

2023 - 2026



Strategic Plan Report

Planning for the future and
celebrating our past



OUR VISION

Scugog will be a creative and complete community that respects our history and enhances our natural environment.



MISSION

To create a progressive, sustainable, inclusive community through service excellence.



VALUES

As members of the Township Council and staff, we are:

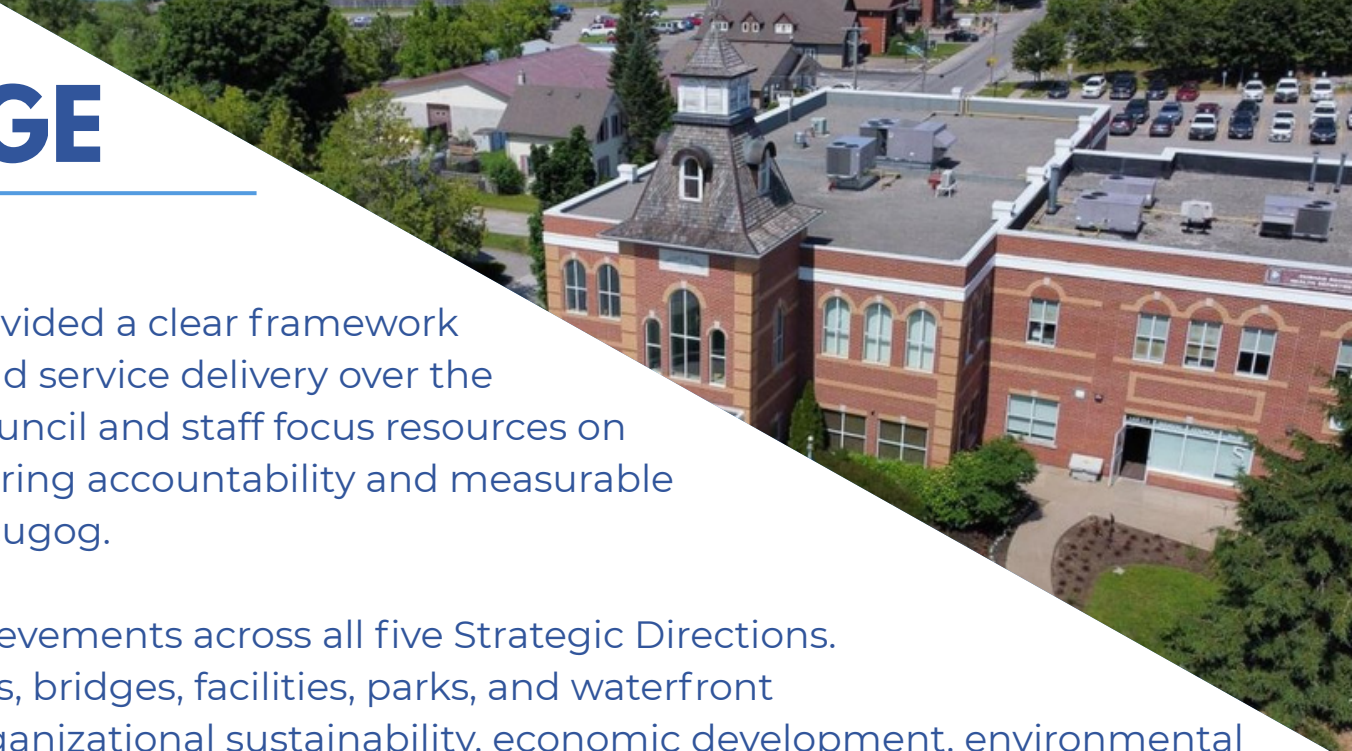
Accountable – we are honest, professional, open, transparent and responsible for informed decision making.

Engaged – we are connected to the community, working together to create a better Township for everyone.

Responsive – we actively listen and are respectful of community inputs.

Creative – we actively respond and adapt to community needs to arrive at solutions that work for Scugog.

CAO'S MESSAGE



The Township's Strategic Plan has provided a clear framework for guiding decisions, investments, and service delivery over the past term of Council. It has helped Council and staff focus resources on the community's priorities while ensuring accountability and measurable progress toward a shared vision for Scugog.

This report highlights significant achievements across all five Strategic Directions. From substantial investments in roads, bridges, facilities, parks, and waterfront infrastructure to improvements in organizational sustainability, economic development, environmental stewardship, and community well-being, the Township has made meaningful progress in delivering on Council's commitments to the residents we serve.

