



The Corporation of the Township of Scugog
General Purpose and Administration Committee
Revised Agenda

Monday, April 13, 2026

1:30 PM

Council Chambers, Municipal Building
181 Perry Street, Port Perry

Electronic Participation: Members of Council, staff and the public may participate electronically as authorized under Section 238 of the Municipal Act, 2001, as amended, and as permitted by the Township of Scugog Procedural By-law by arranging it in advance with the Clerk.

Inquiries, Accommodations and Alternate Formats: For inquiries about this agenda, to make arrangements for accessibility accommodations for persons attending, or if this information is required in an alternate format, please contact: Christy Harrison, Legislative Services Associate, at 905-985-7346, ext. 115 or by email at charrison@scugog.ca.

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Written Correspondence: Those wishing to submit written correspondence with respect to items on the agenda may do so by emailing clerks@scugog.ca, or by sending or dropping off at 181 Perry Street, Port Perry.

In the event of an agenda addendum, the revised agenda will be published on Friday after 3:30 p.m. Late items added or a change to an item will appear with a * beside them.

Pages

1. Call to Order
2. Moment of Silence and Land Acknowledgment
3. Disclosure of Pecuniary Interest and Nature Thereof
4. Announcements from Council and Staff
5. Delegations
 - 5.1 Delegation from Kurt Rushlow of KOR Construction Inc. Regarding, Sign Permits

| | | |
|--------|---|-----|
| 5.2 | Delegation from Patricia Conlin Regarding, Aerial Spraying | 6 |
| 6. | Presentations | |
| 6.1 | Presentation from John Henry, Region of Durham Chair Regarding, Annual Update to Council | 8 |
| 6.2 | Presentation from Katlyn Bertin, Region of Durham Project Manager - Transportation Design Regarding, Reach Street and Old Simcoe Road Land Transfers | |
| *6.2.1 | Presentation Materials for Transportation Design Regarding, Reach Street Urbanization | 10 |
| 6.3 | Presentation from Stacey Jibb & Jessica Rhynas, Invest Durham Regarding, Growing North Durham Plan 2025 Annual Activity Report | 20 |
| 6.4 | Presentation from Troy Cheseboro, Region of Durham Paramedic Services Chief, Regarding, MPDS and Tiered Response Agreement (Refer to item 7.1.2 - FIRE-2026-004 - Tiered Response Agreement with Region of Durham Paramedic Services) | 37 |
| 7. | Consent Agenda | |
| 7.1 | Reports | |
| 7.1.1 | FIN-2026-006 - 2026 Final Tax Levy Brienne Smith, Manager of Tax and Revenue | 46 |
| 7.1.2 | FIRE-2026-004 - Tiered Response Agreement with Region of Durham Paramedic Services Mike Matthews, Fire Chief / Director of Fire and Emergency Services | 55 |
| 7.1.3 | PWR-2026-016 - Scugog Float Flyers, Memorandum of Understanding Renewal 2026 Shawna Cornish, Manager of Parks and Recreation | 62 |
| 7.1.4 | PWR-2026-017 - Memorandum of Understanding with the Blackstock Arena Planning and Development Committee Shawna Cornish, Manager of Parks and Recreation | 67 |
| 7.1.5 | PWR-2026-018 - Rural Cycling Tourism Wayfinding and Signage Project, Memorandum of Understanding Grant Taylor, Director of Public Works and Recreation | 79 |
| 7.2 | Correspondence | |
| 7.2.1 | Correspondence from Docs For Durham Regarding, 2025 Annual Report - March 18, 2026 | 87 |
| 7.2.2 | Correspondence from Durham District School Board Regarding, Letter to Premier + Education Minister Re: Governance Model Consultation Process - March 26, 2026 | 112 |
| 8. | Items for Separate Discussion | |
| 9. | New Business/General Information | |

10. Adjournment

Township of Scugog Delegation Request Form

If you wish to speak at an upcoming meeting, please ensure this form is fully completed.

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Date of Meeting *

Name of Delegation / Person(s) Speaking *

Each individual delegate will be given a five (5) minute time slot to address the Council. Please note delegation time cannot be combined to exceed the five (5) minute limit for each individual speaker.

Contact Name *

Phone Number (999-999-9999) *

Email Address *

Address *

Town/City *

Province *

Postal Code *

Group Delegation Represents

General Nature of Delegation *

Our application for installing two signs was rejected by the township with the reasoning that there are no more billboard signs permitted in the township at this time.

Property addresses:

1. 24 Medd Road, Port Perry
2. 20450 Simcoe Street, Seagrave

How will you be attending? *

- Attending in-person
- Attending virtually

Please indicate the Action being requested by Council (if applicable):

Permit the installation of 2 signs (24 Medd Road and 20450 Simcoe Street).

Note: Committee and Council meetings are live streamed and recorded. By requesting to address Council, you and/or your organization or group hereby consent to appear on these broadcasts.

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General Nature of Delegation *

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Please indicate the Action being requested by Council (if applicable):

Sign a pledge to ban aerial spraying of glyphosate in our municipality.

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Reach Street (Regional Road 8) Urbanization from Old Simcoe Rd. to Bigelow St.

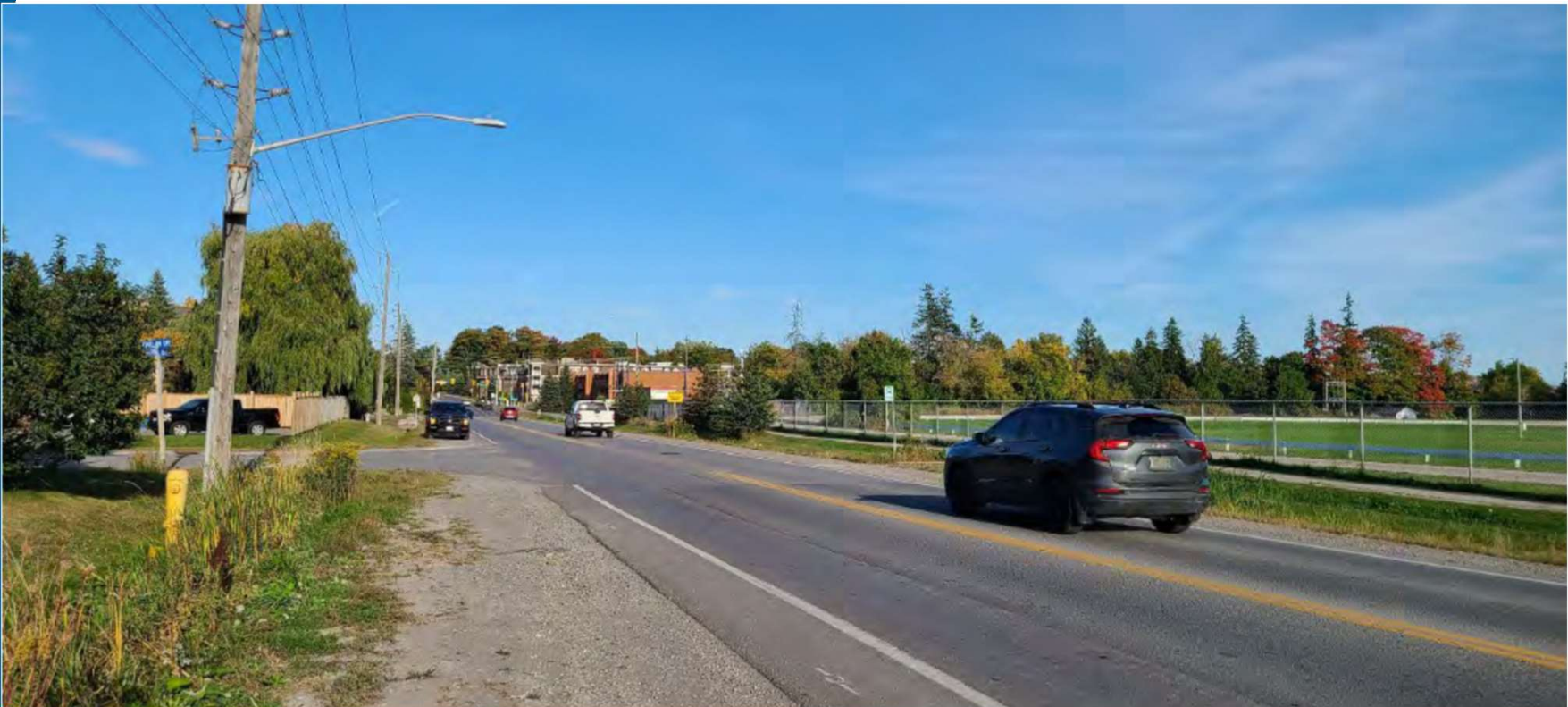
Township of Scugog General Purpose & Administration
Committee Meeting

April 13, 2026



Purpose of Presentation

To provide information to Scugog Council on the Region's planned project for Reach Street from Old Simcoe Road to Bigelow Street.



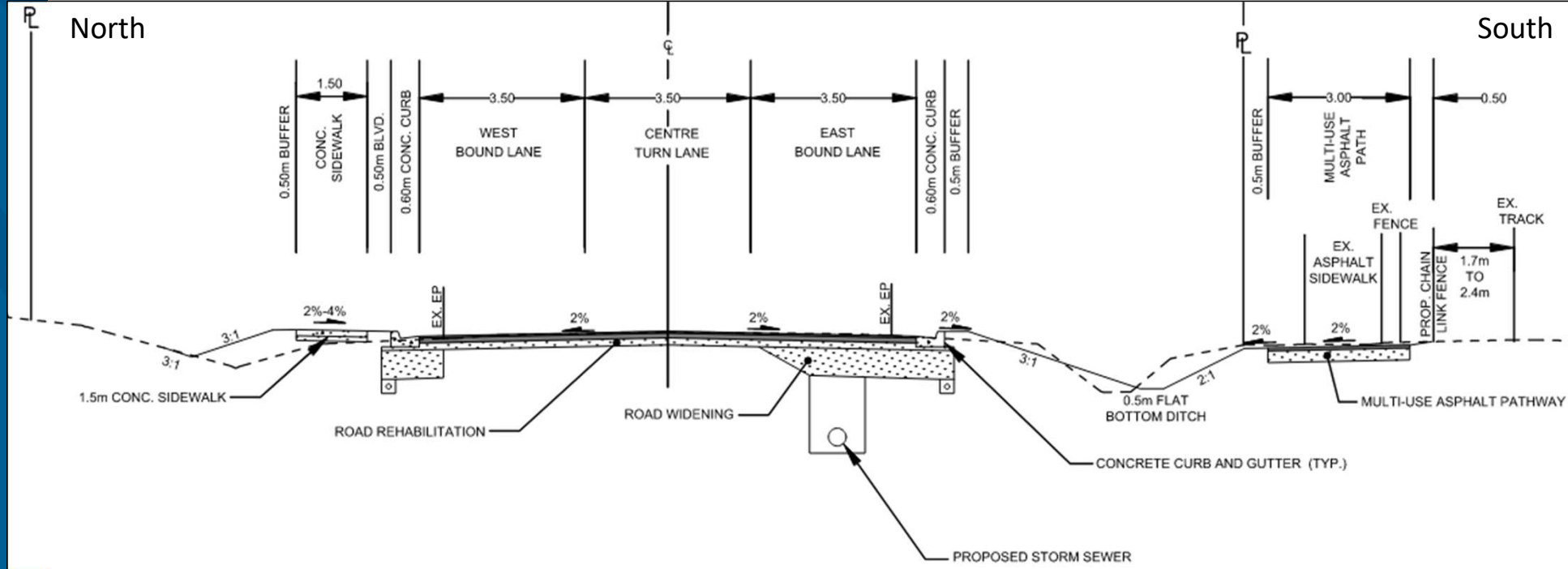
Regional Road 8 (Reach Street)

- Existing two-lane Type B Arterial Road
- Posted 50km/h
- AADT approximately 7,230
- On Regional Cycling Plan
- Provides access to and from downtown Port Perry and many facilities in the area
- Existing Reach Street east of project limits from Reg. Rd. 2 (Simcoe St.) to Bigelow St. consists of:
 - Urbanized with curb and gutter
 - Sidewalk on the north and multi-use plan on south

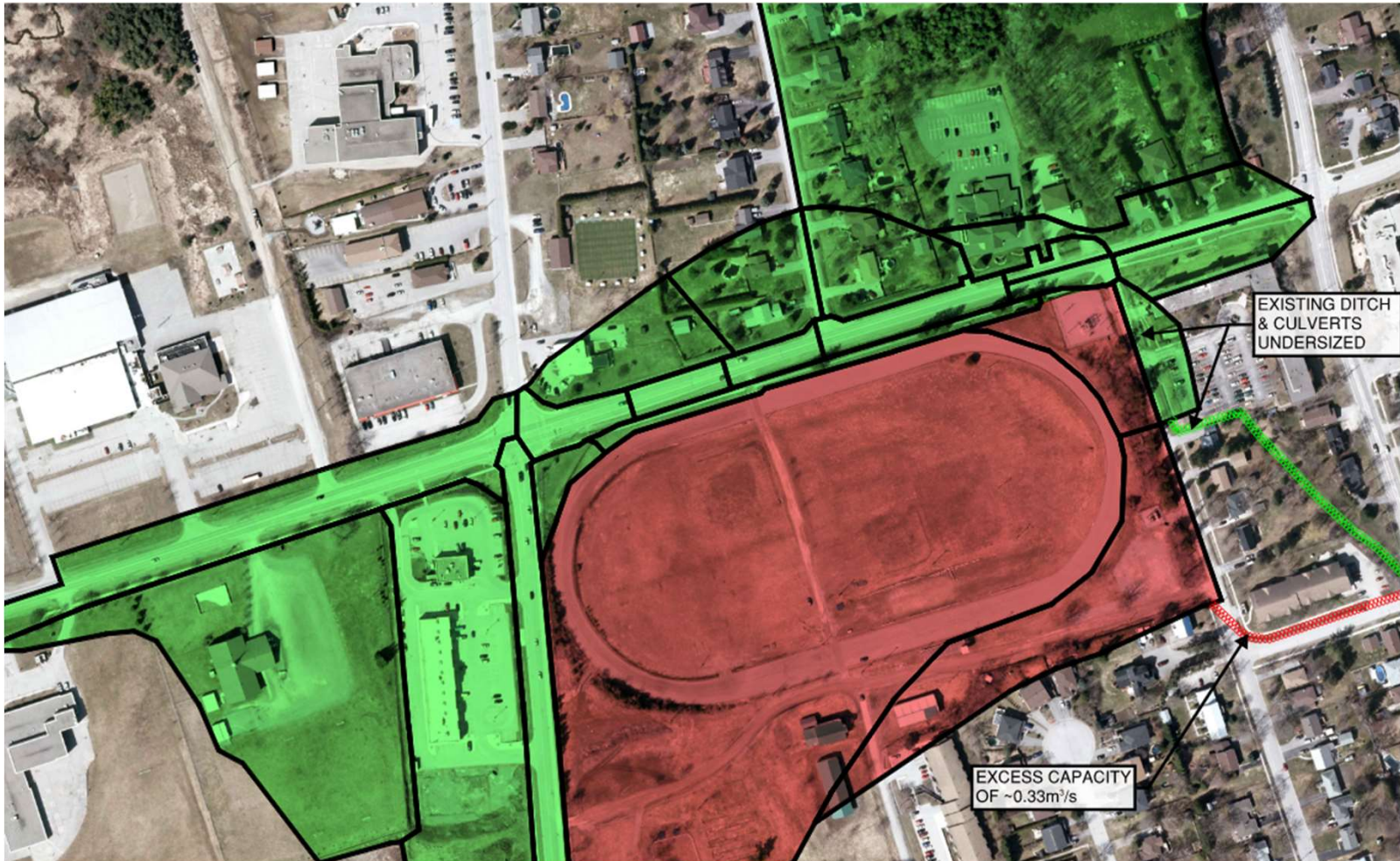


Scope of Work

Intent of project is to provide continuity along Reach Street by continuing the urban cross section and pedestrian facilities from Simcoe Street further to the west and address existing drainage concerns.



