

**TOWNSHIP OF SOUTH FRONTENAC
COUNCIL MEETING
AGENDA**



***Audio Broadcast to the Township's Facebook Page
<https://www.facebook.com/SouthFrontenacTwp>***

TIME: 7:00 PM,
DATE: Tuesday, November 16, 2021
PLACE: Electronic Participation/Council
Chambers.

1. Call to Order and Roll Call
- a) Resolution
2. Declaration of pecuniary interest and the general nature thereof
3. Approval of Agenda
- a) Resolution
4. Scheduled Closed Session - not applicable
5. Delegations - not applicable
6. Public Meeting - not applicable
7. Approval of Minutes
- a) **November 2, 2021 Council Meeting** 3 - 12
8. Business Arising from the Minutes
- a) **Notice of Motion - CUPE Call for Expert Third Party Review of OMERS** 13 - 33
 - This report is in response to a notice of motion filed at the November 2, 2021 meeting regarding a request from the Canadian Union of Public Employees (CUPE) to call for an independent third party review of the Ontario Municipal Employees' Retirement System (OMERS) and its investment performance
- b) **Notice of Motion - Short Term Rentals** 34 - 35
 - This report is in response to a notice of motion filed at the November 2, 2021 Council Meeting as a result of a delegation calling for South Frontenac to implement regulations and/or licensing on Short Term Rentals.
- c) **Notice of Motion - Daylight Savings Time** 36 - 41
 - This report is in response to a notice of motion filed at the November 9, 2021 Committee of the Whole Meeting to call for support from the Province of Ontario to discontinue the practice of adjusting time (daylight savings) in the spring and fall.
9. Reports Requiring Action

- a) **Council Recruitment - Next Steps** 42 - 77
- This report is seeking input from Council on the next steps with respect to recruiting for the vacant seat on Council.
10. Committee Meeting Minutes - none
11. By-laws
- a) **By-law 2021-67 - Rezone Lands in Part Block 56 on 13R10174, Part Lot 17, Concession 8, Storrington** 78 - 85
- This report recommends that Council pass a by-law to change the zone on the subject lands to acknowledge that the new residential lot created through consent application S-52-20-S is accessed from Stone Point Road, which is a public road.
12. Reports for Information - none
13. Information Items
- a) **OMERS Bulletin - in response to letters that were sent to municipal Councils by CUPE Ontario** 86 - 94
- This is additional material received and related to the Notice of Motion - Item 8 a)
14. Notice of Motions
15. Announcements/Statements by Councillors
16. Question of Clarity (from the public on outcome of agenda items)
17. Closed Session - not applicable
18. Confirmatory By-law
- a) **By-law 2021-68** 95
19. Adjournment
- a) Resolution
- Natural, Vibrant and Growing - A Progressive Rural Leader

Minutes of Council
November, 2, 2021

Time: 7:00 PM

Location: Council Chambers & Electronic Participation



Meeting # 31

Present in Council Chambers: Mayor Ron Vandewal, Ray Leonard, Doug Morey, Alan Revill, Norm Roberts, Randy Ruttan, Ron Sleeth, Ross Sutherland

Staff Present In Council Chambers: Neil Carbone - Chief Administrative Officer/Deputy Clerk, Claire Dodds - Director of Development Services, Jamie Brash - Manager of Facilities and Solid Waste, Christine Woods - Senior Planner

1. Call to Order and Roll Call

- a) Neil Carbone, Chief Administrative Officer/Deputy Clerk conducted the roll call as outlined in the attendance noted above.

Due to the absence of the Clerk, Mr. Carbone assumed the Clerk role for the purposes of this meeting.

Resolution No. 2021-31-01

Moved by Councillor Ruttan

Seconded by Councillor Revill

That the Council meeting of November 2, 2021 be called to order at 7:00 p.m.

Carried

2. Declaration of Office - Deputy Mayor

- a) Councillor Revill recited the Declaration of Office for Deputy Mayor for the term ending May 31, 2022.