While we are proud of what has been accomplished, strategic planning is an ongoing process. Many initiatives continue through advocacy, partnerships, grant opportunities, and long-term planning efforts that will benefit the community for years to come. The success of this Strategic Plan demonstrates the value of having a clear path, measurable objectives, and a commitment to continuous improvement.

The key accomplishments outlined in this report reflect the dedication of Council, staff, volunteers, community partners, and residents. Together we have made significant progress and laid the groundwork for an even stronger future for Scugog.

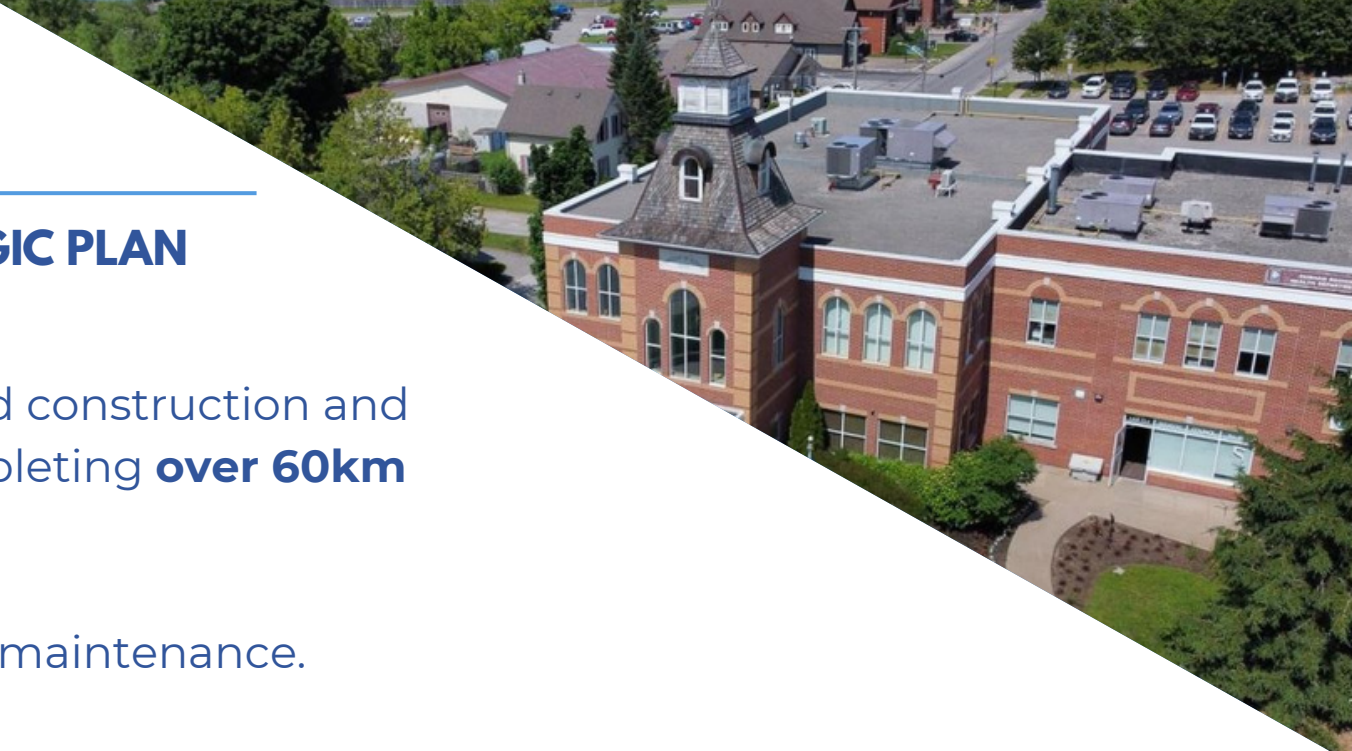
Warren Mar

Chief Administrative Officer

HIGHLIGHTS

OVER THE TERM OF THE STRATEGIC PLAN

- **\$18M** invested in capital road construction and rehabilitation projects, completing **over 60km** of road improvements.
- **\$4M** invested in gravel road maintenance.
- Issued building permits to support an estimated total value of construction over **\$233M** within the Township.
- Received **over \$19.4M** in funding from other levels of government and external agencies to support Township priorities and operations.
- Managed **over 2,000** resident work order service requests for Public Works and Parks, Mayor and Council requests, Special Event Requests, and General Township matters.
- Issued **over 400** news items, **4,000** unique social posts, and received **over 6,500** responses on digital engagement tools.



