typical Municipal Project	New Facility Equivalent
Food Security Centre	\$20,000	\$100,000	\$1M - \$3M
Gym Relocation	\$5,000	\$50,000	\$500K - \$2M
Clothing Exchange Relocation	\$1,000	\$10,000	\$100k - \$500k
Library Collection Space	\$2,000	\$50,000	\$2M - \$5M
Makerspace Conversion	\$2,000	\$40,000	\$250K - \$1M
Museum Administration Relocation	\$1,000	\$20,000	\$250K+
Museum Building Adaptation	\$20,000	\$100,000	\$2M - \$5M

Furniture, IT & Moving	\$5,000	\$50,000	\$50, 000
Contingency	\$11,000	\$150,000	—
<b>Total</b>	<b>\$67,000</b>	<b>\$570,000</b>	<b>\$6M - \$16M+</b>

## Key Observations

- The proposal relies primarily on existing municipal and community assets.
- The former Dixie Lee restaurant already contains kitchen, refrigeration, and food storage infrastructure suitable for Food Bank and community meal operations.
- Relocating the gym to the Arena would consolidate recreation services in a single location.
- Relocating the Food Bank creates opportunities for library and makerspace programming adjacent to recreation facilities.
- The Waterfront Cultural Hub would support year-round library, museum, tourism, and Service Ontario services.
- Many improvements could be completed incrementally.

## Discussion

This preliminary analysis suggests that significant improvements to community services may be achievable through the strategic realignment of existing assets.

Even under a more traditional municipal project model, the estimated costs remain substantially lower than constructing new facilities. Under a community-led implementation model, many of the proposed changes could potentially be achieved for less than \$100,000 while creating long-term benefits for recreation, culture, tourism, food security, and library services.

The next logical step would be to undertake a Community Services and Municipal Asset Review to further evaluate feasibility, operating impacts, partnership opportunities, and potential revenue generation.

## Potential Revenue and Operating Efficiencies

### Community Services and Municipal Asset Realignment

#### Purpose

In addition to improving service delivery and maximizing existing facilities, the proposed Community Services and Municipal Asset Realignment model may create opportunities for new revenues and operating efficiencies.

The following figures are preliminary estimates intended to illustrate potential opportunities and should not be considered budget projections.

### Potential Annual Revenue Opportunities

#### Museum Revenue Opportunities

Relocating Museum administration and visitor services to the Information Centre may create new opportunities for year-round revenue generation.

Advantages include:

- Highway visibility.
- Increased visitor traffic.
- Year-round operations.
- Shared traffic from tourism services.
- Shared traffic from library and Service Ontario users.

**Potential Revenue Sources**

<b>Revenue Source</b>	<b>Estimated Annual Revenue</b>
Gift Shop Sales	\$5,000 - \$25,000
Coffee and Refreshments	\$2,000 - \$20,000
Escape Rooms	\$5,000 - \$20,000
Special Events	\$1,000 - \$15,000
Local Artisan Consignment Sales	\$1,000 - \$10,000
<b>Total Museum Revenue</b>	<b>\$14,000 - \$90,000</b>

This model may assist the Museum in becoming more financially sustainable while preserving its existing exhibits and heritage mandate. Added 35

**Town Revenue Opportunities**

The proposed Recreation and Wellness Hub may create opportunities for increased recreation-related revenue.

**Potential Revenue Sources**

<b>Revenue Source</b>	<b>Estimated Annual Revenue</b>
Increased Gym Memberships	\$5,000 - \$20,000
Fitness Classes	\$2,000 - \$10,000
Facility Rentals	\$1,500 - \$10,000
Community Events	\$1,000 - \$5,000
<b>Total Town Revenue</b>	<b>\$9,500 - \$45,000</b>

The relocation of the gym to the Arena may increase membership sales by placing fitness services in a more visible and accessible location while creating stronger connections to recreation programming.

## Library Revenue Opportunities

While libraries are generally intended to operate as publicly funded services, limited revenue opportunities may exist to offset programming costs.

### Potential Revenue Sources

Revenue Source	Estimated Annual Revenue
Makerspace Memberships	\$1,000 - \$5,000
3D Printing Services	\$500 - \$2,000
Workshops and Programs	\$500 - \$3,000
Summer Camps and Youth Programs	\$1,000 - \$5,000
Meeting Room Rentals	\$500 - \$2,000
<b>Total Library Revenue</b>	<b>\$3,500 - \$17,000</b>

The primary purpose of these revenues would be to support programming rather than replace municipal funding.

