

Corporate Policy

Subject: Physician Recruitment and Retention Incentive Eligibility Policy

Council Approval Date: August 11, 2026

Purpose

The purpose of this Policy is to establish the Town of Caledon's Physician Recruitment and Retention Incentive Program and provide a governance framework for the fair, transparent, and accountable administration of financial incentives that support the recruitment and retention of family physicians within the Town.

Definitions

Term	Definition
Agreement	Means the agreement between the Town and a recipient governing the provision of a financial incentive under the Program.
Applicant	Means a person who applies for funding under the Program.
Application	Means an application submitted in the form required by the Town.
Council	Means the Council of the Corporation of the Town of Caledon.
Eligible Family Medicine Practice	Means a comprehensive family medicine practice located within the Town of Caledon.
Full-time	Means a patient roster of a minimum 1,100 patients and 25 hours of clinical work per week excluding any administrative work.
Incentive	Means financial assistance provided by the Town under the Program.
Policy	Means this Physician Recruitment and Retention Incentive Eligibility Policy.
Practice Commencement Date	Means the date the Recipient begins providing patient care.
Program	Means the Physician Recruitment and Retention Incentive Program established under this Policy.
Program Administrator	Means the Physician Recruitment and Retention Officer, or their designate.
Recipient	Means a person who applies for funding under the Program.

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Return to Service Commitment	Means the recipient's obligation under an Agreement to practise through an Eligible Family Medicine Practice within the Town for a period of five years.
Town	Means the Corporation of the Town of Caledon.

Scope

This Policy applies to Council, Town staff responsible for administering the Physician Recruitment and Retention Incentive Program, and applicants and recipients under the Program.

Policy Statement

Part 1: Principles

- 1.1 The Town of Caledon recognizes the importance of attracting and retaining family physicians to improve access to primary care for residents.
- 1.2 Through the Program, the Town may provide financial incentives to support the recruitment and long-term retention of family physicians practising through Eligible Family Medicine Practices within the Town.
- 1.3 The Town recognizes the importance of collaboration with healthcare organizations, educational institutions, community partners and other stakeholders in supporting physician recruitment and retention initiatives.
- 1.4 The Program is founded on the principles of transparency, accountability and the responsible stewardship of public funds.

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Part 2: Program Eligibility

- 2.1 The Program is intended to provide financial incentives to applicants who propose to practise comprehensive family medicine through an Eligible Family Medicine Practice within the Town and who fall within one of the following categories:
- Medical Residents completing postgraduate medical training;
 - International Medical Graduates or Overseas-trained physicians licensed to practise comprehensive family medicine in Ontario; or
 - Physicians relocating from outside Peel Region and neighboring regional municipalities.
- 2.2 To be eligible for consideration under the Program, an applicant must submit the information and documentation required by the Program Administrator to assess the application, including information respecting the proposed Eligible Family Medicine Practice and any other information reasonably required to assess the application.
- 2.3 An Applicant must satisfy the following requirements to be eligible for consideration under the Program:
- Eligible Family Medicine Practice - The Applicant must propose to establish and maintain a full-time Eligible Family Medicine Practice within the Town that demonstrates a bona fide intention and reasonable plan to establish an Eligible Family Medicine Practice within the Town.
 - Practice Establishment Plan - The Applicant must submit a practice establishment plan, in a form satisfactory to the Town, outlining the proposed establishment of the Eligible Family Medicine Practice, including:
 - the proposed practice model;
 - the anticipated practice location, if known;
 - the anticipated commencement date;
 - the Applicant's plan to establish and operate the practice; and
 - any other information reasonably required by the Town.
 - Return of Service - The Applicant must agree to enter into an Agreement containing a Return of Service commitment in accordance with this Policy.
 - Patient Care - The Applicant must agree to establish and maintain an Eligible Family Medicine Practice that accepts new patients.
 - Professional Standing - The Applicant must remain in good standing with all applicable professional licensing and regulatory requirements throughout participation in the Program.
 - Compliance with Laws - The Applicant must comply with all applicable federal, provincial and municipal legislation, regulations, professional requirements and licensing obligations applicable to the Applicant's practice.
 - Information and Supporting Documentation - The Applicant must provide all information and supporting documentation reasonably required by the Town to determine eligibility for, administer, or monitor compliance with the Program.

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- h. Accuracy of Information - The Applicant is responsible for ensuring that all information and documentation submitted to the Town is accurate, complete and current and shall promptly notify the Town of any material change that may affect the Applicant's eligibility for, or participation in, the Program.