OUR STRATEGIC DIRECTIONS

OBJECTIVES AND OUTCOMES



#1 - INFRASTRUCTURE

Leverage and improve roads, transportation, facilities, equipment, and other assets

1. Invest in roads and related infrastructure to improve the overall condition and connectedness of roads and municipal servicing.
2. Enhance recreation facilities both new and existing to continue providing recreation activities for all ages and abilities.
3. Improve waterfront amenities to enrich waterfront experiences for residents and visitors.
4. Enhance transportation options to create a more livable community for all ages and abilities.
5. Proactively manage facilities, equipment, and assets with investments made in the right vehicles, assets and equipment at the right time to ensure the continuation of municipal services.



#2 - SUSTAINABILITY

Improve sustainability through financial management, innovative funding, efficient and effective delivery of services

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.
2. Ensure the right service levels and mix of services are delivered effectively and efficiently.
3. Manage Township properties by identifying and rationalizing the long term needs of the township.
4. Modernize technology and digital services in order to support customer service and efficient service delivery.



#3 - ECONOMIC DEVELOPMENT & TOURISM

Create, attract, and retain employment opportunities and promote tourism

1. Retain and expand businesses across Scugog enhancing the business environment.
2. Work with partners to attract and support investment in new business and employment opportunities in Scugog.
3. Promote tourism and attract people to Scugog to enhance the local economy.
4. Develop ecotourism to enhance opportunities that protect and showcase the Township's conservation and wildlife areas.
5. Encourage partnerships and leverage resources to enhance public assets and deliver community events increasing Scugog's vibrancy and vitality.



#4 - NATURAL ENVIRONMENT

Protect, enhance, and restore the natural environment

1. Improve water quality, aesthetics for Lake Scugog which will improve the health of Lake Scugog and recreational opportunities.
2. Prepare the Township to respond to extreme weather events, climate change and climate emergencies.
3. Maintain, expand and enhance parks, greenspace and trails providing increased opportunities for community members to enjoy the outdoors in a safe environment and promote a healthy lifestyle.
4. Mitigate environmental impacts by managing them through appropriate consultation, legislation and action.



#5 - COMPLETE COMMUNITY

Strengthen our communities to be inclusive, healthy, safe, connected and engaged

1. Provide the community with accessible and inclusive services that are responsive and sustainable at all ages and stages.
2. Create a vibrant, safe and healthy community enhancing the quality of life in Scugog.
3. Engage and involve Scugog residents in enhancing life in the Township.
4. Expand community and governmental partnerships.

KEY ACCOMPLISHMENTS

SD #1.1

Invest in roads and related infrastructure to improve the overall condition and connectedness of roads and municipal servicing.

- Replaced Scugog Line 4 box culvert with prefabricated steel modular bridge, saving \$600K
- Implemented preventative maintenance programs for municipal infrastructure
- Implemented the Road Triage program to improve high-use roads in the downtown near hospital and high school
- Rehab/reconstruction delivered to many roads like Ashburn Rd., Union Ave., Water St., Balsam St., Devitts Rd., McKee Rd., Marsh Hill Rd., Union Ave., Nestleton Rd., Byers Rd., Old Scugog Rd. and over 50 km of gravel roads
- Jobb Rd. bridge replaced
- Scugog Line 8 bridge EA addendum and design
- Cadmus Bridge (No. 11) under construction
- Rotary Environmental Park boardwalk repaired and new footbridge
- Implemented sidewalk improvements for 1086.3 m² of sidewalks in the last 4 years

SD #1.2

Enhance recreation facilities both new and existing to continue providing recreation activities for all ages and abilities.

- Roy E. Carter playground replaced
- Herbert A. Bruce playground replaced
- New gravel parking lot at Cartwright Fields
- New outdoor skating rink
- Approved new ice plant for Blackstock Arena

SD #1.3

Improve waterfront amenities to enrich waterfront experiences for residents and visitors.

- New picnic shelter in Joe Fowler Memorial Park
- New Palmer Park washroom
- Replaced Palmer Park splashpad
- Replaced fence for Palmer Park tennis courts
- New Red Chair seating pods in Palmer Park
- Received \$500K in Heritage Canada Legacy funding to support Grain Elevator restoration, with Council approval of first phase of work

Ongoing Projects

- Upcoming rehabilitation of Old Simcoe Road
- Ongoing advocacy through AMO and ROMA highlighting Scugog infrastructure needs and desire to create a public space for the Currie Grain Elevator
- Work with community partners to pursue joint funding and projects
- Continued partnership with Blackstock Minor Hockey for fundraising

KEY ACCOMPLISHMENTS



SD #1.4

Enhance transportation options to create a more livable community for all ages and abilities.