Stormwater Management – Existing Conditions



Proposed Stormwater Management Design

Two Options were considered:

Option 1: Providing Peak Flow Control with a Storage Pipe On Reach Street

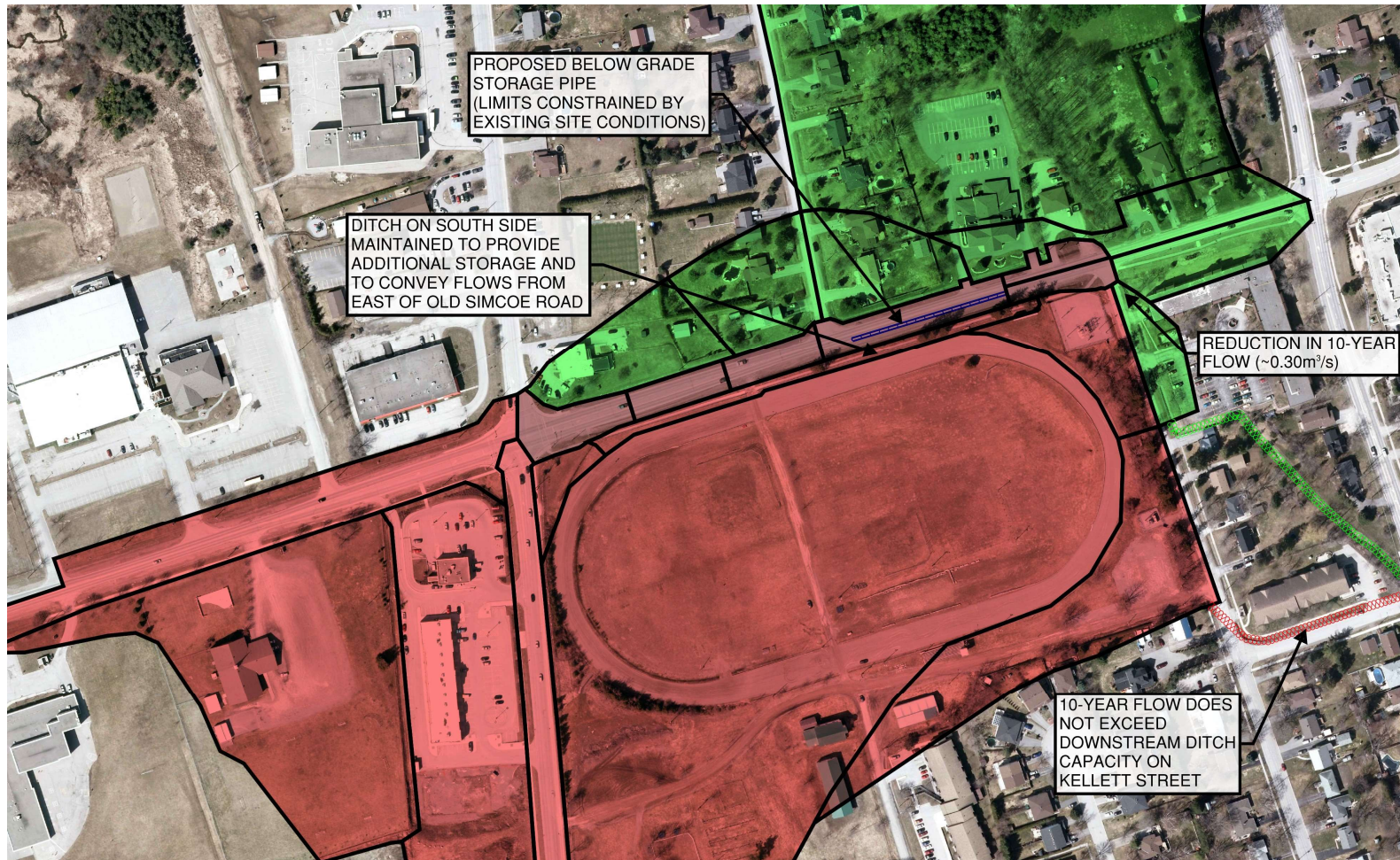
- Would require using oversized storm pipes on Reach Street. (200m long box pipe at 1200mm X 1800mm) to provide storage
- South side ditch on Reach Street could be reduced to a minor swale
- Proposed storm pipe sizing constrained by existing storm system on Bigelow St. (i.e., not enough cover available on storm pipes) and existing 3rd party utilities (costly relocations) on Reach Street

Option 2: Providing Peak Flow Control through Ditches and Storage Pipe on Reach Street

- Would require using oversized storage pipes on reach Street (55m long box pipe at 900mm X 1800mm)
- The remainder of required storage to be provided for in the existing ditch on the south side of Reach Street
- Requires maintaining a ditch on the south side of Reach Street in addition to the proposed storm sewer system

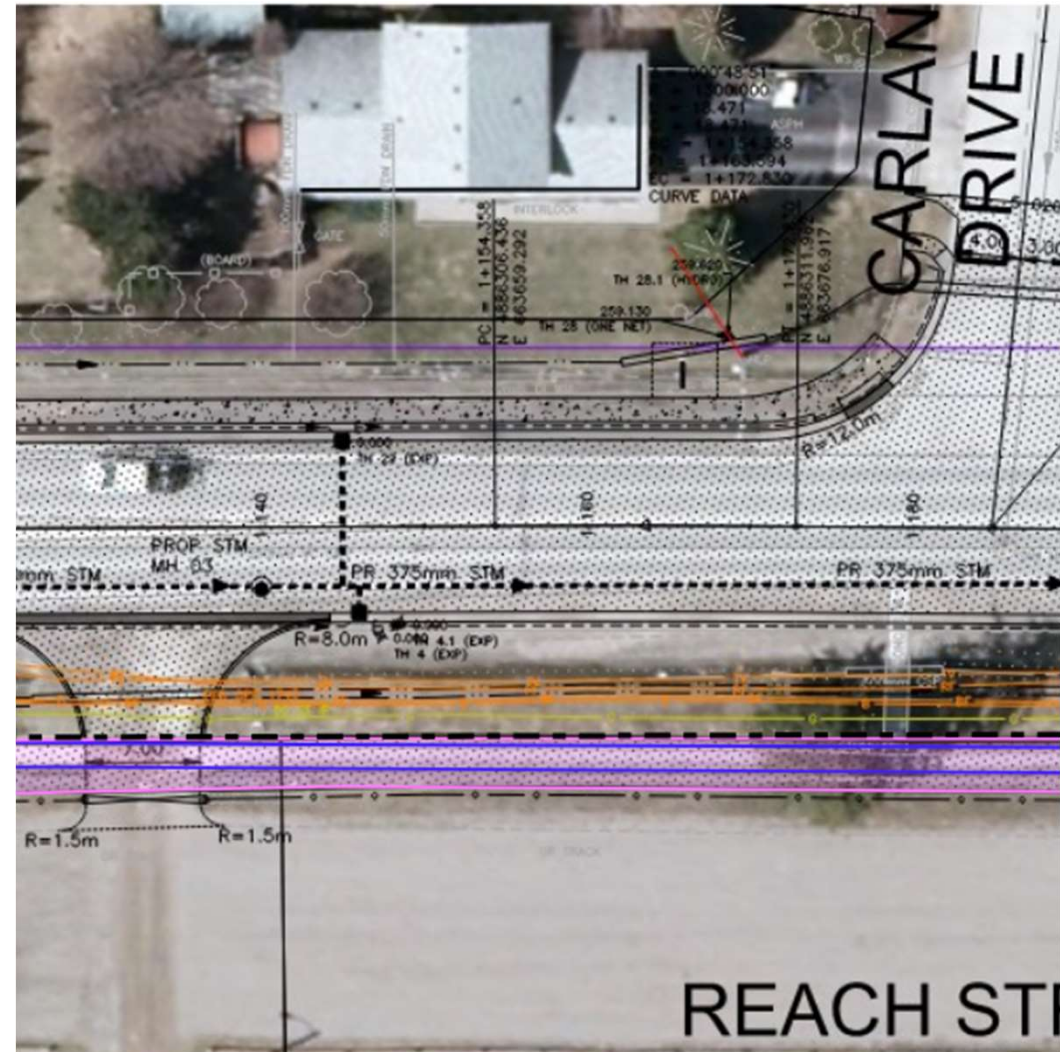
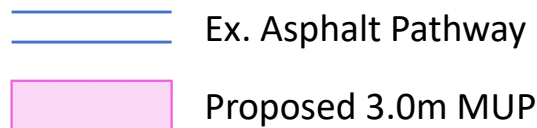
OPTION 2 PREFERRED

Proposed Stormwater Management Design



Property Impacts

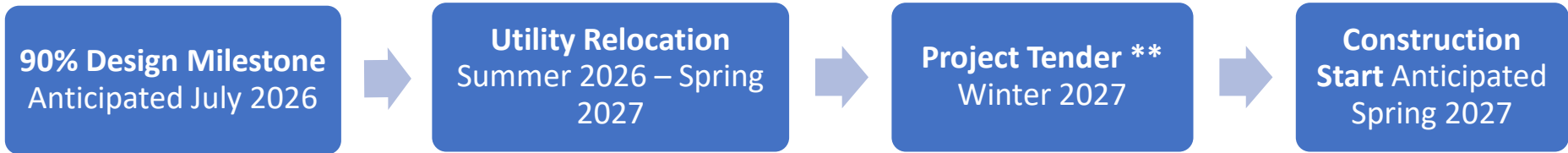
- ❖ Reach Street is an existing 28m right-of-way
- ❖ Proposed Multi-Use Path to be located on Township of Scugog property
- ❖ No property transfer required
- ❖ Fence shifted approximately 2ft south
- ❖ No impact to the track





Project Timelines

- Project currently at the 75% design stage
- Construction Staging and Traffic Impacts
 - Lane closures or road closures to be determined at the 90% design stage.
 - Access to businesses (including Funeral Home and Paramedic Services and residents would be maintained during construction
 - Construction Duration – 1 year
- Utility Relocation Designs being finalized with utility companies
 - Hydro Pole relocations required
 - Enbridge Gas relocations required



** Subject to completion of design, utility relocations, permitting and budget approval



Questions?

Katlyn Bertin, P. Eng

Sr. Project Manager, Works Department

905-668-4113 ext. 2701

Katlyn.Bertin@durham.ca

durham.ca

[@RegionofDurham](https://www.instagram.com/RegionofDurham)



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The Regional Municipality of Durham Report

To: Township of Scugog General Purpose and Administration Committee
From: Stacey Jibb, Manager of Agriculture and Rural Economic Development
Date: April 13, 2026

Subject:

Growing North Durham Plan 2025 Annual Activity Report – Township of Scugog

Report:

1. Purpose

- 1.1. The purpose of this report is to provide an annual report on the implementation of the [Growing North Durham: Rural Economic Development Action Plan](#).
- 1.2. The report will be accompanied by a staff presentation from Stacey Jibb, Manager of Agriculture and Rural Economic Development and Jessica Rhynas, Rural Economic Development Specialist.

2. Background

- 2.1. The Growing North Durham Plan was endorsed by Regional Council and the Township of Scugog in early 2023. It sets out goals and actions to support economic growth across north Durham to 2027.
- 2.2. The 2024 Growing North Durham Annual Activity Report was received by the Township of Scugog Mayor and Members of Council on March 3, 2025.

3. Implementation Update

- 3.1. The delivery of economic development programming in the Township of Scugog relies on collaboration between Durham Region (Economic Development and Tourism staff), the Township of Scugog (including the Scugog Economic

Development Advisory Committee), as well as business support organizations such as the North Durham Chamber of Commerce (NDCC) and the Port Perry Business Improvement Association (BIA).

3.2. Regional Economic Development staff support the Scugog Economic Development Advisory Committee (EDAC) and meet regularly with the Township of Scugog's Director of Communications and Strategic Projects to discuss and advance matters relating to economic development in the Township of Scugog. This collaborative approach has been integral in the implementation of the Growing North Durham Plan so far.

3.3. The Growing North Durham Plan (the Plan) is structured under three pillars: People, Places and Prosperity. Each pillar contains goal areas and actions that support a community-driven approach to economic development. Identified below are some of the key activities that are either underway or were completed within each pillar over the past year:

People: This pillar recognizes the strong correlation between human capital and economic growth.

- Working with the North Durham Chamber of Commerce, the Region's Economic Development and Tourism Division supported several business workshops on topics related to workforce needs including Succession Planning and AI and Digital Marketing.
- The Regional Business Development Team led Employer Roundtables in 2025 to inform the development of a Request for Proposal to undertake a Region Wide Workforce Development Strategy. Regional Economic Development staff participated on behalf of north Durham and provide input on businesses from across Scugog, Uxbridge and Brock to be invited to the roundtable.
- The Business Advisory Centre Durham (BACD) works closely with the business start-ups, entrepreneurs and small businesses across Durham to support their continued growth. This includes providing business plan templates, business coaching and a recently launched program, 360 Growth, focusing on scalable businesses. In 2025, the BACD Team supported 47 north Durham businesses through one-on-one meetings and had almost 90 north Durham businesses participate in their business workshops.

- The North Durham Labour Force Study identified workforce barriers related to transportation in north Durham, staff have continued to work with Durham Region Transit, the NDCC and municipal partners to explore solutions that could benefit the workforce in north Durham. For instance, the Agriculture and Rural Economic Development team along with Durham Region Transit staff participated in webinar hosted by the NDCC in early 2026 and plans are underway to explore ways to collaborate to gather better data to inform future transit planning.
- In late 2025, Economic Development and Tourism Division staff began work on a campaign to attract talent to north Durham. As part of the development process, input was gathered from all three townships to help shape the approach and identify local businesses that aligned with the campaign goals. The [North of Unexpected](#) campaign ran from February 23 to April 3, 2026. The campaign primarily targeted an audience currently living and working in Toronto, in the technology and manufacturing sectors, between the ages of 25-55, who may consider a career move to north Durham. Businesses were featured prominently in the campaign, from the Township of Scugog this included West Port Dairy Co., Adamson Systems Engineering and Woodland Mills.
- Rural Economic Development content, including business success stories, is shared through the Invest Durham e-newsletter and media channels, and Durham Tourism channels when relevant. Invest Durham and Durham Tourism continue to grow their online presence which benefits entrepreneurs and small business owners in north Durham.

Places: This pillar highlights and strengthens north Durham’s unique qualities of place that stimulate meaningful connections with the community.

- Several initiatives and campaigns led by the Division’s Marketing, Tourism and Rural Tourism staff have been delivered over the last year with strong north Durham content or focus, including Gather at the Farm, Rural Routes, Durham Region Signature Sites, Recreate the Holiday Magic and #ShopinDurham Week.
- Across the Invest Durham, Durham Tourism and Downtowns of Durham platforms, north Durham or a north Durham business was mentioned 129 times in blog posts throughout 2025. A business or organization from Scugog was mentioned on 52 occasions throughout 2025.

- Staff supported the development of the Scugog Economic Development Advisory Committee’s “Home Sweet Scugog Welcome Wagon Program”, which was implemented by the Committee in 2025.
- Staff attended select business openings and celebrations and connected with new businesses to make them aware of support available. One-on-one support was provided to 57 current or prospective north Durham businesses throughout 2025 and early 2026. This support included activities such as providing letters of support, identifying funding opportunities, assisting with site selection, facilitating connections to industry partners, and sharing relevant information and data.

Prosperity: The prosperity pillar is about business retention and making informed decisions to encourage and enable economic growth.

- Staff worked closely with the Township of Scugog to assist with preparing and delivering the Scugog Business Program (SBP) Final Report and Action Plan. In the second half of 2025, staff worked to develop a workplan to assist with implementation.
- Recently, the Township of Scugog and Regional Economic Development and Tourism staff worked together to apply to the Rural Ontario Development Program to support ongoing implementation of the SBP to 2028.
- Using the SBP as a model, staff are developing options for a standardized approach to ongoing business visitations across north Durham to more effectively deliver business retention programming. Plans are underway to launch a business visitation program in 2026.
- In coordination with Township staff, Regional Economic Development staff respond to investment inquiries on an ongoing basis. Most investment inquiries are generated through the Region’s Business Development and Investment Team who undertake investment attraction work on behalf of all Durham municipalities. In other cases, investment leads are received directly by Regional Economic Development and Township staff. Of the 26 investment inquiries circulated to the Durham Economic Development Partnership (DEDP) in 2025, at least one north Durham site was deemed suitable and was submitted on 12 occasions.
- Building, Business and Parcel inventories were developed for downtown Port Perry and the Port Perry Employment Area. These are valuable for responding to investment inquiries, tracking potential opportunities for investment/new

business, targeting businesses for selected promotional activities, and providing data for grant applications and/or reporting. To streamline data collection and reduce manual effort, staff are in discussion with the Region's Business Count Survey team to explore opportunities for collaboration and process improvements.