### Potential Combined Annual Revenue

Organization	Estimated Annual Revenue
Museum	\$14,000 - \$90,000
Town	\$9,500 - \$45,000
Library	\$3,500 - \$17,000
<b>Total</b>	<b>\$27,000 - \$152,000</b>

## Operating Efficiencies

The proposed model may also reduce the need for additional staffing through the strategic use of existing resources.

Potential examples include:

### Library Support

- Recreation staff may assist with makerspace supervision and programming.
- Service Ontario staff may provide support for library circulation and customer service functions.
- Existing municipal administrative staff may provide administrative support to the Library Board.

### Recreation Support

- Library and recreation programming could be coordinated jointly.
- Shared facility supervision may reduce duplication.

### **Administrative Support**

- Existing municipal staff could continue to provide administrative oversight and financial administration.
- Council may wish to consider designating an existing municipal administrative position as the primary staff liaison to the Library Board, similar to a Chief Administrative Officer function for library operations.

### **RELEVANT POLICY/LEGISLATION:**

### **ATTACHMENTS:**

### **RECOMMENDATION:**

### **Conclusion**

The proposed Community Services and Municipal Asset Realignment model is intended to improve service delivery while maximizing the value of existing municipal assets.

In addition to reducing capital costs through facility repurposing, the concept may create opportunities for new revenue generation, increased program participation, stronger partnerships, and more efficient use of existing staff and facilities.

While additional study would be required, preliminary estimates suggest that annual revenues in the range of \$27,000 to \$152,000 may be achievable while strengthening tourism, recreation, culture, and community services.

### **Potential “yah but...” Questions and Responses**

#### **Why not just put the library in the Information Centre?**

That's a fair question.

The Information Centre could potentially accommodate library administration, but it is unlikely to provide enough space for the library's collection, programming, meeting space, makerspace activities, and future growth.

The Museum building is significantly larger and would ensure that a municipally-owned building funded by taxpayers is being used year-round by residents and visitors.

The Information Centre remains better suited to tourism services, Museum administration, gift shop operations, coffee sales, and other visitor-focused activities.

Further, the library is the only one of these services that is legislated to be municipally funded. The museum is expected to generate revenue. The recreation department is expected to generate revenue. This proposal intentionally places those revenue-generating organizations in locations where they can better support themselves, while placing the library in facilities where its primary purpose can remain public service rather than revenue generation.

#### **Why move the Museum administration out of the Museum?**

The proposal does not remove the Museum from the Museum building.

The exhibits, archives, and cultural programming would remain there.

The goal is to place Museum administration and revenue-generating activities in a location with greater visibility and visitor traffic while allowing the Museum building to become a year-round cultural hub.

This could strengthen both the Museum and the Library.

### **Why not put the Library entirely in the Museum building?**

The Museum's collection, programming, and future growth may require more space than the another building can comfortably provide.

This proposal explores a distributed model where administration, Service Ontario, exhibits, books, and makerspaces are located where they fit best while remaining connected through partnerships.

Many modern libraries already operate across multiple locations and outreach sites.

### **Isn't the Arena too busy to add a gym?**

The Arena is already the Town's primary recreation facility.

The proposal simply places fitness services within an existing recreation hub.

This may improve visibility, increase memberships, and allow recreation staff to better coordinate fitness programming.

### **What about fitness classes currently held upstairs?**

Several options exist.

The gym equipment footprint may be smaller than anticipated.

Kitchen infrastructure could be relocated to the Food Security Centre if additional space is needed.

Programming schedules could also be adjusted to allow both fitness classes and gym operations.

A detailed space assessment would be required before implementation.

### **Won't we lose event space upstairs at the Arena?**

Potentially, but the community already has multiple event spaces available.

Examples include:

- Curling Club
- Legion
- Lions Den
- Outdoor spaces at Explorer's Point
- Ball Diamond facilities
- Seasonal use of the Arena floor

The proposal seeks to better align facilities with their primary purpose rather than eliminate event opportunities.

### **Why move the Food Bank?**

The proposal is not about moving the Food Bank for the sake of moving it.

The former restaurant already contains:

- Commercial kitchen facilities
- Refrigeration
- Freezer space
- Food preparation areas

This creates opportunities for:

- Meals on Wheels
- Community meals
- Nutrition programming
- Expanded food security initiatives

It would also provide a permanent facility rather than temporary trailers.

### **Why put books in the Clothing Room building?**

The building already provides a dedicated space that could be adapted at relatively low cost.

Relocating the collection there also allows the trailers to be repurposed for makerspaces and programming activities that require more flexible space.