- EDAC engaged as part of the Durham Regional Transit public consultations in 2024 to advocate for transit to employment areas, resulting in new bus stop for employment lands
- Continued use of portable speed display boards and lawn signs + new permanent speed display boards
- New trail signage on Old Rail Line as part of the Active Transportation and Transportation Master Plan
- Water St. road rehabilitation with new sidewalk and crosswalk improving pedestrian safety



SD #1.5

Proactively manage facilities, equipment, and assets with investments made in the right vehicles, assets and equipment at the right time to ensure the continuation of municipal services.

- Implemented asset management technology module for improved asset, fleet and equipment management and planning
- Building Condition Assessments completed for Blackstock Recreation Complex, Scugog Community Recreation Centre, and Scugog Community Halls
- Rehabilitated bell tower for Town Hall 1873
- Design and tender for new roof for Blackstock Recreation Complex
- Scugog Arena floor replaced
- Replaced stage in Scugog Hall

Ongoing Projects

- Reconstruction of SCRC parking lot and underground infrastructure replacement
- Also supporting the Natural Environment Strategic Direction, undertaking the rehabilitation of the Baagwating Storm Water Management Pond

Impact: The Township strengthened the infrastructure foundation upon which residents, businesses, and visitors rely every day. These improvements have enhanced safety, accessibility, service reliability, and quality of life while supporting future growth and long-term asset sustainability.

KEY ACCOMPLISHMENTS



SD #2.1

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.

- Continue special levies for roads & infrastructure, buildings & facilities, and vehicles & equipment to proactively invest in Township assets
- Completed asset management plan
- Formalization of cash flow tool, with long-term financial planning strategies in development.
- Development Charge (DC) background study updated and new rates implemented
- Established consolidated budget planning for operating and capital budgets
- Updated a new Chart of Accounts to facilitate better financial tracking
- Installed Citywide software allowing one source of data for tracking and maintaining capital assets and non-capital projects



SD #2.2

Ensure the right service levels and mix of services are delivered effectively and efficiently.

- Completed Development Application Process Review to enhance and streamline planning approvals processes
- Legislative Services improved efficiency for key business processes, including departmental restructuring.
- Implementation of the Vayle FOI solution and standardized workflows and records
- Modernized the Township's livestock claims process
- Modernized information management program using SharePoint
- Improved customer response management processes and introduced online payment options
- Completed organizational review

Ongoing Projects

- Annually undertake process reviews and efficiency improvements for municipal services through budget planning and “who does what” exercises
- Investigating a broader electronic records management solution to continue modernization through use of technology
- Improvements to the Records Retention Bylaw to be incorporated into a broader Electronic Document and Records Management software solution

KEY ACCOMPLISHMENTS

SD #2.3

Manage Township properties by identifying and rationalizing the long-term needs of the township.

- Completed land exchange with DDSB of the Cartwright High School lands for Township-owned parcel adjacent to the future school site on the east side of Union Avenue
- Partnered with Uxbridge on the construction of a new joint animal shelter

Impact: The Township enhanced its organizational sustainability by modernizing service delivery, strengthening financial planning, implementing new technologies, and improving operational efficiency. These initiatives have increased accountability, resiliency, and the Township's ability to respond to changing community needs while ensuring responsible stewardship of public resources.



SD #2.4

Modernize technology and digital services in order to support customer service and efficient service delivery.

- Improved customer service converting work order requests to Citywide platform for improved efficiency and tracking
- Work Order prioritization framework developed for staff opportunities (i.e., automated vehicle locator, vehicle technology, communications, inspection and ticketing)
- New Virtual City Hall improved property owners' online access to tax information
- New Geographic Information System (GIS) environment to improve access to information for staff, Council and the public.
- Enhanced disaster recovery capabilities through new centrally managed backup and recovery solution with continuous monitoring
- Modernized the Township's network infrastructure to improve security, performance and resiliency
- Capital procurement now utilize the Bids and Tenders online platform

Ongoing Projects

- Implementing the Information Technology Strategic Plan
- Analysis of policies related to enhancing corporate Business Continuity Program
- Continuing to strengthen IT infrastructure and cybersecurity
- Participate in regional Smart City initiatives through the Intelligent Community Steering Committee
- Review of Township real estate holdings

KEY ACCOMPLISHMENTS

SD #3.1

Retain and expand businesses across Scugog enhancing the business environment.

- Created the On-Farm Diversified Uses / Agriculture Related Uses Policy to support economic viability within the rural and agricultural areas in Scugog
- In collaboration with Invest Durham and supporting the Scugog Business Program (SBP), developed and administered Business & Retention surveys.
- Developed the Scugog Business Toolkit, providing resources for new and expanding businesses

SD #3.2

Work with partners to attract and support investment in new business and employment opportunities in Scugog.

- Finalized Community Improvement Plans (CIP) for the Employment Area and Downtown Port Perry
- Completed initiatives for the SBP including marketing through regional campaigns, and promotional work for tourism and film

SD #3.3

Promote tourism and attract people to Scugog to enhance the local economy.

- Enhanced winter activities at the waterfront, including installation of an outdoor skating rink & a winter market
- Completed Scugog Museum Master Plan & Strategic Plan
- Launched new Scugog Tourism website, What's On summer newsletter and tourism promotional reels for Instagram
- Council approved updated Scugog Visitor Growth Plan
- Updated Visitor Growth Plan for Scugog Shores Museum Village
- Promoted Scugog through print and digital media, incl. Canada Travel Guide, Globe and Mail, Trent Severn Waterways
- Delivered holiday and seasonal Scugog Tourism marketing campaigns highlighting downtown, fun on the farm, Lake Scugog and where to stay in Scugog
- Attended Toronto Outdoor Show with North Durham Chamber, Brock and Uxbridge promoting tourism in northern municipalities

Ongoing Projects

- Advocate and work in collaboration with the Region of Durham to construct a sewage pumping station and associated infrastructure to service the Port Perry Employment Area
- Review of incentives for businesses through the CIP
- Work with the Region of Durham Economic Development for the Vibrant North Durham Plan
- Promote agri-tourism and film opportunities

KEY ACCOMPLISHMENTS

SD #3.4

Develop ecotourism to enhance opportunities that protect and showcase the Township's conservation and wildlife areas.



- Eco tourism – Pollinator Garden Indigenous Education site and pollinator species habitat opened in 2024
- Engaged with FCM and the Region to investigate opportunities for urban forest grants locally
- Hosted the annual Canoe the Nonquon race benefitting Scugog Shores Museum

SD #3.5

Encourage partnerships and leverage resources to enhance public assets and deliver community events increasing Scugog's vibrancy and vitality.



- Supported through sponsorship, and/or communications, special event processes for an average of 165 events annually
- Museum applied and received the Exhibit Circulation Fund to support the Mijji Exhibit for 2025
- Worked with Invest Durham and Ontario Creates to attract film productions to Scugog
- Hosted successful fan coach bus tour of film locations in Scugog

Impact: The Township advanced economic prosperity by supporting local businesses, investing in tourism development, strengthening partnerships, and promoting Scugog as a premier destination to live, work, and visit. These efforts have increased community vitality, enhanced investment readiness, and positioned Scugog for continued economic growth and diversification.

Ongoing Projects

- Continue to work with community partners delivering cultural and special community events
- Collaborate with community partners, BIA, the Chamber of Commerce, and others to leverage resources to enhance summer and holiday experiences as well as film projects and tourism opportunities

KEY ACCOMPLISHMENTS

SD #4.1

Improve water quality and aesthetics for Lake Scugog, which will improve the health of Lake Scugog and recreational opportunities.

- Health of Lake Scugog - Installed oil/grit separator at Casimir Outlet
- Health of Lake Scugog - Installed oil/grit separator at Bagwaating Outlet



SD #4.2

Prepare the Township to respond to extreme weather events, climate change and climate emergencies.

- Installed new generator at Scugog Community Recreation Centre, which serves as community emergency shelter
- New back up generators for Port Perry and Blackstock Depots
- Adopted the provincial colour code weather watch into emergency preparedness communications
- Delivered education and outreach with a radio campaign on fire safety and Rogers TV series on summer fire safety (camp fires/BBQs/fireworks)
- Installed approx. 20 Farm 911 signs to properly address farm fields, ensuring first responders locate emergencies faster
- Council adopted the Emergency Management Program By-law.



Ongoing Projects

- Prioritize waterfront access; advocate for Regional beach monitoring program and education
- Obtain annual compliance with Emergency Management Ontario
- Identify hazards and risks; identify critical infrastructure; and review and practice the annual emergency management program

KEY ACCOMPLISHMENTS

SD #4.3



Maintain, expand and enhance parks, greenspace and trails providing increased opportunities for community members to enjoy the outdoors in a safe environment and promote a healthy lifestyle.