- The [Scugog Business Toolkit](#) was updated and promoted.
- Staff continue promote the Invest Durham Signature Sites document which features key investment opportunities across Durham.
- Staff continued to develop relationships with owners or representatives of developable employment and commercial land parcels across the Township of Scugog, share servicing information, provide appropriate connections and discuss development opportunities with potential investors and partners.
- In addition to collaborating on economic development initiatives in the Township of Scugog, the Region of Durham's Economic Development and Tourism Division, through the Durham Tourism team, supports various tourism-related initiatives across the Township. While tourism is not the primary focus of the Growing North Durham Plan, it plays a critical role in advancing Scugog's overall economic prosperity. Over the past year, Durham Tourism has led and/or supported with several tourism-focused initiatives in Scugog, including the creation of the 2026-2029 Visitor Growth Plan, historical societies collaboration, visitor survey and giveaway program, support for the Sideroads of Scugog, updated photography, influencers and blogs, Gather At The Farm Campaign, and contests.
 - Durham Tourism has also supported the following events with either financial or direct promotional support: Culture Days (Scugog Arts & Scugog Shores Historical Museum), North Durham Pride, Theatre On The Ridge, Canoe the Nonquon, Scugog Pride Skate, Winding Roads Music Festival and the Lakefront Skate and Market.
 - In addition, Regional Economic Development are actively working to deliver a Rural Cycling Wayfinding Program, with plans for wayfinding signs to be installed in Spring 2026. Regional Staff have been in discussions with Township staff to support the implementation of this program.
- One of the goal areas in the [Growing Agri-Food Durham Plan](#) is to enable agriculture-related (AR) and on-farm diversified (OFD) uses. A collaborative

project between the Region of Durham’s Community Growth and Economic Development Department and the Townships of Brock, Scugog and Uxbridge to support and enable north Durham agriculture-related and on-farm diversified has recently moved into its implementation phase. Regional Economic Development Staff work closely with Township staff to support Scugog applicants with navigating the new AR and OFD use policies. Since the Township endorsed the new policies in late 2025, Regional Economic Development Staff have worked with over 10 different applicants to provide hands-on economic development assistance and a concierge approach to assist them as they look to diversify their farm operations.

4.0 Conclusion

4.1 The Growing North Durham Plan represents an ongoing commitment for a collaborative north Durham-wide approach to the delivery of economic development programming in the Townships of Scugog, Uxbridge and Brock. Regional Economic Development staff look forward to continuing to work together with Township staff and business support organizations to attract and retain businesses in Scugog.

4.2 Plans are underway to support, advance, or launch several key initiatives that will continue to advance goals of the Plan. Areas of focus include tracking and analyzing results from the North of Unexpected talent attraction campaign, development of a standardized business visitation program, exploration of a job fair to be hosted with north Durham partners and implementation of the Scugog Business Program.

Respectfully submitted,

Stacey Jibb
Manager, Agriculture & Rural Economic
Development
Invest Durham, Region of Durham



Growing North Durham Annual Report

**Township of Scugog
General Purpose &
Administration Committee**

April 13, 2026



Background

- Endorsed in early 2023 by Regional and north Durham Township Councils
- Supporting plan of Ready Set Future
- Goals and actions to support economic growth across north Durham to 2027
- Commitment to provide annual reports to Councils



Plan Approach

- North Durham-wide collaboration for plan implementation
- Regular communication and meetings

Three Pillars

- People
- Places
- Prosperity



People

- Workforce development
- BACD business support
- Labour Force Study – Employee Transportation
- Talent Attraction Campaign – *North of Unexpected*
- Information sharing with business community
- Business features





Places

- North Durham lens on marketing initiatives and campaigns – 129 mentions
- Scugog EDAC Home Sweet Scugog Program
- Uxbridge Downtown Revitalization
- Program-related and ad-hoc business support – 55+ one-on-one support





Prosperity

- Implementation of Scugog Business Program – ROD grant application
- Investment inquiries
- Building, Business and Parcel inventories
- Ec. Dev. assets updated & maintained
- Business Visitation Program to support retention
- Tourism support on-going
- Agriculture-related (AR) and on-farm diversified (OFD) uses



Looking Ahead

- Workforce development & transportation support
- Scugog Business Program implementation workplan
- Business Visitation Program to support retention
- Building, Business and Parcel inventories




Questions & Thank you!


InvestDurham@durham.ca

InvestDurham.ca

Region of Durham Paramedic Services

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Migrating from DPCI to

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What was DPCI

Dispatch Priority Code Index

Used by the MOH to dispatch ambulances since 1990's

Homegrown Ontario system

- Not rigid/Less standardized
- Broad priority level
- Faster call processing

Region of Durham Paramedic Services

- ▶ MPDS
 - ▶ Medical Priority Dispatch System
 - ▶ International standardized and structured call-taking system
 - ▶ Determinant coding and colour priorities (Purple to Green)
 - ▶ Scripted call taking
 - ▶ Scripted pre-arrival instructions (PAI)
 - ▶ Priority based response
 - ▶ Quality Assurance
- ▶ Durham (Oshawa CACC) switched to MPDS in May of 2025
- ▶ Provincially, the MOH is switching to MPDS centre by centre

MEDICAL PRIORITY DISPATCH SYSTEM

Developed by the International Academy of Emergency Dispatchers

Initially developed in 1979

Internationally standardized and structured call-taking system

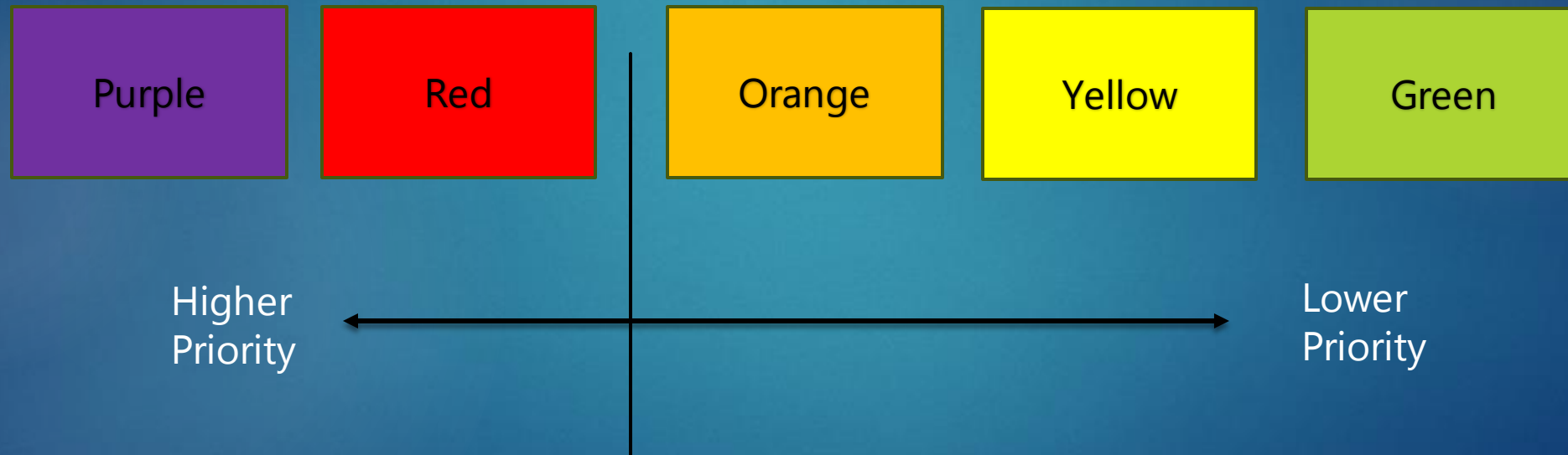
Allows agencies to send the RIGHT resource to the RIGHT location at the
RIGHT time in the RIGHT way



MEDICAL PRIORITY DISPATCH SYSTEM

MPDS Dispatch Priority Model

>2000 determinant (problem codes) based on > 30 primary complaints



MEDICAL PRIORITY DISPATCH SYSTEM

What is changing?

- Response priorities: Changing from “1 to 4” to “Green to Purple”
- Focus on acuity
- Longer caller interrogation
- Longer wait times for low acuity calls

Oranges/Yellows/Greens can be delayed without patient detriment

MEDICAL PRIORITY DISPATCH SYSTEM

What is NOT changing?

- Fire response policies and authority
 - Scene safety
 - Patient condition
 - Whether to remain on scene
- Existing tiered response agreements

Region of Durham Paramedic Services

► Tiered response agreements across the Region

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| LEVEL A | LEVEL B | LEVEL C | LEVEL D |
|--|--|--|---|
| <p>Immediate tiered response request for:</p> <ul style="list-style-type: none"> Respiratory Arrest (Absence of Breathing) Cardiac Arrest (Absence of Pulse) Unconsciousness Motor Vehicle Collision with EMS attending Profuse and Uncontrolled Bleeding (not including nose, vaginal, rectal or catheter site bleeds and not at LTC, medical facility and/or other on-site EFR locations). <p>When paramedic response time is anticipated to be greater than ten (10) minutes for the following emergency requests for service:</p> <p>Acute Chest Pain and/or Shortness of Breath/Difficulty Breathing (not on calls originating from LTC, medical facility or other on-site EFR location).</p> <p>Pickering FD will not respond to Medical Facilities or LTC's unless confirmed Cardiac Arrest (i.e. CPR in progress)</p> | <p>Immediate tiered response request (not on calls originating from LTC, medical facility or other on-site EFR location) for:</p> <ul style="list-style-type: none"> Respiratory Arrest (Absence of Breathing) Cardiac Arrest (Absence of Pulse) Motor Vehicle Collision with EMS attending <ul style="list-style-type: none"> Tiered within 1 minute of paramedic arriving at a LTC, medical facility or EFR site and paramedics requesting FD to assist with an active resuscitation and transport. FD will be tiered within 1 minute of paramedics requesting an emergency/non-emergency patient lift assist <u>and</u> no other paramedic resources are readily available to assist CACC shall provide all necessary call details/information during the initial and follow-up notification(s) to FD to be consistent with information provided to paramedics Upon notification <u>to</u> the CACC an on-duty officer for FD may initiate a <u>30 minute</u> medical tiered response suspension, after such time, normal tiered response practices resume | <p>Immediate tiered response request for:</p> <ul style="list-style-type: none"> Respiratory Arrest (Absence of Breathing) Cardiac Arrest (Absence of Pulse) Unconsciousness Motor Vehicle Collision with EMS attending Profuse and Uncontrolled Bleeding Acute Chest Pain and/or Shortness of Breath/Difficulty Breathing | <p>Immediate tiered response request for:</p> <ul style="list-style-type: none"> Respiratory Arrest (Absence of Breathing) Cardiac Arrest (Absence of Pulse) Unconsciousness Motor Vehicle Collision with EMS attending <p>Tiered within 1 minute of paramedic arriving at a LTC, medical facility or EFR site or higher level of care <u>and</u> requesting FD to assist with an active resuscitation and transport.</p> <ul style="list-style-type: none"> Respiratory Arrest (Absence of Breathing) Cardiac Arrest (Absence of Pulse) <p>FD will be tiered within 1 minute of paramedics requesting an emergency/non-emergency patient lift assist <u>and</u> no other paramedic resources in Brock TP are <u>readily available</u> to assist</p> <p>When paramedic response time is anticipated to be greater than fifteen (15) minutes for ALL HIGH PRIORITY CALLS within Brock Township</p> |
| <p>City of Oshawa City of <u>Pickering</u> Town of Ajax Town of Whitby Clarington TP Scugog Township</p> | <p>Uxbridge Township</p> | <p>No fire services currently</p> | <p>Brock Township</p> |

Region of Durham Paramedic Services

- ▶ What's next

- ▶ Goal: ACE accreditation (Accredited Centre of Excellence) of the dispatch centre
- ▶ Oshawa CACC is the only provincial dispatch centres that dispatches only 1 service
 - ▶ allows them to focus on 1 deployment plan and have a high compliance on audit



- ▶ Allows a dispatch centre to institute Omega codes under medical oversight

Region of Durham Paramedic Services

▶ Questions ?

TO General Purpose and Administration Committee

DATE April 13, 2026

DEPARTMENT Finance

REPORT TITLE **2026 Final Tax Levy**

REPORT NUMBER FIN-2026-006

EXECUTIVE SUMMARY

PURPOSE OF REPORT

Approval of the Final Property Tax Levy Report and associated By-law ensures that the property tax revenues necessary for each property class are received on a timely basis, thereby facilitating the cash flow requirements of the municipality.

STRATEGIC ALIGNMENT

Strategic Direction #2 – Sustainability: Improve sustainability through financial management, innovative funding, and efficient and effective delivery of services.

- Objective #1: Formalize long-term financial planning to enhance informed decision-making for delivery of services, management of our assets and responses to major infrastructure projects, growth, and legislative changes.

RECOMMENDATION

1. **THAT** Report FIN-2026-006, 2026 Final Tax Levy, be received; and,
2. **THAT** the Manager of Tax and Revenue be directed to prepare the Final Tax Bills; and,
3. **THAT** the 2026 Final Levy By-Law be adopted.

BACKGROUND

Following the December 15, 2025 Council Meeting, the 2026 Consolidated Budget in the amount of \$22,035,000 was deemed adopted. This Consolidated Budget is mainly being funded by the tax levy (\$21,695,000), supplementary taxes and Payment in Lieu of taxes (\$340,000).

Payments in Lieu of Taxation

The Payments in Lieu (PIL) of Taxation represents revenue received in lieu of taxation from any level of government owning or leasing property in Scugog Township. The Township is required to share revenues received in lieu of taxation with Durham Region and the Boards of Education. Government properties, including those owned by municipalities, are traditionally treated as exempt from property taxation. The total PIL revenue that the Township anticipates collecting in 2026 is \$403,348. The Municipal share of this payment is estimated at \$105,000. In addition, there is no obligation to transfer the education share of Federal PIL's for properties classified as industrial and commercial. These are also treated as Municipal PIL revenue with an estimated value of \$75,000.

Supplementary Tax

The tax rates are set each year based on the assessments listed for each property in the Collector's Roll - a listing of all properties in Scugog Township and their corresponding assessment received from the Municipal Property Assessment Corporation (MPAC) in December of the prior year. MPAC notifies the Township of any subsequent increases in assessment values (improvements to properties, etc.) by providing a supplemental tax roll and this information is used to generate an additional tax bill. Additional revenues from all the Supplementary Tax Bills are estimated at \$160,000 for 2026.

Business Improvement Area

The Business Improvement Area (BIA) is a special levy billed to commercial and industrial businesses located in downtown Port Perry. The BIA Board of Directors establishes the budget and manages the funds. On April 27, 2026, the BIA budget and special levy of \$149,992 will be presented to Council for endorsement. The Township of Scugog facilitates the billing and collection of the levy and remits the funds to the BIA quarterly.

Tax Rate

Taking the foregoing budget requirements into account the local residential tax rate has been set at .00453266 for the taxation year 2026 (.00435578 in 2025). Tax rates are calculated for each class according to Taxation Ratios (see Schedule 'B' attached) i.e., Farmland tax ratio at 20% of Residential is .00090653 (.00087116 in 2025).

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The total residential tax rate for Scugog Township taxpayers is .01387026 for 2026 (.01333447 in 2025).

- Township residential tax rate .00453266
- Region residential tax rate .00780760
- Board of Education residential tax rate .00153000
- Total residential tax rate .01387026

The total levy of \$69,156,174 (\$65,667,784 in 2025) includes:

- Collection for the Region of Durham (\$37,370,056)
- Collection for the Boards of Education (\$9,687,770)
- Collection for the Township of Scugog (\$21,695,000)
- Collection for the Payments in Lieu (\$403,348)
- Collection for the Business Improvement Area (\$149,992)

DISCUSSION

An interim tax bill (50% of 2025 tax levied) was issued in February. This interim bill was payable in two instalments which were/are due in February and April.

After approval of the Township, the Region and the School Board budgets, the tax rates are calculated. The Township calculates the individual property tax bills by multiplying the calculated tax rate by the individual property's Current Value Assessment, to arrive at the amount of tax due. The total amount due will be reduced by the amount on their interim tax bill.

The Township will issue final tax bills for approximately 9,338 properties, which will be due in two instalments: June and September. The Township portion of the property tax bills will total the levy amount deemed adopted by Council following their meeting on December 15, 2025 (\$21,695,000).

Township will remit the total amount of the Region's portion of the tax calculated in four payments. Each payment is typically due seven days after the Township's established installment due dates. These payments are not reduced by any outstanding tax amounts from taxpayers.