3. Declaration of pecuniary interest and the general nature thereof

- a) Councillor Morey declared a pecuniary interest with respect to Agenda Item #19 b) and removed himself from the Chambers when Council moved into the Closed Session.

4. Approval of Agenda

- a) **Resolution**

Resolution No. 2021-31-02

Moved by Councillor Sutherland

Seconded by Councillor Roberts

That the agenda for the November 2, 2021 Council meeting be approved as presented.

Carried

5. Introduction of new Staff Sergeant - OPP Frontenac Detachment

- a) Councillor Sleeth introduced Staff Sergeant Marty McConnell and provided a brief background on the recruitment process. He noted that Staff Sergeant McConnell's has 21 years of experience in policing in eastern Ontario. with roots in Sydenham. He is a family man with two children who prides himself in being involved in the community.

Staff Sergeant McConnell thanked Council for the opportunity to introduce himself. He shared his career background and personal background (originally from Aylmer, Ontario) and has come to the Frontenac OPP Detachment from Lanark County as the Staff Sergeant there. He noted that he is comfortable with the media and speaking with Council.

Mayor Vandewal thanked Staff Sergeant McDonnell for attending and noted that Council and staff are looking forward to working with him in his new role.

6. Scheduled Closed Session (at the end of the meeting)
7. Delegations

- a) **Preliminary Cataraqui Trail Survey Results**
Presented by: Heather Keeling, Anna Majury and Ian Howard

Heather Keeling spoke to the presentation included in the agenda regarding the preliminary Cataraqui Trail survey. She explained who the "Friends of the Cataraqui Trail" are and provided data on the survey objective and the preliminary results of their survey.

Ms. Keeling provided a summary of their requests to Council that included the following:

- for those walking and biking - tick concerns as well as suggestions for resurfacing/mowing and removal of invasive species
- more garbage cans around Sydenham, emptying garbage cans more frequently and benches and washrooms
- lower the speed limit at Perth Road to 60 kms north and south of the trail with more parking at access points.
- as an expanded use, pave the trail near higher populated areas for baby strollers, roller blades and skateboards.

Anna Majury thanked Mayor and Council for the opportunity to speak. She emphasized the importance of the trail that physically connects all in a natural setting and she cautioned commercializing the trail.

Councillor Sutherland indicated the survey has been very well received and he noted that there will be a secondary survey to define the users.

Mayor Vandewal thanked the presenters.

- b) **Short Term Rentals**
Presented by Rick Ottenhof and Gabor Solymar

Rick Ottenhof and Gabor Solymar provided a presentation on "Short Term Rentals - A Neighbor's Perspective". Both spoke of their concerns about this industry in this region and their specific experience with short term rentals on Howes Lake involving absent hosts (no onsite supervision of guests). They presented data on how fast the industry is growing specifically in rural areas and outlined behavioral concerns of guests. A petition will also be forthcoming to Council at a later date. They asked that Council consider a registration process as South Frontenac residents are in constant fear of such events such as fires, intoxicated strangers on their property.. They asked that Council study

existing data and systems put in place by other townships for licensing inspection, monitoring and enforcement of short term rentals.

Councillor Sutherland asked if the presenters found some good examples of STR by-laws.

Mr. Solymar referred to the Prince Edward County By-law that had a good fee structure however some of the regulations would not be feasible for South Frontenac. Things to be considered include the limiting of the number of people at one time or only on your primary residence.

Councillor Roberts asked if there was data on existing short term rentals in South Frontenac.

Mr. Solymar indicated that there 243 in August of 2021 advertised as an AirBnB. There is an expectation of more rapid growth when things open up from COVID.

Councillor Sleeth acknowledged the growth in the past five years and that it is an ongoing issue that needs to be addressed.

Councillor Ruttan provided an example of one of his neighbour's renting the "short term rental" next to their property just to have some peace and quiet for a week. He also has a concern about enforcement part with the penalty equalling the crime. He noted that he does have a property that he rents out but that he is a "present" owner/host.

Councillor Roberts also asked about data on the age group using the short term rentals. The presenters indicated it was mostly younger people, however this is not always the case.