Part 3: Evaluation of Applications

- 3.1 In considering eligible applications, the Program Administrator may have regard to the purpose of this Policy, identified community needs, and any other considerations that further the objectives of this Program.
- 3.2 The Commissioner of Planning and Development may approve financial incentives for applicants who do not fall within the program eligibility under Part 2 of this Policy if the Commissioner determines that doing so would further the purpose of the Policy.
- 3.3 Council may by resolution approve financial incentives for applicants if not otherwise approved under this Policy.

Part 4: Financial Incentive

- 4.1 The Town may provide financial incentives under the Program, subject to the availability of funds approved by Council and allocated to the Physician Recruitment and Retention Reserve Fund.
- 4.2 Financial incentives provided under the Program are intended to support the development and long-term retention of Eligible Family Medicine Practices within the Town.
- 4.3 Without limiting the generality of the foregoing, the Incentive shall be restricted for use to support costs associated with establishing or relocating an Eligible Family Medicine Practice.
- 4.4 Applicants are not entitled to receive a particular amount, with recipients' incentives being in accordance with the Program criteria, applicable administrative policies, and approved payment schedules established for the Program.
- 4.5 The maximum financial incentive available under the Program is \$60,000 per recipient without further incentives given by the Town in respect to the same practice.
- 4.6 The provision of a financial incentive under the Program is subject to the execution of an Agreement in a form satisfactory to the Chief Legal Officer (or designate).
- 4.7 Subject to this Policy and the availability of Program funding, an Incentive may be provided to an approved Recipient in accordance with an approved payment schedule by the Commissioner of Planning and Development, or designate.
- 4.8 As a condition of receiving a financial incentive, recipients must satisfy a five-year Return to Service Commitment to ensure that the Town's investment supports long-term access to primary care and the responsible stewardship of public funds.
- 4.9 Where the Return to Service Commitment is not satisfied, the Town may require repayment of the financial incentive in accordance with the applicable Agreement.



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Part 5: Return of Service Commitment

- 5.1 Throughout the Return of Service period, the Recipient must maintain an active full-time family medicine practice that accepts new patients and, to the extent reasonably practicable, prioritizes unattached patients identified through the Hills of Headwaters Collaborative Ontario Health Team, or such other referral process identified by the Town.
- 5.2 The Return of Service period begins on the date the Recipient commences operation of an Eligible Family Medicine Practice within the Town, as determined by the Town.
- 5.3 The Recipient must provide evidence satisfactory to the Town of the Practice Commencement Date.
- 5.4 Throughout the Return of Service period, the Recipient must:
 - a. maintain an Eligible Family Medicine Practice within the Town;
 - b. continue to satisfy the applicable eligibility requirements under this Policy;
 - c. remain in good standing with all applicable professional licensing and regulatory bodies;
 - d. comply with all applicable federal, provincial and municipal legislation, regulations and professional obligations; and
 - e. comply with the terms of this Policy and the Agreement.
 - f. continue to accept new patients throughout the Return of Service period, subject to reasonable operational limitations.
- 5.5 The Town may approve a temporary interruption of the Return of Service commitment, including for parental leave, medical leave or other circumstances acceptable to the Town.
- 5.6 Where a temporary interruption is approved by the Town, the Return of Service period will be suspended for the duration of the approved interruption and will resume upon the Recipient's return to practice.
- 5.7 A Recipient must notify the Town as soon as reasonably practicable of any circumstance that may require a temporary interruption.

Part 6: Monitoring and Compliance

- 6.1 During the Return of Service period, each Recipient must submit an annual compliance confirmation, in a form prescribed by the Town, confirming continued compliance with this Policy and the Return of Service Agreement.
- 6.2 The annual compliance confirmation must be submitted within 30 days after each anniversary of the Practice Commencement Date, or such other timeframe established by the Town.
- 6.3 The Town may require a Recipient to provide such information and supporting documentation as the Town reasonably requires to verify continued compliance with this Policy and the Agreement.