The Township will remit the total amount of the Boards of Education's portion of the tax calculated in four payments. These payments are made at the end of the months of March, June, September, and the middle of December. These payments are not reduced by any outstanding tax amounts from taxpayers.

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Taxpayer payments not received on the due dates are subject to 1.25% penalty/interest charge (not compounded) per month. These penalty/interest charges on outstanding tax amounts are not shared with the Region or the Boards of Education. The penalty/interest revenue budget amount for 2026 has been estimated at \$900,000.

FINANCIAL CONSIDERATIONS

As outlined above.

CONSULTATION / ENGAGEMENT

The Township engaged in a coordinated communications and engagement effort leading up to the deemed adoption of the 2026 budget. Further information about the adoption of the budget, including the impact to taxpayers, was communicated to the public in December 2025.

ALTERNATIVE CONSIDERATIONS

None. The tax rates and levies are determined based budgetary requirements that are already approved by the Township, Region of Durham, and School Boards.

ATTACHMENTS

Attachment No. 1 – Schedule ‘A’ which details all classes of property tax rates, total assessments and corresponding levy amounts for the Township, Region, and Boards of Education for the year 2026.

Attachment No. 2 – Schedule ‘B’, which lists the tax ratio for each property class.

Attachment No. 3 – 2026 Final Levy By-Law

Authored by:

Approved by:

Brianne Smith
Manager of Tax and Revenue

Laura E. Barta, CPA, CMA
Director of Finance/Treasurer

To request an alternative accessible format, please contact the Clerks Department at 905-985-

SCHEDULE "A"
THE CORPORATION OF THE TOWNSHIP OF SCUGOG
2026 TAX RATES AND LEVY

| PROPERTY CLASS | ASSESSMENT | TAX RATES | | | | TOTAL TAXES RAISED | | | |
|--|----------------------|---------------|--------------------|----------------|----------------|----------------------|---------------------|----------------------|----------------------|
| | | DURHAM REGION | BOARD OF EDUCATION | SCUGOG GENERAL | TOTAL TAX RATE | REGIONAL LEVY | EDUCATION LEVY | TOWNSHIP LEVY | TOTAL LEVY |
| Residential /Farm Taxable: Full | 4,075,445,275 | 0.00780760 | 0.00153000 | 0.00453266 | 0.01387026 | 31,819,447 | 6,235,431 | 18,472,623 | 56,527,501 |
| Commercial Taxable: Full | 239,822,390 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 2,715,036 | 2,110,437 | 1,576,200 | 6,401,673 |
| Commercial Small Scale On Farm Business | 87,500 | 0.01132102 | 0.00220000 | 0.00657236 | 0.02009338 | 991 | 193 | 575 | 1,758 |
| Commercial New Cons Small Scale On Farm Business | 134,100 | 0.01132102 | 0.00220000 | 0.00657236 | 0.02009338 | 1,518 | 295 | 881 | 2,695 |
| New Construction Commercial: Full | 0 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 0 | 0 | 0 | 0 |
| Commercial Taxable: Vacant Unit/Excess Land | 3,861,993 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 43,722 | 33,986 | 25,382 | 103,090 |
| Commercial Taxable: Vacant Land | 14,790,000 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 167,438 | 130,152 | 97,205 | 394,795 |
| New Construction Commercial: Excess Land | 0 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 0 | 0 | 0 | 0 |
| Farmlands 1 | 0 | 0.00585570 | 0.00114750 | 0.00339950 | 0.01040270 | 0 | 0 | 0 | 0 |
| Farmlands Taxable: Full | 579,602,172 | 0.00156152 | 0.00038250 | 0.00090653 | 0.00285055 | 905,060 | 221,698 | 525,428 | 1,652,187 |
| Parking Lot Taxable:Full | 2,623,000 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 29,695 | 23,082 | 17,239 | 70,017 |
| Industrial Taxable: Full | 37,093,972 | 0.01579868 | 0.00880000 | 0.00917184 | 0.03377052 | 586,036 | 326,427 | 340,220 | 1,252,683 |
| Industrial Small Scale On Farm Business | 62,500 | 0.01579868 | 0.00220000 | 0.00917184 | 0.02717052 | 987 | 138 | 573 | 1,698 |
| New Construction Industrial: Full | 0 | 0.01579868 | 0.00880000 | 0.00917184 | 0.03377052 | 0 | 0 | 0 | 0 |
| New Constructing Industrial: Vac / Excess Land | 0 | 0.01579868 | 0.00880000 | 0.00917184 | 0.03377052 | 0 | 0 | 0 | 0 |
| Industrial Taxable: Vac/Excess Land | 3,322,128 | 0.01579868 | 0.00880000 | 0.00917184 | 0.03377052 | 52,485 | 29,235 | 30,470 | 112,190 |
| Industrial Taxable: Vacant Land | 3,393,000 | 0.01579868 | 0.00880000 | 0.00917184 | 0.03377052 | 53,605 | 29,858 | 31,120 | 114,583 |
| Multi-Residential Taxable: Full | 20,691,720 | 0.01457288 | 0.00153000 | 0.00846022 | 0.02456310 | 301,538 | 31,658 | 175,056 | 508,253 |
| Pipeline Taxable: Full | 14,136,000 | 0.00959867 | 0.00880000 | 0.00557246 | 0.02397113 | 135,687 | 124,397 | 78,772 | 338,856 |
| Shopping Centre Taxable: Full | 34,715,639 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 393,016 | 305,498 | 228,164 | 926,678 |
| Shopping Centre Taxable: Vacant Land/Excess Land | 955,971 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 10,823 | 8,413 | 6,283 | 25,518 |
| Shopping Centre-New Con - Full | 0 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 0 | 0 | 0 | 0 |
| Shopping Centre Taxable: New Con - Vacant Land/Excess Land | 0 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 0 | 0 | 0 | 0 |
| Office Building Taxable: Full | 5,718,700 | 0.01132102 | 0.00880000 | 0.00657236 | 0.02669338 | 64,742 | 50,325 | 37,585 | 152,651 |
| Managed Forest Taxable: Full | 21,665,767 | 0.00195190 | 0.00038250 | 0.00113317 | 0.00346757 | 42,289 | 8,287 | 24,551 | 75,127 |
| Aggregate Extraction Taxable: Full | 3,573,700 | 0.01285549 | 0.00511000 | 0.00746303 | 0.02542852 | 45,942 | 18,262 | 26,671 | 90,874 |
| | 5,061,695,527 | | | | | \$ 37,370,056 | \$ 9,687,770 | \$ 21,695,000 | \$ 68,752,826 |
| | | | | | | 54.35% | 14.09% | 31.56% | |

149,992 Bus Improvement Area
403,348 Total Payments in Lieu
69,306,166 TOTAL BILLING
69,156,174 TOTAL PAGE Billing Report
149,992 DIFFERENCE (BIA) = BALANCED

TOWNSHIP OF SCUGOG
SCHEDULE 'B'
2026 TRANSITION RATIOS

| PROPERTY CLASS | RATIO |
|--|--------------|
| Commercial Taxable: Full | 1.4500 |
| New Construction Commercial: Full | 1.4500 |
| Commercial Taxable: Vacant Unit/Excess Land | 1.4500 |
| Commercial Taxable: Vacant Land | 1.4500 |
| Farmlands 1 | 0.7500 |
| Farmlands Taxable: Full | 0.2000 |
| Parking Lots (Commercial Occupied) | 1.4500 |
| Industrial Taxable: Full | 2.0235 |
| Industrial Taxable: Vacant Unit/Excess Land | 2.0235 |
| Industrial Taxable: Vacant Land | 2.0235 |
| Multi-Residential Taxable: Full | 1.8665 |
| New - Multi-Residential Property Class | 1.1000 |
| Pipeline Taxable: Full | 1.2294 |
| Res/Farm Taxable: Full | 1.0000 |
| Shopping Centre Taxable: Full | 1.4500 |
| Shopping Centre Taxable: Vacant Land/Excess Land | 1.4500 |
| Office Building Taxable: Full | 1.4500 |
| Managed Forest Taxable: Full | 0.2500 |
| Aggregate Extraction Taxable: Full | 1.6465 |

Note 1: Tax ratios for vacant units/excess lands and vacant land subclasses in the Industrial class are set at 100% of the full industrial tax rate which applies to that class

Note 2: Tax ratios for vacant units/excess lands and vacant land subclasses in the commercial class are set at 100% of the full commercial tax rate which applies to that class

Note 3: A tax ratio of 2.0235 for the industrial class means that the industrial properties will be taxed at 2.0235 times the residential tax rate.

Note 4: The transition ratios are used to determine local and regional tax rates only.

The Corporation of The Township of Scugog

By-law Number XX-26

Being a by-law to levy rates of taxation for the year 2026.

Whereas it was necessary for the Council of The Corporation of the Regional Municipality of Durham pursuant to section 308(5) of the Municipal Act, S.O. 2001, c. 25, as amended (the “Municipal Act”), to establish tax ratios for 2026 for the Region and its Area Municipalities;

And Whereas the tax ratios were set by the Regional Municipality of Durham under By-law No. 2026-002;

And Whereas the tax ratios establish the relative amount of taxation to be borne by each property class;

And Whereas all property assessment rolls on which the 2026 taxes are to be levied have been returned and revised pursuant to the provisions of the Assessment Act, R.S.O. 1990, c. A.31, as amended subject to appeals presently outstanding;

And Whereas the property classes have been prescribed by the Minister of Finance pursuant to section 7 of the Assessment Act, R.S.O. 1990, c. A.31, as amended and Regulations thereto;

And Whereas the Council of the Region is required to specify the percentage by which tax rates are to be reduced for the prescribed property subclasses for 2026 pursuant to section 313 of the Municipal Act;

And Whereas the property subclasses for which tax rate reductions are to be established are in accordance with section 8 of the Assessment Act;

And Whereas the tax rate reductions reduce the tax rates that would otherwise be levied for municipal purposes;

And Whereas it is necessary for the Council of The Corporation of the Township of Scugog pursuant to the Municipal Act to levy on the whole rateable property according to the latest returned assessment roll, which is subject to adjustment by the Assessment Review Board, for The Corporation of the Township of Scugog the sums set forth for various purposes in Schedule “A” hereto attached for the current year;

And Whereas pursuant to the Regional Municipality of Durham By-law Numbers 2026-006 to 2026-009 inclusive, the Regional Municipality of Durham passed By-laws to adopt estimates of all sums required by the Regional Municipality of Durham for the purposes of the Regional Corporation and to provide a levy on Area Municipalities;

And Whereas pursuant to the Education Act, R.S.O. 1990, c. E.2, as amended and its Ontario Regulation 400/98, as amended by various Ontario Regulations from time to time, tax rates on the assessment for school purposes have been specified;

And Whereas an interim levy was made before the adoption of the estimates for the current year;

Now therefore, the Council of The Corporation of The Township of Scugog hereby enacts as follows:

1. For the taxation year 2026, the tax ratio for property in:

| | |
|-------------------------------------|--------|
| (a) The Residential and Farm Class | 1.0000 |
| (b) The Multi-Residential Class | 1.8665 |
| (c) The New Multi-Residential Class | 1.1000 |
| (d) The Commercial Class | |
| Residual - Occupied | 1.4500 |
| Residual - Vacant Units | 1.4500 |
| Residual - Vacant Lands | 1.4500 |
| (e) The Shopping Centre Class | |
| Shopping Centre - Occupied | 1.4500 |
| Shopping Centre - Vacant Units | 1.4500 |
| (f) The Office Building Class | |
| Office Building -Occupied | 1.4500 |
| Office Building - Vacant Units | 1.4500 |
| (g) The Industrial Class | |
| Residual - Occupied | 2.0235 |
| Residual - Vacant Units | 2.0235 |
| Residual - Vacant Lands | 2.0235 |
| (h) The Large Industrial Class | |
| Large - Occupied | 2.0235 |
| Large - Vacant Units | 2.0235 |
| (i) The Pipelines Class | 1.2294 |
| (j) The Farmlands Class | 0.2000 |
| (k) The Managed Forests Class | 0.2500 |
| (l) The Aggregate Extraction Class | 1.6465 |

2. For the year 2026 The Corporation of the Township of Scugog shall levy upon the Residential and Farm Assessment, Multi-Residential Assessment, Commercial Assessment including Shopping Centres and Office Buildings, Industrial Assessment, Pipeline Assessment, Farmland Assessment, Managed Forest Assessment and Aggregate Extraction Assessment the rates of taxation per current value assessment for general purposes as set out in Schedule "A" attached to this By-law.

3. Taxes for Residential and Farm, Pipeline, Farmland, Managed Forest, and Aggregate Extraction, including local improvement assessments, shall be payable in two instalments; estimated dates June 23rd, 2026, and September 23rd, 2026. Commercial including Shopping Centres and Office Buildings, Industrial, and Multi-Residential taxes will be levied in accordance with Bill 140 and shall be payable in two instalments; estimated dates June 23rd, 2026 and September 23rd, 2026. Taxpayers shall have the right to enter the optional Pre-

Authorized Payment System for taxes as authorized under the authority of By-law 6-01.

4. The estimates for the current year are as set forth in Schedule "A" attached to this By-law. The Township will collect and forward Region and Education levies in accordance with the rates established by the Region of Durham and the Province of Ontario.
5. The levy provided for in Schedule "A" attached to this By-law shall be reduced by the amount of the interim levy for 2026.
6. For payments-in-lieu of taxes due to The Corporation of the Township of Scugog, the actual amount due to The Corporation of the Township of Scugog shall be based on the assessment roll and the tax rates for the year 2026.
7. For the railway rights of way taxes due to The Corporation of the Township of Scugog in accordance with the Regulations as established by the Minister of Finance, pursuant to the Municipal Act, the actual amount due to The Corporation of the Township of Scugog shall be based on the assessment roll and the tax rates for the year 2026.
8. It is understood that if any properties are determined to be in the Parking Lot Class that the taxation will be the same as the Commercial Class.
9. The Manager of Tax and Revenue shall mail or deliver or cause to be mailed or delivered to the address on file of the property owner or place of business of each person taxed, a notice specifying the amount of taxes payable by such person.
10. The penalties and interest for non-payment on due dates shall be levied in accordance with the provisions of By-Law 68-14.
11. The Manager of Tax and Revenue and Treasurer are hereby authorized to accept part payment from time to time on account of any taxes due and to give a receipt; therefore, such part payment shall not affect the collection of any percentage charge imposed and collectable under Clause 10 in respect of non-payment of taxes or any instalment thereof.
12. The Treasurer is hereby authorized to revise assessments, and resulting tax rates, if deemed necessary in conjunction with changes made by Municipal Property Assessment Corporation.
13. Schedule "A" attached hereto shall be and form a part of this By-law.

This By-law Read and Passed by Council on the 27th day of April, 2026.

MAYOR, Wilma Wotten

CLERK, Blair Labelle

By signing this by-law on the 27th day of April, 2026, Mayor Wilma Wotten will not exercise the power to veto this by-law.

TO General Purpose and Administration Committee

DATE April 13, 2026

DEPARTMENT Fire and Emergency Services

REPORT TITLE **Tiered Response Agreement**

REPORT NUMBER FIRE-2026-004

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The purpose of this report is to present an updated Tiered Response Agreement between the Region of Durham Paramedic Services and Scugog Fire and Emergency Services.

STRATEGIC ALIGNMENT

- **Strategic Direction #5 – Complete Community:** Strengthen our communities to be inclusive, healthy, safe, connected and engaged
 - Objective #2: Create a vibrant, safe and healthy community enhancing the quality of life in Scugog.

RECOMMENDATION

1. **THAT** Report FIRE-2026-004, Tiered Response Agreement, be received for information; and,
2. **THAT** Council authorize the Mayor and Clerk to execute the revised Tiered Response Agreement between the Region of Durham Paramedic Services and Scugog Fire and Emergency Services, as outlined in this report.

BACKGROUND

A Tiered Response Agreement coordinates emergency services to ensure the fastest possible medical response during life-threatening events. Under this system, fire departments may be dispatched immediately to provide critical care until paramedics arrive.

The current Tiered Response Agreement between Region of Durham Paramedic Services and Scugog Fire and Emergency Services was signed in 2013. The Agreement establishes medical criteria and time frames for Central Ambulance Communications Centre (CACC) to dispatch Fire Services to attend a medical emergency which has a high priority of clinic benefit from a clear response time advantage in scene arrival over the primary responding paramedic services.

DISCUSSION

A new Medical Priority Dispatch System (MPDS) is being implemented throughout the province. Durham (Oshawa CACC) transitioned to this dispatching system in May 2025. This has provided an opportunity for fire departments to review the criteria for their response.

At this time, it is recommended that in addition to the traditional criteria of Scugog Fire and Emergency Services responding for respiratory or cardiac arrest, unconsciousness and motor vehicle collisions, that profuse and uncontrolled bleeding be added to the approved response criteria. This will align Scugog Fire and Emergency Services with the majority of the other fire departments within Durham Region. Additionally, since the Township of Scugog is a rural community, having trained firefighters dispatched to respond to profuse bleeding incidents can improve medical outcomes for residents experiencing potentially life-threatening situations.

A revised Tiered Response Agreement is attached.

FINANCIAL CONSIDERATIONS

The Scugog Fire and Emergency Services is already trained to provide this level of medical service through the regular medical training provided by Lakeridge Health/Base Hospital. Therefore, no increase in training cost or supplies is required. Although the revision to the Tiered Response Agreement may result in Scugog Fire and Emergency Services responding to more medical incidents, it is not believed that this will have a significant impact on the 2026 operating budget. Any impact to the response budget will be monitored and if necessary, the Tiered Response Agreement will be adjusted.

ATTACHMENTS

Attachment No. 1 – Tiered Response Agreement (revised)

To request an alternative accessible format, please contact the Clerks Department at 905-985-

Authored by:

Approved by:

Mike Matthews
Fire Chief

Warren Mar
CAO

Tiered Response Agreement
Between
Region of Durham Paramedic
Services and
Scugog Fire and Emergency
Services

Region of Durham Paramedic Services and Scugog Fire and Emergency Services (collectively “the parties”) acknowledge and agree to the activation of a tiered response to medical and/or trauma emergency situations in order to provide first response resources and skills to out-of-hospital medical emergencies that have a high probability of clinical benefit from a clear response time advantage in scene arrival over the primary responding Region of Durham Paramedic Services resource(s) in accordance with the following criteria:

Level “A” Tiered Response

A tiered response will be requested by the Central Ambulance Communications Centre (CACC) within one (1) minute of paramedic services dispatch, and in conjunction with the attached Response Reference Chart, for any one (1) or more of the following High Priority (Purple and Red) emergency requests for service:

1. Respiratory Arrest (Absence of Breathing);
2. Cardiac Arrest (Absence of Pulse);
3. Unconsciousness;
4. Motor Vehicle Collision with paramedic services attending; or
5. Profuse and Uncontrolled Bleeding (**not including** nose, vaginal, rectal or catheter site bleeds, and not on calls originating from long- term care (LTC) facilities, medical facilities or other locations with an available on-site Emergency First Responder (EFR) program or higher level of care).

A tiered response will be requested by the CACC within one (1) minute of paramedic services dispatch, and in conjunction with the Response Reference Chart, when the paramedic services response time is anticipated to be greater than ten (10) minutes for the following emergency requests for service:

1. **ACUTE (High Priority)** Chest Pain and/or Shortness of Breath/Difficulty breathing (not on calls originating from long-term care (LTC) facilities, medical facilities or other locations with an available on-site Emergency First Responder (EFR) program or higher level of care).

The CACC shall notify Scugog Fire and Emergency Services within one (1) minute of paramedic services dispatch in response to an emergency request for service that meets the above-noted criteria for a Level “A” Tiered Response.

The CACC shall provide all necessary call details/information during the initial and follow-up notification(s) to ensure that the details/information provided to Scugog Fire and Emergency Services are consistent with the details/information provided to Region of Durham Paramedic Services.

The above-noted criteria for a Level “A” Tiered Response are in addition to those situations where notification of Scugog Fire and Emergency Services is automatic, including but not limited to fire suppression, confined space, trench, rope rescue, water rescue, ice rescue, elevator rescue, tunnel rescue, heavy urban search and rescue, CBRNE, Farm Silo Rescue, aircraft / watercraft / train rescue and / or derailment, and/or hazardous material operations (HAZMAT).

Once a tiered response has been initiated such response shall only be cancelled if (1) the emergency request for service is cancelled by the originator of the emergency request for service, and/or (2) paramedic services have arrived on scene and made patient contact.

The parties acknowledge and agree that Scugog Fire and Emergency Services shall make their best efforts but that it may not be able to respond to a tiered response request when otherwise engaged in another emergency situation or for any other reason as determined by the Scugog Fire and Emergency Services senior on-duty officer.

Scugog Fire and Emergency Services will notify the CACC through Oshawa Fire Dispatch its inability to operate or respond in accordance with this Agreement as early as practicable and the CACC shall advise Region of Durham Paramedic Services immediately.

CACC Responsibilities

- Activation of a tiered response to provide first response resource and skills to out-of-hospital medical emergencies pursuant to the Level “A” Tiered Response criteria set out in this Agreement.
- Provision of all necessary call details/information during the initial and/or follow-up notifications to ensure that the details/information provided to Scugog Fire and

Emergency Services are consistent with the details provided to Region of Durham Paramedic Services.

- Advise Region of Durham Paramedic Services of Scugog Fire and Emergency Services' inability to respond to a request for a tiered response.

Scugog Fire and Emergency Services Responsibilities

- Fire suppression services for structural fires (offensive and defensive), including interior firefighting, search and rescue operations, forcible entry, ventilation, protection of exposures, salvage and overhaul as appropriate;
- Fire suppression services for vehicle/equipment fires including aircraft, open air fires including grass, brush and forest and any other fires not listed that may occur in the Township of Scugog;
- Emergency pre-hospital care responses and services as per protocol outlined in this agreement;
- Special technical and/or rescue response services including performing automobile and/or equipment extrication, large animal rescue, marine rescue utilizing watercraft, remote rescue, static water/ice rescue (shore based and technician level), hazardous materials response (Operations Level), low slope rope rescue and elevator rescue (not to exceed Operations Level)
- Other technical and/or specialized rescues response services (including trench rescue, high angle rope rescue, building collapse, confined space, and any other technical rescue) shall not be provided by Scugog Fire and Emergency Services beyond the Awareness level. These services are provided through a Fire Service Agreement with the City of Oshawa Fire Services.
- Emergency first response, including, if necessary, first aid, oxygen, CPR and automated defibrillation.
- Fire prevention

Region of Durham Paramedic Services

- Coordination of all out-of-hospital medical care and transportation.
Work cooperatively with Scugog Fire and Emergency Services during all emergency incidents to ensure patient clinical care requirements are addressed
The parties acknowledge and agree that this Agreement may be amended in writing or terminated at any time upon the mutual consent of the parties. Further, the parties commit to reviewing this Agreement on an annual basis to ensure its currency, effectiveness and applicability.

The Regional Municipality of Durham

Date:

Chief / Director, Region of Durham Paramedic Services

Township of Scugog

Date:

Mayor / Designate

Date:

Clerk

TO General Purpose and Administration Committee

DATE April 13, 2026

DEPARTMENT Public Works and Recreation

REPORT TITLE **Scugog Float Flyers Club – Memorandum of Understanding
Renewal 2026**

REPORT NUMBER PWR-2026-016

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The purpose of this report is to seek Council approval for the renewal of the annual agreement with the Scugog Float Flyers (SFF).

KEY FINDINGS

- Township and SFF has entered into an agreement for the use of the land on municipal property behind VOS' Independent Grocery Store since 2005.
- The SFF operational hours are Monday to Friday, 8:30 am – 2:00 pm.
- The SFF provides a certificate of insurance, naming the Township of Scugog as an additional insured party.

STRATEGIC ALIGNMENT

The Memorandum of Understanding (MOU) supports Strategic Direction #5 – Complete Community: Strengthen our communities to be inclusive, healthy, safe, connected and engaged. More specifically, the MOU achieves the “Complete Community” Objective #1: Serve the community at all ages and stages.

RECOMMENDATION

1. **That** Report PWR-2026-016, Scugog Float Flyers Club – Memorandum of Understanding Renewal 2026, be received for information; and,
2. **That** the Mayor and Clerk be authorized to sign and execute the Memorandum of Understanding with the Scugog Float Flyers Club, for use of municipal property, substantially in the form appended as Attachment 1 to Report PWR-2026-016.

BACKGROUND

The purpose of this report is to seek Council approval for the renewal of the annual agreement with the Scugog Float Flyers (SFF).

Previous reports to Council regarding the subject matter were COMS-2025-009, COMS-2024-006, COMS-2023-002, and COMS-2022-006.

DISCUSSION

The SFF have previous annual agreements with the Township for use of the municipal property located behind VOS' Independent Grocery Store since the spring 2005.

During that time, SFF have fulfilled the obligations in the applicable agreements, and their use of the area has not resulted in any issues or raised any concerns with Township staff. The SFF adjusted their operational hours in 2019 to Monday through Friday, 8:30 a.m. – 2:00 p.m. This provided flexibility for the Club to plan three (3) flying days each week in conjunction with favourable weather forecasts.

The SFF have continued to be members of the Model Aeronautics Association of Canada (MAAC), meeting all requirements associated with their operation and club activities. The club meets for general recreation and are a not-for-profit club. They will be providing the same insurance coverage as last year.

During the 2025 flying season, there were no accidents or complaints from the public. The SFF have confirmed that they will operate following all current provincial and federal guidelines.

FINANCIAL CONSIDERATIONS

There are no financial implications to the Township.

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CONSULTATION / ENGAGEMENT

Staff are in contact with the representative of the SFF regarding the 2026 Memorandum of Understanding renewal.

ATTACHMENTS

Attachment No. 1 – Scugog Float Flyers MOU 2026

| | |
|---|---|
| Authored by: | Approved by: |
| Shawna Cornish Manager of Parks and Recreation | Grant Taylor Director of Public Works and Recreation |



MEMORANDUM OF UNDERSTANDING

between

TOWNSHIP OF SCUGOG

And the

SCUGOG FLOAT FLYERS

This Memorandum of Understanding relates to the Township of Scugog (TWP) parkland directly north of VOS' Independent Grocers along the shores of Lake Scugog.

In order to recognize and implement Safety and Flying Rules, specific to the operation of the Scugog Float Flyers (SFF), any prior consent documents or procedures for the operation of radio controlled planes at this site are here by deemed null and void.

The Township will permit the SFF to use this land for the purpose of operating their radio control model planes, consistent with all Model Aeronautics Association of Canada (MAAC) guidelines and regulations. No aircraft shall exceed ¼ scale. The SFF will be permitted to use this site at the stated times, under this agreement.

The SFF must provide the Township with proof of current membership in good standing with the MAAC. Proof must also be provided of the required \$5,000,000 liability insurance coverage (included is the naming of the Township as a third party insured) and ensure that all pilots similarly hold current MAAC membership and related insurance.

The SFF must also submit to the Township a copy of their Official Club Rules governing their use of the site and enforce their use. Permission for use of the site may be withdrawn by the Township at any time for violation of the terms of this agreement.

Scugog Float Flyers will adhere to the following conditions:

- i) Ensure only MAAC licensed pilots operate on this site;
- ii) Not alter or add to the shoreline;
- iii) Keep the shoreline clean;
- iv) Control the litter on the site and empty the trash receptacles;
- v) Work in conjunction with various environmental groups along the shoreline;
- vi) Follow provincial boating regulations when operating recovery boat on the lake;

TO General Purpose and Administration Committee

DATE April 13, 2026

DEPARTMENT Public Works and Recreation

REPORT TITLE **Memorandum of Understanding with the Blackstock Arena Planning and Development Committee**

REPORT NUMBER PWR-2026-017

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The purpose of this report is to seek Council approval for a Memorandum of Understanding (MOU) with the Blackstock Arena Planning and Development Committee to fundraise for capital projects to maintain the future operations of the Blackstock Arena.

KEY FINDINGS

- Township staff have met with the Blackstock Arena Planning and Development Committee (BAPDC) twice to discuss the proposed MOU.
- BAPDC is committed to fundraising for capital projects to enhance the existing Blackstock Arena for future operations, prioritizing the ice refrigeration plant.
- Staff to report back to Council regarding next steps for the refrigeration plant after further consultation with the BAPDC.

STRATEGIC ALIGNMENT

The Memorandum of Understanding with the Blackstock Arena Planning and Development Committee supports Strategic Direction #1 – Infrastructure: Leverage and improve roads, transportation, facilities, equipment, and other assets. More specifically, the MOU achieves the “Infrastructure” Objective #2: Enhance recreation facilities both new and existing to continue providing recreation activities for all ages and abilities.

RECOMMENDATION

1. **That** Report PWR-2026-017, Memorandum of Understanding with the Blackstock Arena Planning and Development Committee, be received for information; and,
2. **That** the Mayor and Clerk be authorized to sign and execute the Memorandum of Understanding with the Blackstock Arena Planning and Development Committee in the form appended as Attachment 1 to Report PWR-2026-017.

BACKGROUND

At the Planning and Community Affairs Committee meeting on December 8, 2025, a delegation from Kirk Swain, Mike Blakey and Rob Harvey was heard by the Committee. The delegates outlined their history with the Blackstock Arena noting the formation of a new combined group, the Blackstock Arena Planning and Development Committee. The following motion was carried:

That the delegation be referred to Staff to give consideration for the establishment of a partnership with the Blackstock Arena Planning and Development Committee and the Township with the objective of revitalizing the Blackstock Arena.

DISCUSSION

Staff met with the BAPDC in January and February to discuss the formation of a Memorandum of Understanding between the Township and the BAPDC for fundraising initiatives to support capital improvements at the Blackstock Arena.

During the 2024-2025 ice season at the Blackstock Arena, staff were faced with several operational repairs for the refrigeration plant, including several leaks that were repaired but required the use of the stored Freon. Staff have reported to Council on the state of the Blackstock Arena refrigeration plant and the need for an alternate to the freon plant to ensure the future use of the arena.

At the same time, the Blackstock and surrounding communities have come together to meet and brainstorm ways to assist the Township in purchasing capital improvements for the arena, specifically an ammonia refrigeration plant to ensure the future operations of the arena. During these meetings, the BAPDC was established.

The following are some conditions the Township and the BAPDC must adhere to:

The Committee shall:

- i) Shall fundraise to support capital improvements that both the Committee and the Township agree to at the Blackstock Arena.

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- ii) Shall provide 20% of the project funds for a new refrigeration plant for the Blackstock Arena.
- iii) Shall meet with the Township bi-annually (twice a year) to discuss upcoming fundraising initiatives.
- iv) Any questions regarding the management and/or operation of the Blackstock Arena shall be referred to the Manager of Parks and Recreation.
- v) Annually, by December 15th the Committee shall account for and confirm all accrued fundraised funds.
- vi) Shall supply a Certificate of Insurance, naming the Township of Scugog as an additional insured, for fundraising events taking place in a Township facility.
- vii) Pay the rental fee for any meeting room booked after the one free meeting room rental per month is used.
- viii) Pay the rental fee for any Blackstock Hall rental booked after the two free rentals per year is used.
- ix) Book any meeting room and/or Blackstock Hall rental through the Facility and Booking Associate.

The Township shall:

- i) Retain the management function of the Blackstock Arena staffing and operations.
- ii) Shall develop a timeline for future capital projects in consultation with the Committee.
- iii) Provide one free meeting room rental per month for Committee meetings.
- iv) Provide two free Blackstock Hall rentals per year for fundraising events.
- v) Keep funds provided by the Committee in a reserve fund used only to purchase or reimburse the Township for capital items.
- vi) If the Committee dissolves, the Township shall retain any funds already deposited.

There is a termination clause included in the MOU that states The Township or the Committee may terminate this MOU at any time and for any reason, upon sixty (60) days' written notice.

If the Committee is in default of any term in this MOU, the Township shall provide written notice to the Committee outlining the nature of the default which the Committee shall remedy to the Township's satisfaction within fifteen (15) days following receipt of such notice. If the Committee fails to correct the default, the Township may terminate this MOU at the end of such time period.

The MOU is based on a precedent template from the Region of Durham's Legal Department and its legal terms have been reviewed by the CAO. Once the MOU is approved, staff will meet with the BADPC to discuss next steps for the refrigeration plant and report back to Council with a recommendation.

FINANCIAL CONSIDERATIONS

As recreation infrastructure continues to age throughout the province, funding for any major

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restoration or rehabilitation is very competitive and the Township can not rely solely on government grants to assist in funding. This MOU establishes a partnership with the BADPC that enhance potential grant applications as the Committee is a not-for-profit entity and can access different grants and the Committee has committed to engaging in fundraising initiatives to assist in capital improvements for the arena.

CONSULTATION / ENGAGEMENT

Staff are excited to have an opportunity to work with a dedicated Committee to source possible grants and fundraise for capital improvements to the Blackstock Arena and to ensure future operations continue.