- New permeable walking trail on Old Rail Lane
- New Ashgrove Park
- Implemented the Magnolia Tree Walk Beautification Project in Poplar Park, adding seasonal colour and enhancing the park's natural beauty and visitor experience.
- Installed two kayak launch systems in partnership with the Scugog Kayak Club at the Pier in Port Perry and the Caesarea Pier, improving water access and supporting recreational paddling opportunities.
- Expanded holiday light displays in Palmer Park and at the Picnic Shelter, enhancing community seasonal spaces



SD #4.4

Mitigate environmental impacts by managing them through appropriate consultation, legislation and action.

- New Site Alteration Bylaw approved by Council
- Partnered with Townships of Brock and Uxbridge to develop Storm Sewer Use By-law

Impact: The Township made significant progress toward protecting and enhancing the natural environment through water quality initiatives, climate resiliency measures, environmental policy improvements, park enhancements, and expanded outdoor recreation opportunities. These actions contribute to healthier ecosystems, safer communities, and greater opportunities for residents and visitors to connect with Scugog's natural assets.

Ongoing Projects

- Design underway for Georgian Woods Storm Water Management Pond rehabilitation
- Promote Adopt-a-Park and Memorial Tree Planting Programs

KEY ACCOMPLISHMENTS

SD #5.1

Provide the community with accessible and inclusive services that are responsive and sustainable at all ages and stages.

- Updated Scugog.ca and consolidated the Scugog Tourism site and Museum site under the new website, improving access to information for residents and saving annual hosting costs
- Installed new accessible pathways on the Museum grounds and ramps at four key buildings, enhancing visitor experience
- Inclusive training for recreation staff, annual youth job fair, and The Lookout social events
- Delivered fire education community events, station tours, After the Fire campaigns
- Delivered the Alarmed for Life campaigns to residents
- Upgraded Roy E. Carter and Palmer Park with accessible equipment



SD #5.2

Create a vibrant, safe and healthy community enhancing the quality of life in Scugog.

- Improved waterfront and downtown Port Perry cleanliness by adding an additional street garbage container collection service on Sunday mornings from Victoria Day to Thanksgiving
- Completed new Fire Master Plan
- Partnered with North Durham Pickleball for an in-house program
- Introduced a Daytime Sensory Skate, featuring reduced lighting and lower music volume to create a welcoming skating experience for individuals with sensory sensitivities and those on the autism spectrum.
- Continued to host the annual Free Inclusive Pride Skate, held each February
- Scugog Library opened Makerspace

Ongoing Projects

- Community planning and engagement through the Official Plan review process
- Continue to enhance offerings for inclusive community outreach (incl. youth/adult outreach)
- Deliver public education on fire safety and emergency preparedness
- Ongoing partnership between Scugog Memorial Public Library and TD Summer Reading Club serving over 2,200 kids the past four years

KEY ACCOMPLISHMENTS



SD #5.3

Engage and involve Scugog residents in enhancing life in the Township.

- Through public and committee consultation, developed and implemented the Additional Dwelling Unit (ADU) Strategy including new ADU Guidelines
- Partnered with community fundraising group to purchase new accessible swing
- Fairgrounds consultation and final report completed
- Delivered timely and engaging news and information: over 400 news items, 4,000 unique social posts, and over 6,500 responses on digital engagement tools
- Completed Scugog Accessibility Plan and staff training



SD #5.4

Expand community and governmental partnerships.

- Extended the Municipal Service Agreement with the Ontario Lottery and Gaming Corp., securing \$5.5M+ in funding over the next 5 years
- Scugog Library partnership with North Durham Family Health Team monthly to provide info on mental health therapy and other programming
- Participated in Regional Community Safety and Well-being Plan implementation
- Collaborated with Regional Social Services to enhance the 211 resource page and information through Scugog.ca and communications channels
- Partnered with Scugog Council of the Arts for programming
- Supported Poet Laureate and Scugog Library writing speaker series

Impact: The Township strengthened community well-being by improving accessibility, expanding inclusive programming, enhancing community engagement, strengthening partnerships, and improving access to services and information. These efforts have fostered a more connected, welcoming, and inclusive community where residents of all ages and abilities can participate, contribute, and thrive.

Ongoing Projects

- Community Safety and Well-being Plan implementation
- Work with DRPS and the OPP for speed enforcement at key corridors through Scugog
- Continued advocacy with the province through AMO, ROMA, and other channels to advance Township priorities