### **Why use trailers for a makerspace?**

The trailers already exist and represent an opportunity to pilot programming without major capital investment.

If programming proves successful, future expansion could always be considered.

The goal is to make use of assets that already exist rather than immediately investing in new facilities.

### **Why not leave everything where it is?**

That is certainly an option.

The purpose of the review is simply to ask whether current facilities are the best long-term fit for the services being delivered.

The proposal is intended to start a conversation about opportunities, not to suggest that current services are failing.

### **Who would staff all of this?**

One advantage of this model is that it relies largely on existing staff.

Potential examples include:

- Recreation staff supporting makerspace programming.

- Recreation staff supporting gym operations.
- Service Ontario staff assisting with library customer service functions.
- Existing municipal administrative staff supporting Library administration.
- Museum staff operating from the Information Centre.
- Volunteers continuing to support the Food Bank and Museum.

The goal is to improve coordination rather than create entirely new staffing structures.

### **Would this require hiring a Library CEO?**

Not necessarily.

The Library Board could continue to govern library services while Council designates an existing municipal administrative position as the primary staff liaison for Library operations.

Many small municipalities already share administrative support across multiple boards and departments.

### **Isn't this too complicated?**

The proposal may sound complicated because it involves several facilities.

In practice, the concept is simple:

- Food services move to a building designed for food services.
- Recreation services move to recreation facilities.
- Tourism services move to a highly visible tourism location.
- Cultural and educational services are concentrated on the waterfront.
- Existing buildings are used more effectively.

The purpose of the review is to determine whether these ideas are practical, affordable, and beneficial to the community.

### **Why are we discussing this now?**

Because community needs continue to evolve.

The Town currently has:

- A Library without a permanent location.
- A Food Bank operating from temporary trailers.
- A Gym operating in a basement.
- Underutilized municipal assets.

A Community Services Review allows Council to evaluate opportunities proactively rather than waiting until facilities fail or urgent decisions become necessary.

### **Potential Motions for Consideration**

The following motions are provided for Committee discussion. Council may choose one, several, amend them, or provide alternate direction.

#### **Motion 1 – Receive for Information**

That the Committee of the Whole receive the Community Services and Municipal Asset Review report for information.

### **Motion 2 – Community Hub Strategy**

That the Committee of the Whole recommend that Council direct staff to develop a Community Hub Strategy for the Town of Mattawa, including opportunities to strengthen coordination between library, museum, tourism, recreation, community support, and municipal services through the strategic use of existing assets and partnerships, and report back with recommendations.

### **Option 3 – Community Consultation and Partner Engagement**

That Council direct staff, in collaboration with Councillor Mick, to engage with community organizations, boards, committees, service providers, and stakeholders regarding opportunities for future collaboration, shared facilities, service alignment, and partnership development;

and further that a summary of findings and stakeholder feedback be presented to Council for future consideration.

Potential stakeholders may include:

- Mattawa Public Library Board
- Mattawa Museum
- Mattawa Food Bank
- Recreation Advisory Groups
- Service Canada representatives
- Curling Club
- Lions Club
- Royal Canadian Legion
- Tourism stakeholders
- Community volunteers and service organizations

### **Option 4 – Pilot Project Review**

That Council direct staff to investigate the feasibility of implementing one or more pilot projects related to the Community Services and Municipal Asset Review and report back regarding operational impacts, costs, and potential benefits.

Potential pilot projects may include:

- Relocation of the Community Gym;
- Shared programming initiatives;
- Makerspace development;
- Community kitchen; or
- Service sharing opportunities.

### **Option 5 – Library Location Review**

That Council acknowledge the need for a permanent long-term home for library services and direct staff to evaluate opportunities within existing municipal facilities as part of a broader Community Services and Municipal Asset Review.

### **Option 6 – Revenue Generation Review**

That Council direct staff to investigate potential revenue-generating opportunities associated with municipal facilities, cultural services, recreation services, tourism services, and community partnerships, and report back with recommendations.

Potential opportunities may include:

- Gift shop operations;
- Coffee and refreshment sales;
- Escape room programming;
- Fitness memberships;
- Makerspace programming;
- Community kitchen rentals;
- Facility rentals;
- Tourism-related initiatives; and
- Grant funding opportunities.

DATE: MONDAY JUNE 15, 2026

11.1

**THE CORPORATION TOWN OF MATTAWA**

MOVED BY COUNCILLOR \_\_\_\_\_

SECONDED BY COUNCILLOR \_\_\_\_\_

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BE IT RESOLVED THAT this meeting adjourn at \_\_\_\_\_ p.m.