ATTACHMENTS

Attachment No. 1 – Draft Blackstock Arena Planning and Development MOU

Authored by:

Approved by:

Shawna Cornish
Manager of Parks and Recreation

Grant Taylor
Director of Public Works and Recreation



This Memorandum of Understanding (“MOU”) is made as of May 1, 2026.

MEMORANDUM OF UNDERSTANDING

between

**THE CORPORATION OF THE TOWNSHIP OF SCUGOG
(the “Township”)**

and

**BLACKSTOCK ARENA PLANNING AND DEVELOPMENT COMMITTEE
(the “Committee”)**

RECITALS:

- A. The Township is the owner of the Blackstock Arena and Blackstock Hall, comprising the Blackstock Recreation Complex, located at 3440 Church Street, Blackstock, Ontario.
- B. The Township, together with the fundraising and other support of the Committee, wishes to make capital improvements to the Blackstock Arena to support its continued use by the community.
- C. The Committee was established as a fundraising and community support organization to assist with renovations and capital improvements to the Blackstock Arena.
- D. The Township and/or the Committee may apply for and, if successful, receive grant funding or other external funding in relation to capital improvements to the Blackstock Arena, and may enter into external funding agreements with third parties. The parties intend that the Township will, at all times and subject to Council approval as required, undertake at its own risk and in accordance with its own policies and procedures regarding procurement, financing, and project management, any capital improvements to be completed at the Blackstock Arena. The Committee will assist with funding such works as provided for in this MOU, in a manner that supports compliance with any applicable external funding terms.

1. INTERPRETATION

1.1 Definitions. In addition to the terms defined elsewhere in this MOU, the following terms have the following meanings:

- (a) “capital improvements” means all works, improvements, restorations, expansions, or replacement of capital assets, including mechanical, electrical, structural, or other equipment that supports the operation of the Blackstock Arena, but shall exclude any repairs or maintenance due to regular wear and tear resulting from the normal use of the Blackstock Arena facility.
- (b) “Council” means the council of the Township; and
- (c) “MFIPPA” means the *Municipal Freedom of Information and Protection of Privacy Act* of Ontario.

1.2 Interpretation. In this MOU: (a) the singular includes the plural and vice versa; (b) “including” and “includes” mean “including, without limitation”; (c) section headings are for convenience only and do not affect interpretation; (d) statutory references include all related regulations and any amendments, replacements or re-enactments; and (e) references to “\$” or currency are to Canadian dollars.

2. PROJECT INTENT AND PURPOSE

2.1 Purpose. This MOU sets out the terms of reference between the Township and the Committee for fundraising initiatives to support capital improvements at the Blackstock Arena. The parties intend to:

- (a) collaborate to support such work that respects the Township’s ownership of the Blackstock Arena, statutory responsibilities, and accountability to the public;
- (b) support community engagement and fundraising through the Committee; and
- (c) comply with any requirements under any external funding agreements and applicable laws.

2.2 Control of the Work. The parties intend that any capital improvement work on the Blackstock Arena will be controlled, directed, procured, and managed by the Township, subject to compliance with the direction of Council and all applicable laws, policies, and by-laws of the Township.

2.3 Role of the Committee. The parties intend that, as part of their collaborative effort towards capital improvements to the Blackstock Arena, the Committee will adhere to the following conditions:

- (a) in consideration of the timeline for future capital improvement projects as contemplated in section 2.4(b) below, the Committee will fundraise to support capital improvements that both the Committee and the Township agree to at the Blackstock Arena;
- (b) the Committee will provide at least 20% of the project funds for a new ice rink chiller system for the Blackstock Arena at such a time and on such a schedule as the Township may require;
- (c) the Committee will meet with the Township at least bi-annually (twice a year) to discuss upcoming fundraising initiatives on the understanding that the Committee will only apply for, obtain, or agree to external grant funding after consulting with the Township beforehand and receiving the Township's approval where such funding may impact the Township's scheduled capital improvements for the Blackstock Arena or commit the Township to undertake capital improvements at the Blackstock Arena;
- (d) the Committee will attend a Council meeting at least once a year to present their plans, progress, and fundraising efforts;
- (e) any questions regarding the management and/or operation of the Blackstock Arena shall be referred to the Manager of Parks and Recreation;
- (f) annually, by December 15th, the Committee shall account for and confirm all accrued fundraised funds and monies, and any interest earned thereon, with the Township;
- (g) should the Committee dissolve for any reason or should this MOU be terminated or expire, it will provide all collected funds to the Township immediately, to be held and used for any capital improvements to the Blackstock Arena;
- (h) the Committee will supply a Certificate of Insurance in accordance with such amounts and on such terms as the Township requires under its rental policies, naming the Township as an additional insured, for fundraising events taking place in a Township facility;
- (i) the Committee will be granted one free meeting room rental per month to conduct Committee business, after which any further meeting room bookings in that month will require the payment of the rental fee;
- (j) the Committee will be granted two free Blackstock Hall rentals per year for fundraising events, after which any further events in that year will require the payment of the rental fee (subject to any grant that the Township's

Grants Committee may provide to the Committee for such additional rentals); and

- (k) the Committee will book any meeting room and/or Blackstock Hall rental through the Facility and Booking Associate.

2.4 Role of the Township. The parties intend that, as part of their collaborative effort towards capital improvements to the Blackstock Arena, the Township will adhere to the following conditions:

- (a) the Township will retain the management function of the Blackstock Arena staffing and operations, and will have full control over the execution and completion of capital improvements to the Blackstock Arena, as provided in section 2.2 above;
- (b) in addition to a new ice rink chiller system for the Blackstock Arena as contemplated by section 2.3(b) above, the Township will develop a timeline for future capital improvement projects in consultation with the Committee, and dependent upon the fundraising of the Committee;
- (c) the Township will provide one free meeting room rental per month for Committee meetings and two free Blackstock Hall rentals per year for fundraising events;
- (d) the Township will keep funds provided by the Committee in a reserve fund or other such account to be used only to purchase or reimburse the Township for capital improvements to the Blackstock Arena; and
- (e) if the Committee dissolves or should this MOU be terminated or expire, the Township shall retain any funds already deposited and shall receive all remaining funds from the Committee, to be held in a reserve fund or other such account to be used towards capital improvements to the Blackstock Arena.

2.5 Other Agreements. Without limitation, the parties understand and agree that one or more other agreements may be necessary to address items such as the handling of donations, the submission of grant requests, audit rights, donor recognition, compliance with external funding requirements, indemnification, and record keeping. The parties agree to work together in good faith to enter into such agreements in the future to support the goal of making capital improvements to the Blackstock Arena.

2.6 No Obligation to Proceed. Nothing in this MOU obligates the Township to proceed with capital improvements to the Blackstock Arena on such a timeframe as the Committee may prefer. Further, nothing in this MOU obligates the Township to proceed with capital improvements without first receiving an agreed

amount of funds from the Committee necessary to assist with the costs of the capital improvements. Should the necessary amount of funding from the Committee be unable to be raised and provided to the Township, the Township may choose to delay, defer, or not proceed with capital improvements until such time as the necessary amount is provided.

3. CONFIDENTIALITY AND PRIVACY

3.1 Confidential Information. Each party will keep confidential and will not use or disclose any confidential information received from the other party in connection with this MOU for any purpose other than the performance of its obligations under this MOU, except:

- (a) to its representatives who need to know such information to perform its obligations under this MOU and who are bound by written confidentiality obligations equivalent to those in this MOU;
- (b) with the disclosing party's prior written consent; or
- (c) as required by law, court order, or a lawful access to information request.

3.2 Exclusions. The confidentiality obligations in this section do not apply to information that: (a) is or becomes publicly available other than through a breach of this MOU; (b) was lawfully known to the receiving party before disclosure without obligation of confidentiality; or (c) is independently developed without reference to the disclosing party's confidential information and such development is adequately documented.

3.3 Privacy. Each party will comply with all applicable privacy laws in relation to any personal information shared under this MOU.

3.4 Public Announcements. The parties will coordinate any public announcements relating to any capital improvements at the Blackstock Arena.

3.5 Recognition. The parties will cooperate in order to comply with any recognition and acknowledgment requirements under any external grant funding agreements. Funds raised through the Committee will be appropriately acknowledged and publicly recognized by the Township.

4. FREEDOM OF INFORMATION

4.1 Access to Information. The Parties acknowledge that the Township is subject to access to information legislation, including MFIPPA, and that records in the Township's custody or control may be subject to public disclosure. The Committee acknowledges that records in the Committee's possession may be requested by the Township to enable the Township to meet its statutory and

accountability obligations, including under MFIPPA and under any applicable external grant funding agreements.

5. TERM AND TERMINATION

- 5.1 Term. This MOU shall commence on **May 1, 2026**, and shall remain in effect until its expiry on **April 30, 2031**, unless terminated in accordance with the provisions of this MOU.
- 5.2 Extension. Subject to the Township's sole discretion to agree to any extension request, this MOU may be extended for an additional term or terms as the parties may negotiate. If an extension of the MOU is desired, then either party may approach the other party to discuss the extension of this MOU at least ninety (90) days prior to the end of the term of this MOU.
- 5.3 Termination. This MOU may be terminated at any time and for any reason: (a) on the mutual written agreement of the parties; or (b) by either party providing sixty (60) days' written notice to the other party.
- 5.4 Obligations on Termination. Upon expiration or termination of this MOU, the Committee will provide all collected funds to the Township immediately, to be held and used for any capital improvements to the Blackstock Arena. Without limiting the foregoing, upon request, the Committee will provide the Township with all available fundraising and accounting records or documentation to the extent available, subject to applicable law and third-party rights.
- 5.5 Survival. Upon expiration or termination of this MOU, all provisions of this MOU, which by their nature and surrounding circumstances, reasonably should survive expiration or termination, will survive such expiration or termination.
- 5.6 Default. If the Committee is in default of any term in this MOU, the Township shall provide written notice to the Committee outlining the nature of the default which the Committee shall remedy to the Township's satisfaction within fifteen (15) days following receipt of such notice. If the Committee fails to correct the default, the Township may terminate this MOU at the end of such time period.

6. GENERAL

- 6.1 Entire Agreement. This MOU constitutes the entire understanding between the parties with respect to its subject matter, subject to the future execution of one or more other agreements as may be necessary.
- 6.2 Costs. Each party will bear its own costs and expenses in relation to this MOU.
- 6.3 Relationship of the Parties. This MOU does not create a partnership, joint venture, fiduciary, employment or agency relationship between the parties. Neither party may act on behalf of the other party or bind the other party in any manner. Each party shall remain responsible for their respective staff, including employees, contractors, agents and volunteers.

- 6.4 Assignment. Neither party may assign this MOU without the other party's prior written consent.
- 6.5 Amendments. Any amendment to this MOU must be in writing and signed by both parties.
- 6.6 Severability. If any part of this MOU is held to be invalid or unenforceable, such part will be severed and the rest of the provision and this MOU will remain in full force and effect.
- 6.7 Governing Law. This MOU is governed by the laws of the Province of Ontario and the applicable laws of Canada, without regard to any conflict of laws principles. The parties irrevocably agree to the non-exclusive jurisdiction of the courts located in the Province of Ontario to determine issues arising from this MOU.
- 6.8 Counterparts. This MOU may be signed manually or electronically, in any number of counterparts. Each counterpart will be deemed an original, may be delivered electronically, and will together constitute one agreement.
- 6.9 Notice. Any notice, direction, or other communication required or contemplated by any provision of this MOU shall be in writing and given by personal delivery, by registered mail, by overnight courier, or by email (or as otherwise advised in writing by notice from a party to the other party from time to time):
- (a) in the case of a notice to the Township, to:
- Shawna Cornish, Manager of Parks and Recreation
181 Perry St., PO Box 780
Port Perry, Ontario L9L 1A7
Email: scornish@scugog.ca
- (b) in the case of a notice to the Committee, to:
- Mike Blakley
71 Maple Crescent
Janetville, Ontario L0B 1K0
Email: mikebaranowski@yahoo.com

Any notice delivered before 4:30 p.m. local time on a business day will be deemed to have been received on the date of delivery, and any notice delivered after 4:30 p.m. local time on a business day or delivered on a day other than a business day will be deemed to have been received on the next business day. Where a notice is mailed it will be deemed to have been received seventy-two (72) hours after the date it is postmarked, provided that if the day on which the notice is deemed to have been received is not a business day, then the notice will be deemed to have been received on the next business day.

TO General Purpose and Administration Committee

DATE April 13, 2026

DEPARTMENT Public Works and Recreation

REPORT TITLE **Rural Cycling Tourism Wayfinding and Signage
Memorandum of Understanding**

REPORT NUMBER PWR-2026-018

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The purpose of this report is to inform Council that the Rural Cycling Tourism Wayfinding and Signage Project lead by Durham Tourism is proceeding to implementation. Durham Tourism is retaining the services of a third-party contractor to install signage on the approved routes. The Memorandum of Understanding (MOU) clarifies responsibilities for sign installation and maintenance during the MOU term.

KEY FINDINGS

- The Township of Scugog was engaged as part of the Region-led rural cycling tourism initiative during the development and rollout of the rural cycling loops and signage program (2024–2026), and the current MOU report references prior consultation and coordination with Regional staff rather than a single dated Council delegation or presentation.
- A key focus area for Durham Tourism is the rural cycle tourism program that aims to make Durham a cycling destination by connecting cycling routes and activities to complementary tourism experiences and products to attract more local and domestic visitors.
- Rural cycling routes present tremendous potential to improve the overall quality of place and can bring resident and visitor spending to rural tourism industry operators which are tourism ready. The creation of these rural cycling routes provides an additional avenue and attraction to the smaller, family-owned businesses, which are situated within the rural areas of the region. These businesses are not found within normal high traffic areas and do require extra visibility and promotion.

- The fabrication and installation of the signage in the municipalities of Scugog, Uxbridge and Brock is slated to be complete by the end of May 2026.

STRATEGIC ALIGNMENT

Strategic Direction #3, Economic Development and Tourism to create, attract, retain employment opportunities, promote tourism, and attract people to Scugog to enhance the local economy. Further, the project aligns with the 2026-2029 Scugog Visitor Growth Plan – Goal 2, 3.2.1 and 3.2.3.

RECOMMENDATION

1. **THAT** Report PWR-2026-018, Rural Cycling Tourism Wayfinding and Signage Memorandum of Understanding be received for information; and,
2. **THAT** Council delegate authority to the Director of Public Works and Recreation for signing the Memorandum of Understanding (MOU) on behalf of the Township.

BACKGROUND

Durham Region's rural areas offer strong potential for cycling tourism due to scenic landscapes, low-volume roads, and proximity to the Greater Toronto Area. However, the lack of consistent route signage and wayfinding has been identified as a barrier to safe navigation and to promoting rural Durham as a cycling destination.

The Rural Cycling Tourism Route Wayfinding and Signage Project was developed to address this gap by identifying preferred rural cycling routes and implementing a coordinated, regionally branded signage system. The project aims to improve route clarity, enhance cyclist safety and confidence, and support tourism and local economic activity.

The initiative aligns with Regional and municipal objectives related to active transportation, tourism development, and rural placemaking. Route selection has been informed through collaboration with area municipalities, tourism partners, and cycling stakeholders, with consideration given to road conditions, scenic value, connectivity, and access to local destinations and services.

In addition to supporting tourism, the rural cycling wayfinding and signage system is intended to benefit residents by formalizing commonly used cycling routes, encouraging recreational and fitness cycling, and reinforcing safer cycling behaviour through predictable routing and visibility. The initiative also provides an opportunity to strengthen Durham Region's identity as a cycling-friendly region and to support regional branding and marketing efforts tied to outdoor recreation and rural experiences.

Overall, the Durham Region Rural Cycling Tourism Route Wayfinding and Signage Project represents a strategic investment in low-impact transportation and tourism infrastructure that

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supports economic development, community well-being, and sustainable travel, while highlighting and connecting the unique rural landscapes and communities across the region.

DISCUSSION

The initiative aligns with broader Regional and local objectives related to active transportation, tourism development, rural placemaking, and economic sustainability. Clear and intuitive wayfinding is recognized as a critical component of cycling tourism infrastructure, helping riders navigate rural road networks, identifying services and points of interest, and safe travel between communities. Improved signage also reduces reliance on digital navigation, which can be inconsistent in rural areas due to limited connectivity.

The purpose of the MOU is to formalize a cooperative framework between the Region of Durham and the Township of Scugog to support the installation and long-term maintenance of rural cycling tourism wayfinding signage on Township road allowances.