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- 6.4 A Recipient must promptly notify the Town in writing of any material change that may affect the Recipient's eligibility for the Program or ability to satisfy the Return of Service commitment.
- 6.5 Without limiting the generality of the foregoing, the Recipient must notify the Town of:
- a. the closure, relocation or proposed relocation of the Eligible Family Medicine Practice;
 - b. a change in the Recipient's practice that may affect continued eligibility under the Program;
 - c. a suspension, restriction, revocation or surrender of the Recipient's licence or certificate of registration to practise medicine;
 - d. any investigation, disciplinary proceeding or regulatory action that may reasonably be expected to affect the Recipient's ability to satisfy the Return of Service commitment;
 - e. any leave of absence or other interruption to the Recipient's practice that is expected to exceed thirty (30) consecutive calendar days;
 - f. any circumstance that may prevent the Recipient from completing the Return of Service commitment; or
 - g. any other material change that may affect the Recipient's eligibility for, or participation in, the Program or the Recipient's compliance with this Policy or the Agreement.
- 6.6 Where a Recipient fails to provide information or supporting documentation required under this Policy within the time specified by the Town, the Town may determine that the Recipient is not in compliance with this Policy or the Agreement.

Part 7: Non-Compliance and Repayment

- 7.1 A Recipient is in non-compliance with the Program where the Recipient fails to comply with this Policy or the Agreement.
- 7.2 Without limiting the generality of the foregoing, non-compliance may include:
- a. failing to satisfy or complete the return to service commitment;
 - b. failing to maintain eligibility under the Program;
 - c. failing to comply with a material obligation under the Agreement;
 - d. failing to provide information or supporting documentation required under this Policy or the Agreement;
 - e. providing false, misleading or inaccurate information, or omitting material information, in connection with the Program; or
 - f. any other circumstance identified in the Agreement as constituting a default.
- 7.3 Notwithstanding the above Section, the Town may require immediate repayment of all or part of the Incentive where the Town determines that the Recipient:
- a. knowingly provided false, misleading or fraudulent information in connection with the Program;
 - b. knowingly omitted material information relevant to the Program;
 - c. obtained an Incentive through fraud, misrepresentation or other dishonest conduct; or

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- d. engaged in any other conduct that the Town reasonably determines has materially undermined the integrity of the Program.
- 7.4 Any amount required to be repaid under this Policy or the Agreement constitutes a debt owing to the Town.
- 7.5 The Town may recover any outstanding amount by any lawful means available to it.
- 7.6 Except where the non-compliance involves fraud, intentional misrepresentation or another circumstance that cannot reasonably be remedied, the Town will provide written notice describing the non-compliance and the steps required to remedy it.
- 7.7 Where the non-compliance is capable of being remedied, the Recipient will be provided a reasonable opportunity to do so within the timeframe specified by the Town.
- 7.8 Nothing in this section limits the Town's ability to take immediate action where necessary to protect the integrity of the Program.
- 7.9 Where a Recipient fails to complete the Return of Service commitment or otherwise remains in non-compliance following the expiry of any applicable remedy period, the Town may require repayment of all or a portion of the Incentive.
- 7.10 Unless otherwise determined by the Town having regard to the circumstances of the non-compliance, any repayment resulting from an incomplete Return of Service commitment will be calculated on a prorated basis based on the portion of the Return of Service commitment completed by the Recipient.
- 7.11 In determining whether repayment is required and, if so, the amount to be repaid, the Town will consider the nature of the non-compliance, the portion of the Return of Service commitment completed, and any other circumstances the Town considers relevant.

Roles

Program Administrator

- Receives and reviews applications.
- Determines applicant eligibility.
- Evaluates eligible applications.
- Administers Agreements and monitors recipient compliance.
- Establishes administrative procedures, forms and processes necessary for the effective administration of the Program.
- Provides reports respecting the administration of the Program, as required.

Commissioner of Planning and Development (or designate)

- Approves financial incentives for applicants within the established applicant categories.



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- Approves financial incentives for applicants outside the established applicant categories.
- Executes, amends and terminates Agreements on behalf of the Town, jointly with the Treasurer (or designate).

Treasurer (or designate)

- Executes, amends and terminates Agreements on behalf of the Town, jointly with the Commissioner of Planning and Development (or designate).

Chief Legal Officer (or designate)

- Approves the form of the Agreement.

Policy Review and Amendments

Council may review this Policy and the Program from time to time to monitor its effectiveness and ensure it continues to support the Town's physician recruitment and retention objectives.

Council may amend, suspend or repeal this Policy, or amend, suspend or terminate the Program, at any time as Council considers appropriate.

Unless otherwise determined by Council, amendments to this Policy shall not affect Agreements executed before the effective date of the amendment.

Reference and Related Documents:

Municipal Act, 2001, s.107 (Ontario) as amended

By law 2025-090, being a by-law to amend Consolidated Reserve Funds

By-law 2026-106, as amended, delegate certain powers and duties to officers and employees

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR