



August 10, 2026

Building a Stronger Future for the East Elgin Community Complex

Questions & Answers About the New Operating Agreement

Why are Malahide and Aylmer changing the agreement?

The East Elgin Community Complex opened in 2004 under an operating arrangement that served the facility well for many years. As the Complex grew and aged, both municipalities identified that the original governance model no longer provided enough clarity around decision-making, financial responsibilities, and long-term planning. The original facility funding agreement also restricted the transfer of ownership of the Complex until March 31, 2027, making this an appropriate time for both municipalities to establish a new framework for its long-term shared ownership and operation. Both municipalities believe the new agreement modernizes how the Complex is governed and will help support its continued service to the community well into the future.

Does this mean the municipalities were in conflict?

Like many long-term partnerships, there were occasions where the existing agreement made it difficult to resolve disagreements or make timely decisions. Rather than continuing to work within an outdated framework, both municipalities chose to work together to create a clearer, more effective model for the future.

What is changing?

The new agreement modernizes how the East Elgin Community Complex is governed and managed by introducing:

- **A Joint Municipal Services Board** responsible for governance and long-term oversight. The Board will consist of:
 - One Council representative from the Town of Aylmer
 - One Council representative from the Township of Malahide
 - One community representative from Aylmer
 - One community representative from Malahide
 - One independent member with relevant professional expertise from outside both municipalities
- **A General Manager** role dedicated to managing the Complex and implementing the direction of the Board.
- **Greater financial clarity and long-term planning.** The agreement establishes clear budgeting processes, defines operating and capital responsibilities, and requires long-term capital planning.
- **Clear roles and accountability.** Governance, operations, and financial responsibilities are more clearly defined, with the intention of improving transparency and accountability.
- **A clear process for resolving disagreements.** The agreement provides a structured process to resolve issues and keep important decisions moving forward.

Why is the composition of the Board changing?

The current governance model relies primarily on the two municipal councils. The new agreement creates a smaller Board with municipal, community and independent representation.

The change is intended to provide more focused oversight of the Complex, bring additional community and professional perspectives to the Board, and create a clearer separation between the governance of the Complex and the broader responsibilities of the two municipal councils.

Why create a General Manager position?

The General Manager will oversee operations, staffing, maintenance, budgeting, and service delivery, while supporting long-term planning.

The new structure creates clearer roles: the municipal councils remain responsible for the shared service and its funding, the Joint Municipal Services Board provides governance and oversight, and the General Manager manages the Complex.

Will Malahide or Aylmer lose ownership of the Complex?

No. Both municipalities remain equal owners and continue sharing responsibility for the facility. The new agreement changes how the Complex is governed, not who owns it.

Is the Complex expected to pay for itself?

No. The new agreement recognizes that the East Elgin Community Complex provides a public service to both communities and requires ongoing municipal funding. Like most public recreation facilities, it is not generally expected to fully recover its costs through operating revenues.

Will this cost taxpayers more?

The East Elgin Community Complex will continue to require municipal funding,

The full financial impact of the new agreement will depend on future staffing, operating and budget decisions made during the implementation process. The creation of the dedicated General Manager position will require an initial, additional investment; however, over time, it is likely that staffing expenditures will shift rather than increase. Overall, the goal of the new agreement is for residents to get a greater return on their investments in the facility.

What happens next?

Implementation of the new agreement will continue through early 2027. During the transition, programs, rentals, staff, and day-to-day operations at the Complex will continue.

Resources:

- [East Elgin Community Complex - Co-Ownership & Operating Agreement between the Township of Malahide and the Town of Aylmer](#)