The agreement clarifies respective roles and responsibilities while advancing a regionally coordinated cycling tourism initiative that enhances wayfinding, safety, and economic benefits for rural communities.

FINANCIAL CONSIDERATIONS

The only financial implication associated with the MOU is staff time required to re-install damaged, missing or vandalized signposts and signs. Durham Region is covering all costs associated with supplying new signposts and signs, when required.

CONSULTATION / ENGAGEMENT

The project has been developed in collaboration with local area municipalities, tourism and economic development stakeholders, and cycling advocacy groups to ensure routes reflect local context, community priorities, and on-the-ground cycling conditions. Route selection has considered factors such as traffic volumes, road conditions, scenic value, connections to destinations and trail networks, and proximity to businesses and amenities that support tourism activity.

The rural cycling routes can be viewed at [Cycling - Durham Tourism](#)

ALTERNATIVE CONSIDERATIONS

Not applicable.

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PWR-2026-018 Rural Cycling Tourism Wayfinding and Signage
Memorandum of Understanding

Authored by:

Approved by:

Grant Taylor
Director of Public Works and Recreation

Warren Mar
Chief Administrative Officer

To request an alternative accessible format, please contact the Clerks Department at 905-985-

**RURAL CYCLE TOURISM WAYFINDING SIGNAGE
MEMORANDUM OF UNDERSTANDING**

Dated this [] day of [], 2026 (“Effective Date”).

B E T W E E N:

THE REGIONAL MUNICIPALITY OF DURHAM

(**“Region”**)

and

THE TOWNSHIP OF SCUGOG

(**“Township”**)

RECITALS:

WHEREAS the Region of Durham (the **“Region”**) has developed a Rural Cycle Tourism Plan which includes the creation and promotion of on-road rural cycling loops throughout the Region, including within the geographic boundaries of the Township of Scugog (the **“Township”**);

AND WHEREAS the Region has secured funding and has undertaken the design and production of non-regulatory, tourism-oriented signage to support the promotion of these cycling loops;

AND WHEREAS the Rural Cycle Tourism Loop signage is intended to highlight recreational cycling routes that begin and end at the same point; the signs are not regulatory traffic control devices;

AND WHEREAS the Township is the road authority for certain roads identified as part of the cycling loops (Municipal Roads), and therefore the Region requires the Township’s cooperation to permit signage to be installed on those roads;

AND WHEREAS the Region will retain a third-party contractor to install signage on both Municipally owned roads and Regionally owned roads. Costs incurred as a result of maintenance or damage to the signs will be covered by the Region of Durham.

AND WHEREAS the parties wish to clarify their respective roles and responsibilities with respect to signage installation, approvals, and ongoing maintenance through this Letter of Understanding;

THEREFORE, in accordance with the principles set out above, the Parties hereby agree as follows:

1. Definitions

- 1.1. **“Rural Cycle Tourism Loop”** means on-road rural cycling routes identified by the Region for recreational and tourism purposes, designed to begin and end at the same point.
- 1.2. **“Signage”** means non-regulatory, tourism-oriented signs to be placed along identified cycling loops to mark and brand the route, not to serve as safety signage.
- 1.3. **“Regional Roads”** means roads and highways under the ownership and jurisdiction of the Region.
- 1.4. **“Municipal Roads”** means roads and highways under the ownership and jurisdiction of the Township of Scugog.
- 1.5. **“Installation”** means the physical placement of signs in predetermined and approved locations.
- 1.6. **“Maintenance”** means regular visual inspections, cleaning, repair, and replacement of signage as needed.

2. Region Responsibilities

The Region agrees to:

- 2.1. Coordinate the development and promotion of Rural Cycle Tourism Loops within the Township, including stakeholder engagement and public communications.
- 2.2. Determine suitable locations for signage in partnership with the Township and a designated transportation or tourism consultant/partner.
- 2.3. Secure funding and cover costs associated with the design, manufacturing and installation of signage.
- 2.4. Provide final signage plans for approval by the Township for installation on Municipal Roads.
- 2.5. Install signs on both Regional and Municipal Roads through a third-party contractor. The Region of Durham will endeavour to install the signs in the Spring 2026.

- 2.6. Review and approve any proposed maintenance strategy related to signage upkeep.
- 2.7. Assist in facilitating discussions regarding long-term maintenance responsibilities and/or external contracting if needed.

3. Township Responsibilities

The Township agrees to:

- 3.1. Collaborate with the Region and their consultants to review the preferred signage locations on Municipal Roads.
- 3.2. Approve final signage locations on Municipal Roads, subject to safety and engineering review.
- 3.3. Township to install any replacement signs required as a result of damage or vandalism. **Costs incurred for replacement signage will be covered by the Region.**
- 3.4. Township to notify the Region of Durham if they notice signs that require replacement and work with Regional staff to pick up replacement signs from a Regional Works facility.
- 3.5. Notify the Region of any significant changes in road conditions or projects that could affect the signage or its visibility.
- 3.6. Remove or relocate signage upon request by the Region, with reasonable notice and justification provided.

4. Term

- 4.1. This Memorandum shall remain in place until terminated by one of the parties.

5. Termination

- 5.1. This MOU shall remain in effect unless terminated by either party with sixty (60) days' written notice.
- 5.2. In the event of termination, both parties shall cooperate to ensure signage is removed or transferred as mutually agreed upon.
- 5.3. Termination shall not relieve either party of obligations for costs incurred or commitments made prior to the effective date of termination.

5.4. Should the Township be unable to continue signage maintenance, the Region shall have the right to remove signs or assume temporary maintenance responsibility until a permanent solution is arranged.

6. General

6.1. This Memorandum may be amended, supplemented, or modified by agreement in writing by the parties.

6.2. Nothing in this Memorandum shall be interpreted to create any partnership, joint venture, or similar relationship, or subject the parties to any implied duties or obligations respecting the conduct of their affairs which are not expressly stated herein.

6.3. This Memorandum may not be assigned by either party.

6.4. This Memorandum may be executed in two or more counterparts, each of which together shall be deemed an original, but all of which together shall constitute one and the same instrument. If the signature is delivered by fax transmission or by email delivery of a scanned data file (Adobe PDF or otherwise), such signature shall create a valid and binding obligation on the party executing the Memorandum with the same force and effect as if the fax or scanned data file (Adobe PDF or otherwise) were an original thereof.

IN WITNESS WHEREOF, the parties have entered into this MOU as of the Effective Date: _____

TOWNSHIP OF SCUGOG

SIGNATURE: _____

NAME: _____

TITLE: _____

REGIONAL MUNICIPALITY OF DURHAM

SIGNATURE: _____

NAME: _____

TITLE: _____

2025

Durham Physician Recruitment Program Annual Report



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Message from the Executive Director

It is with great pleasure that I present our 2025 Annual Report for the Durham Physician Recruitment Program. This report reflects continued progress and evolution throughout the year, as well as our collective commitment to addressing Durham Region's critical shortage of family physicians.

2025 was a year of reflection, learning, and purpose, as we worked to identify the most effective organizational model to ensure our program could fulfill its mandate with greater flexibility and autonomy. At our inception, the Clarington Board of Trade generously hosted the program, providing administrative support and managing funds while enabling committee leadership to guide programming decisions and oversee expenditures.

In March 2025, the program transitioned to the Durham Ontario Health Team. While this structure fostered strong collaboration, operational processes limited the flexibility required to efficiently deliver our programming. Working collaboratively, we identified the need for a new organizational path that would better support our objectives while maintaining strong partnerships.

In October 2025, the Durham Physician Recruitment Program took the necessary steps to incorporate as a legally registered not-for-profit organization in Ontario. This transition was undertaken in close collaboration with Durham Region to ensure a seamless transfer and to allow the program to continue its important work without interruption.

Recent Ministry of Health data estimates that there are approximately 66,000 people living in Durham with no family physician. In addition to this, local data suggests there are another 100,000+ Durham residents who are attached to a physician outside of Durham. For many of these, the distance required to visit their family physician makes it very challenging for them to get effective access to their primary care provider. It is important to note that a number of family physician retirements are expected over the next 5 years.

It is also important to recognize the efforts being made by the provincial government to try to attach all Ontarians to a primary care provider or team over the next 3 years. This work is being led by Dr. Jane Philpott and her Primary Care Action Team. This involves creating or expanding new Interprofessional Care Teams to enable existing family physicians to increase their roster size by using a team-based approach to care delivery. While this may reduce the total requirement for new family doctors in Durham, this approach will not, by itself, resolve the shortage of family physicians.

Thus, there remains a need to recruit over 100 family physicians over the next few years by our estimates. And this need will continue to grow as the population of Durham grows rapidly. To achieve this goal, partnerships must remain at the forefront. We have continued to strengthen our partnership with Lakeridge Health, Queens University, and our local communities and community clinics. Durham Region hosts over 40 medical clinics with evolving needs and our ability to maintain meaningful outreach is reliant on these partnerships.

It is important to note, that given the program's organizational transitions, some delays in programming and limitations in external attraction initiatives were unavoidable. Where possible we engaged in creative and collaborative means to ensure outreach was maintained.

Key Achievements

- Welcomed 20 new medical students to the third cohort of the Queen's Lakeridge Health MD Family Medicine Program, strengthening retention efforts and fostering continuity between cohorts.
- Engaged Queen's family medicine residents studying in Durham through targeted support in the QBOL Residency Program, improving local retention rates and ensuring greater integration into the community.
- Established a regular communication path to Resident learners from outside the QBOL program.

- Expanded external outreach, including national and international recruitment events, to attract Canadian-trained physicians looking to return home and serve their communities. Our target area this year was Ireland and the UK
- Strengthened partnerships with Durham’s healthcare institutions, clinics, and primary care networks to create a seamless transition for new recruits. Along with a better understanding of vacancies and opportunities.

Looking Ahead

We are excited to move into 2026, our priorities remain clear: strengthening community engagement, enhancing recruitment efforts to remain competitive with other municipalities, and further integrating our efforts within the Durham Primary Care Network. Additionally, refining our data tracking methods and expanding training and support programs will be crucial to long-term retention.

Physician Recruitment is not simply about filling vacancies – it is about building a sustainable healthcare ecosystem that supports both providers and patients. I extend my deepest gratitude to all our partners, stakeholders, and community members for their ongoing dedication and collaboration. Together, we are building a stronger, healthier Durham for generations to come.

Sheila Hall

Executive Director, Docs For Durham



Executive Summary

The Durham Physician Recruitment Working Group has completed another year with remarkable progress in establishing foundational structures, fostering key partnerships, and achieving early successes in physician recruitment. This year yielded important lessons that have helped position the program on a strong and sustainable growth trajectory. This report highlights key accomplishments achieved in 2025, summarizes performance across strategic pillars, and outlines priorities for 2026.

We also would like to take this opportunity to extend our sincere gratitude to our stakeholders and contributors who have played a vital role in the success of this initiative. **The Region of Durham** provided crucial funding and policy support; **Lakeridge Health** contributed in-kind support, including dedicated office space for the Executive Director of Physician Recruitment; **Durham Ontario Health Team (DOHT)** provided the administrative framework and access to Primary Care that enables program growth; **Queen's University** facilitated medical student and resident engagement and event partnerships; and the volunteer **Durham Physician Recruitment Committee** donated their time and offered strategic guidance and governance support.

Additionally, we thank our external partners, including the **Durham Medical Clinics Network, Durham Primary Care Network, Lakeridge Health Department of Family and Community Medicine, Queen's University Medical School, financial institutions, and professional services firms**, for their contributions to the medical learners in Durham Region. Their collective efforts have been instrumental in ensuring the program's success and long-term sustainability.



Program Structure and Governance

The program has been designed with a collaborative governance framework to ensure long-term sustainability and success. Key partners have played an integral role in this initiative:

- **Region of Durham and the 8 area Municipalities:** Secured stable funding through a collaboration with Durham Regional and the municipalities of Ajax, Brock, Clarington, Oshawa, Pickering, Scugog, Uxbridge and Whitby.
- **Lakeridge Health:** Provided in-kind support, including dedicated shared office space in the LHEARN Centre at Lakeridge Health Oshawa Site for the Executive Director of Physician Recruitment, ensuring direct engagement with learners and faculty.
- **Durham Ontario Health Team (DOHT):** Provided a temporary administrative home for the program, offering access to the Primary Care Network and supporting alignment with provincial policy changes during a critical transition period.
- **Queen's University:** Facilitates access to medical students and residents, partnering on key events such as Orientation Week, graduation ceremonies, and ongoing academic engagement.
- **Durham Physician Recruitment Committee:** A volunteer group representing key stakeholders, providing strategic oversight and guidance, developing governance documentation (Terms of Reference, KPIs), and supporting recruitment initiatives and physician tours.
- **DocsForDurham:** formally incorporated as a new Not-For-Profit organization, enabling full operational autonomy and flexibility and establishing its inaugural Board of Directors.

INAUGURAL BOARD OF DIRECTORS:



President/Chair
Dr. Anthony Stone



Secretary
Arun Bala



Treasurer
Laura Wilson, CPA



Regional Advisor
Simon Gill



Executive Director
Sheila Hall



Key Achievements – 2025

MEDICAL EDUCATION PROGRAMS

Queen’s Lakeridge Health MD Family Medicine (QLH MDFM) Program

The Queen’s-Lakeridge Health MD Family Medicine Program is an innovative new six year program offering medical school and family medicine residency in Durham Region. It is designed to address the shortage of family physicians in Ontario. Launched in September 2023, the program welcomed its inaugural class of 20 students.

Currently, the campus hosts 20 first-year medical students (Class of 2029) and 20 second-year medical students (Class of 2028) and 20 third year medical students, also known as clinical clerks (Class of 2027). The program emphasizes early and continuous community engagement, offering students immersive clinical experiences from their first year in various family medicine settings. These students will transition to the two year family medicine residency after their four years of medical school with the first cohort ready to start family practice in 2029.



2029 Cohort taking their Physicians' Pledge (Hippocratic Oath)



Class of 2027 begins clerkship

To foster a sense of community and support among students in the Durham Region, the Durham Physician Recruitment Program organizes activities during Orientation Week, Graduation, and throughout the semesters, including events that build bonds between all classes and the community. Regular communication is maintained through email and social media to keep students informed and connected. In addition, the Executive Director has a designated office in LHEARN Centre where all learners continue to share and rotate through this space allowing for weekly casual and continuous interaction with DocsForDurham. This approach supports the development of practice-ready, community-focused physicians equipped to provide comprehensive care and establish long-term roots in Durham Region.

- Participate in Orientation Week welcoming ceremonies, host a Welcome Mixer, maintain regular engagement with students at the LHEARN Centre, and organize seasonal activities including winter gatherings and a spring networking event, resulting in **150+ learner interactions** that strengthen connections with future physicians.
- In addition to our strategic and planned activities and touchpoints, all classes collectively organize their own activities, for social events like trivia, sports, running clubs, skiing and on farm experiences just to name a few. The learners routinely reach out to DocsForDurham for support in finding interesting activities and recommendations for locations across the Region. We are their trusted source for community engagement.



Family Medicine Residents – Queen’s Bowmanville Oshawa Lakeridge (QBOL) Residency Program

Historical data reveals that **21%** of QBOL graduates stayed in Durham Region to practice medicine (2012–2023 data).

Since then, enhanced community engagement and coordinated partner involvement have contributed to a significant upward trend in local retention. This improvement aligns with the establishment of the **Queen’s–Lakeridge Health Campus** and strengthened community-learner integration, increasing awareness of professional and lifestyle opportunities available in Durham Region.



Class of 2026



Class of 2027

| Period | Graduates Remained | Total Graduates | Retention Rate |
|---------------------|--------------------|-----------------|----------------|
| 2012–2023 Baseline* | – | – | 21% |
| 2024 | 5 | 9 | 55.6% |
| 2025 | 5 | 8 | 62.5% |

*Baseline retention reflects program outcomes prior to program redesign; 2024–2025 results reflect enhanced recruitment and retention supports.



- Maintained contact with the full complement of 18 residents (9 PGY1, 9 PGY2)
- Implemented a comprehensive support program, including:
 - Orientation Week activities
 - Regular academic and wellness support
 - Graduation transition assistance

NOTE: A significant expansion of the QBOL Family Medicine Residency Program will occur over the next two years. The program will increase from 9 residents per cohort in the two-year residency program to 25 residents per cohort in 2027. This expansion will train 25 residents per cohort in 2028 expanding the Family Medicine Program capacity to 50 residents combined. This means that starting in 2029, 45 family physicians will be graduating each year from Queen’s School of Medicine training programs within Durham Region! We will continue to enhance our recruitment efforts with these trainees.

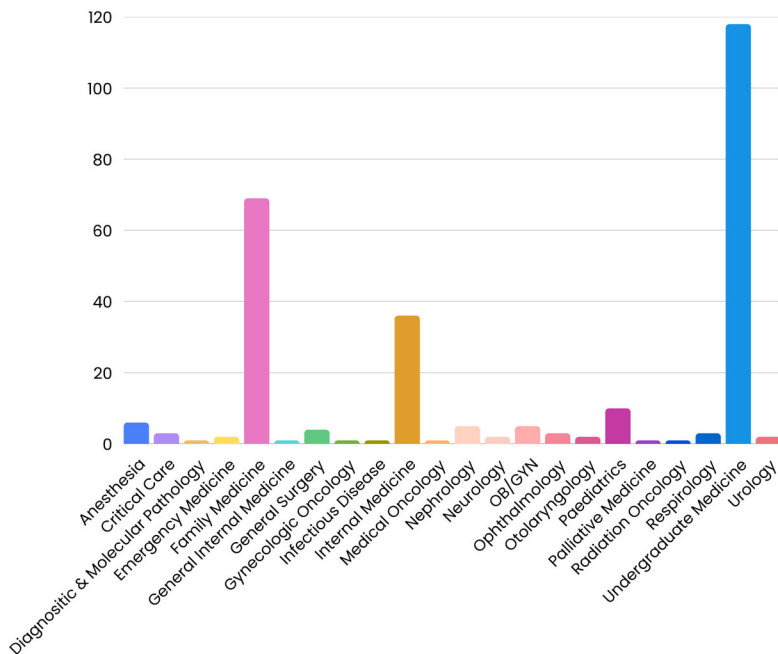
LEVERAGING VISITING MEDICAL LEARNERS FROM ACROSS ONTARIO

In addition, Durham Region welcomes a continued stream of learners from our partnering residency programs for clinical/community rotations. These learners are in our community for up to 14 weeks. With our strong partnership with Lakeridge Academic Affairs, we have established a point of entry opportunity to introduce DocsForDurham to these learners.

These groups come in from 6 universities across Ontario and work front line in our hospitals, emergency departments, clinics and urgent care centres.

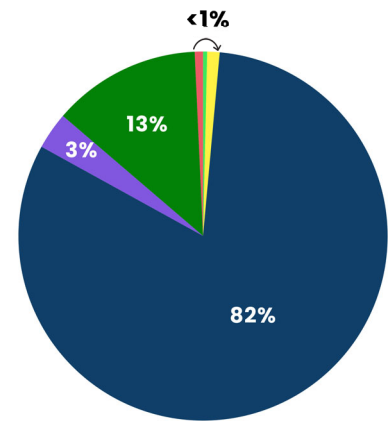
For example, in 2024/2025 Lakeridge Health Academic Affairs and community partners supported **277 individual residents** across participating programs. Many of these learners completed multiple rotations within Durham Region, further deepening their connection to the community and strengthening long-term recruitment potential.

Focus of Learning



Medical Trainees by Institution

- Queens University (Non-Durham Sites)
- University of Toronto
- University of Ottawa
- McMaster University
- Western University
- McGill University



DOMESTIC RECRUITMENT INITIATIVES

Developing Locum Opportunities

For graduating residents who have not yet identified a preferred destination to establish their permanent practice, many are choosing to pursue locum opportunities. A medical locum is a physician who temporarily fills in for another physician or works in a healthcare setting on a short-term or contract basis.

Aligning these new graduate physicians interested in providing locum coverage with family physicians seeking locum support presents a valuable opportunity to build relationships, introduce physicians to the community, and foster long-term recruitment and community attachment.

As a result of ongoing relationship development and engagement, the program currently has **11 graduating residents** who have expressed interest in covering physician leaves through locum practice.

EXTERNAL RECRUITMENT INITIATIVES

We developed a relationship with a Clarington resident attending medical school in Ireland, and were able to employ her to represent us at the Healthdaq recruitment events in Dublin and London in November, 2025.

Healthdaq

In November we partnered with Healthdaq – Doctor’s Job Fair, a global Healthcare Recruitment Management service that hosts several events across North America and Europe per year. DocsForDurham was well represented at their Dublin and London locations.



The Docs For Durham booth at the 2025 Dublin Healthdaq Event

Dublin Doctor's Job Fair

Saturday, November 8, 2025

Exhibitors: 16; Registration: 561; Attendance: 130

This event was not as well attended as expected and not well represented by family medicine. We did however connect with 10 candidates from various disciplines and have connected them with Lakeridge Health Medical affairs to explore opportunities in their field.



2025 London Healthdaq Career Event



2025 Dublin Healthdaq Career Event

London Doctor's Job Fair

Saturday, November 15, 2025

Exhibitors: 22; Registration: 1239; Attendance: 331

This event was far busier and more focused on family medicine. Due to limited on-site staffing, precise lead counts were difficult to capture; however, engagement exceeded 100 physician conversations. Of these hundred we actively spoke with 7 and are working through credentialing and immigration processes. They are still looking at the broader Ontario search however, have identified Durham for their short lists. We are currently in discussions for tours with 2 candidates.

As this event was this past November, conversations are still in very early stages.

Stakeholder Engagement Achievements

Established partnerships with key organizations to enhance recruitment efforts, including:

- Durham Medical Clinics Network
- Primary Care Transformation Team/Primary Care Network Durham
- Lakeridge Health Department of Family Medicine
- Queen’s University Medical School
- Financial institutions and professional services firms

Memberships and Industry Partners

Established partnerships with key organizations to enhance recruitment efforts, including:

- Canadian Association of Physician Recruiter (CASPR)
- Eastern Ontario Physician Recruitment Alliance (EOPRA)
- Ontario Health



Performance Metrics

Medical Student Engagement

- Total Students Engaged: 60
- Average Touchpoints per Student: 12
- Student Satisfaction Rating: 4.2/5
- Community Event Participation Rate: 87%



Resident Support

- Total Residents Supported: 18
- Average Touchpoints per Resident: 8
- Program Satisfaction Rating: 4/5
- Local Practice Interest Rate: Class of 2024-55.6%; Class of 2025 – 62.5%

External Recruitment

- Total Qualified Leads Generated: 110
- Lead Conversion Rate: Not Available
- Site Visit Conversion Rate: 10%




Other Recruitment


In 2025, we actively worked with 9 external leads. Of these:

- 3 went to Guelph
- 1 went to Markham
- 1 went to Niagara
- 1 is in process of planning visit to Durham
- 4 still in early decision research

Marketing Performance

Docs For Durham maintains an active presence across Instagram and LinkedIn, with expanding engagement on Facebook, helping increase awareness of Durham Region as a place to train, practise, and live. Through these channels, we continue to connect with learners, physicians, and healthcare stakeholders while sharing the Region’s opportunities and community strengths.

| Platform: Instagram | | January 1, 2025 - December 31, 2025 |
|--|--------------|--|
| Views The number of times your content was played or displayed. Content includes reels, posts, stories and ads. | 14.7k |  |
| New Follows The number of times accounts followed you in the selected time period. | 129 | |
| Profile Visits The number of times your profile was visited. | 498 | |
| Content Interactions The number of likes or reactions, saves, comments, shares and replies on your content, including ads. | 467 | |

| Platform: LinkedIn | | January 1, 2025 - December 31, 2025 |
|--|-------------|---|
| Impressions The number of times your post, video, update, or article appears on someone's LinkedIn feed. | 5.3k |  |
| Members Reached The number of unique individuals and pages who saw your content at least once. | 2.9k | |
| Reactions The number of people who reacted to your post. LinkedIn reactions include Like, Celebrate, Support, Funny, Love, Insightful and Curious. | 261 | |

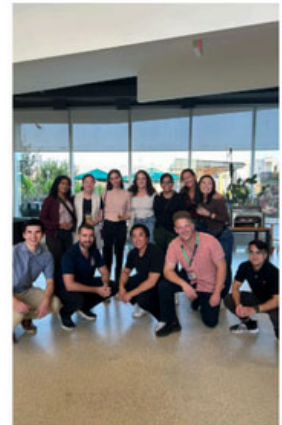
Community Events

Community Events Hosted in 2025: 13

Total Attendees: 371

Events Include:

- Orientation Week activities
- Regular academic and wellness support
- Graduation transition assistance
- Day at the Track - 10 attendees
- Oshawa Generals Games (includes partners of students & residents) - 54 attendees
- Orientation Reception - 120 attendees (includes parents of new students)
- Clarington Green Gaels - 4 attendees
- QBOL Holiday social - 18 attendees
- Med students Holiday social - 60 attendees
- QBOL PGY2 Graduation Dinner - 9 attendees



Financial Overview

The program has remained within budget across key expense categories:

- Medical student support initiatives
- Resident engagement programs
- External recruitment activities
- Marketing and promotional materials
- Administrative operations

Challenges and Lessons Learned

Program Coordination

- Balancing academic schedules with community engagement activities
- Identifying best structure to allow flexible programming
- Coordinating across multiple stakeholder groups
- Strengthening communication path with Medical Clinics
- Managing competing priorities

Resource Optimization

- Improving private sector engagement
- Optimizing marketing resource allocation
- Managing staff capacity effectively

Information Management

- Standardizing clinic profiles.
- Strengthening data collection processes.
- Enhancing reporting mechanisms.

Looking Ahead: 2026 Priorities

Program Growth

- Refine and expand student and resident support initiatives
- Expand external recruitment activities, through regional organizations
- Determine individual clinic needs present and forecasted
- Develop a Locum Strategy
- Strengthen stakeholder partnerships
- Our strategy to broaden our international engagement is to join the Eastern Ontario Physician Recruitment Alliance. This collective of communities will collaborate to expand our ability to promote in more regions with limited resources

Operational Excellence

- Streamline administrative processes
- Optimize resource allocation
- Enhance data management and reporting systems
- Develop CRM program

Community Integration

- Deepen private sector partnerships
- Expand community engagement initiatives
- Strengthen regional collaboration

Conclusion

DocsForDurham has successfully laid the foundation for a robust and sustainable recruitment program by setting up a stand-alone Not-For-Profit Corporation. Through strategic partnerships, targeted recruitment efforts, and comprehensive support programs, the initiative has demonstrated early success in attracting and retaining medical professionals. While challenges remain, our structured approach and measurable achievements provide a solid platform for continued growth.

Moving into 2026, our focus will be on expanding program impact, refining operational efficiencies, and enhancing integration within the broader healthcare landscape of Durham Region. We will use our participation in the Eastern Ontario Physician Recruitment Alliance to strategically participate in attraction events across North America, the UK and Ireland.

We will strategically develop an approach to engage learners as they approach graduation and career decision points.

Together, we are building a healthier future for our communities.

Key Performance Indicators – 2025

Connections with Learners and Prospective Physicians

Target: For 2025, DocsForDurham established a target of approximately 200 touchpoints (includes emails, virtual calls, individual and group meetings) with learners and prospective physicians through outreach activities, communications, and relationship-building initiatives.

Actual: In 2025, the number of connections significantly exceeded expectations, with an estimated **900 touchpoints** achieved. This increase reflects several factors including a higher number of learners rotating through Durham Region, expanded engagement with the **Queen’s Bowmanville Oshawa Lakeridge (QBOL)** and **MD Family Medicine (MDFM)** programs, and increased interest from residents outside the Queen’s network. Strengthened partnerships and external initiatives have also contributed to this growth. These results suggest that DocsForDurham’s outreach and communication strategies are effectively reaching the intended audience and building awareness of Durham Region as a practice destination.

Digital Marketing Impressions

Target: The target for digital marketing impressions in 2025 was 1,000 impressions across DocsForDurham’s digital platforms.

Actual: DocsForDurham maintains an active presence across **Instagram** and **LinkedIn**, with expanding engagement on **Facebook**. Through these channels, we are increasing awareness of Durham Region as a place to train, practice, and live. Combined impressions across these platforms reached approximately **20,000** impressions/views demonstrating growing digital engagement with learners, physicians, and healthcare stakeholders.

Learners Remaining in Durham Region

Target: In 2025, the target for learner retention in Durham Region was **one graduating resident** establishing practice locally. This target was based primarily on the **QBOL Family Medicine Residency Program**, which graduates approximately **nine residents per year**.

Actual: In 2025, **five graduating residents** chose to remain in Durham Region to practice family medicine, significantly exceeding the target. This outcome reflects increased community engagement by DocsForDurham, strong mentorship from local teaching physicians, and the positive experiences learners are having while training in the region.

Physician Recruitment from Outside Durham Region

Target: The recruitment target for 2025 was **one new physician** relocating to Durham Region from outside the region.

Actual: In 2025, DocsForDurham hosted **three family physicians from the United Kingdom** exploring practice opportunities in Durham Region. In addition, the organization has been in communication with **four additional physicians** who have expressed interest but have not yet visited Ontario. While some physicians have ultimately chosen to locate in other parts of the Greater Toronto Area for personal or professional reasons, ongoing discussions continue regarding potential opportunities in Durham.

Additionally, prospective physicians are increasingly connecting directly with local clinics. As DocsForDurham continues to strengthen communication and coordination with clinics across the region, we will be better positioned to ensure these physicians are welcomed and supported as they integrate into the community, thereby strengthening long-term retention.

Physician Retention

Target: During the first three years, program activity focused on establishing and operationalizing the physician recruitment strategy. Retention outcomes from recruited physicians therefore remain unmeasured during this initial period. Meaningful retention measurement requires a **longer-term view, typically over a five-year period**, to assess whether newly recruited physicians and local graduates continue to practice within the region.

Activity: Establishing clear retention metrics is an important priority for the Board and relevant committees. Over the coming year, work will focus on defining appropriate indicators and developing methods to track retention over time.

Physician Satisfaction

Target: During the first three years, program activity focuses on establishing and operationalizing the physician recruitment strategy. Satisfaction measurements from recruited physicians therefore remain unmeasured during this initial period. The target physician satisfaction rate for 2025 was **80%**.

Activity: At present, a formal mechanism for measuring physician satisfaction has not yet been implemented. Developing a structured process for collecting feedback from physicians practicing in Durham Region will be an important focus area for the Board and committees. This work will help inform future recruitment and retention strategies.

March 26, 2026

The Honourable Doug Ford, Premier
Premier's Office
Legislative Building, Queen's Park
Toronto, ON M7A 1A5

And

The Honourable Paul Calandra, Minister of Education
Ministry of Education
315 Front Street West, 14th Floor
Toronto, ON M7A 0B8

Sent via email: premier@ontario.ca; minister.edu@ontario.ca

Re: Request for Provincial School Board Governance Consultation Process

Dear Premier Ford and Minister Calandra,

On behalf of the Board of Trustees of the Durham District School Board, I am writing to request that a province-wide consultation process take place before making any governance changes or decisions that would result in the elimination of school board trustees.

The potential elimination of trustees is concerning and represents a significant shift in Ontario's education governance. Trustees serve as a longstanding, essential democratic link between local communities and the public education system. Any change of this magnitude should not be considered without seeking input through evidence-based research and meaningful public engagement.

It is essential that communities have an opportunity to fully understand and respond to the implications of a proposal that would remove school board trustees, which may have unintended negative consequences on the communities that we are elected to serve. We understand you have recently heard from a number of other boards across the province, and we strongly agree with the statement from our colleagues at Avon Maitland DSB that *"transparency regarding the rationale, objectives, and anticipated outcomes of this proposal is essential to maintaining public trust and ensuring informed dialogue."*

Durham Region includes diverse, urban, suburban, and rural communities, all with vastly varying histories and needs. Local representation ensures the unique needs of each of our communities are considered and met. As a Board of Trustees, we are firmly and proudly



Durham District School Board

400 Taunton Road East, Whitby, Ontario L1R 2K6

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committed to promoting meaningful learning, connected communities, and well-being, being responsive to the priorities of the local community in carrying out our duties and responsibilities.

In parallel to this letter, we are also writing to the Ombudsman's Office to request an immediate review of the potential impacts of removing school board trustees with respect to fairness, openness, transparency, and accountability.

We thank you for your immediate attention to this important matter.

Sincerely,

Tracy Brown
Chair, Board of Trustees
Durham District School Board

cc.

Members of Provincial Parliament (MPPs) for Durham Region
Members of Parliament (MPs) for Durham Region
Regional Chair, Mayors and Council for Durham Region Municipalities
Ontario Public School Boards' Association and Members Board
DDSB Board of Trustees



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