Mayor Vandewal recognizes that this is an issue but clarified that resources are not in place to do the proper research to have a by-law in place before the next rental season. He did not want to present false hope to those impacted but wanted to acknowledge the reality of the work load.

Deputy Mayor Revill appreciated the scope of the task but suggested some provisions of the Noise By-law could be amended to address some of the concerns.

Councillor Sutherland suggested some community consultation and felt a staff report in a couple of months would be a start.

Councillor Ruttan commented on the ongoing staffing capacity.

Neil Carbone provided an overview of his experience in Prince Edward County that involved an intensive two year turnaround, recognizing some of the same issues and different challenges. He suggested that staff could bring back a very high level report on what can be done and what is involved in the process.

Mayor Vandewal asked Mr. Ottenhof about the data collected in Huntsville and did that resolve the issue entirely, however this could not be confirmed.

8. Public Meeting

a) **Resolution and Public Meeting Statement**

Resolution No. 2021-31-03
Moved by Councillor Morey
Seconded by Councillor Sleeth

That a public meeting be held to allow for input on a Road Closing Application Z-21-04 for a portion of an unopened road allowance between Concessions 10 and 11, District of Storrington.

Carried

b) **RC-21-05 - Application to stop up, close and transfer a portion of an unopened road allowance between Concessions 10 and 11, District of Storrington**

Claire Dodds provided the background on this request noting that this application initially came before Council for consideration on August 17, 2021. Council directed staff to move forward with the process to stop up, close and transfer a portion of unopened road allowance. The first step of the process is to hold a public meeting to hear comments and concerns from the public as she outlined to those present.

She explained that the road allowance is aligned east to west, running over the lands between Cranes Nest Lake and Little Cranberry Lake and is situated between Concessions 10 and 11, District of Storrington. The most westerly portion of the road allowance has previously been stopped up, closed and transferred to properties addressed on Hogans Point Lane. The middle portion of the road allowance encompasses Burnt Point Road. Some portions of the road allowance have been widened to more than 20 metres to accommodate the travelled portion of Burnt Hills Road. Approximately 380 metres before Little Cranberry Lake, Burnt Hills Road curves to the south and no longer follows the subject road allowance, at the same point Rideau Road begins and follows the road allowance for approximately 200 metres before it curves to the north and no longer follows the subject road allowance. The most easterly portion of the road allowance is unopened and measures approximately 160 metres in length, this portion appears to be 10 metres in width. The benefiting property, municipally known as 572 Burnt Hills Road is undersized, approximately 0.3 acres in size, and is comprised of two parcels split by the road allowance. The house and attached garage are located on the northern parcel, a portion of the sewage disposal system and driveway are located on a portion of the road allowance and the remaining portion of the sewage system is located on the southerly parcel. Ms. Dodds noted that this closure will address the long standing property issues in terms of being able to transfer title into the Land Titles system and for the DeGroots to move ahead or replace their sewage system over the long term. From a staff perspective the entire parcel, including the road allowance is being utilized as one parcel.

As discussed in the August 17th report to Council, previous owners of this land had applied to stop up, close and transfer this portion of the road allowance because the sewage system was historically constructed over this portion of road allowance, and the parcel of land is split in two by the road allowance. At the time of the previous application, Council denied the request based on policy to not sell road allowances that lead to bodies of water.

Planning staff and Public Services staff visited the site on June 1, 2021. Public Services staff advised that they have no issues with selling the road allowance as there is very little chance that a public road or boat launch will ever be feasible at this location, and because the sewage disposal system has been constructed in this location with no other viable option on the lands.

Planning staff have received a few inquiries via email and telephone for additional information about the location and intent of the application due to the notice provided in the Frontenac News. There have been no concerns or requests from the public to purchase a portion of the road allowance to date. Mary McMaster of 570 Burnt Hills Road has indicated that she and her husband support this application. Ms. Dodds noted that as per the Notice By-law requirements, the notice was circulated in the Frontenac News and on the township website for a period of four weeks.

Councillor Sleeth noted that he has reviewed this proposal and felt that this application cleans up a parcel that should have been done years ago. This property is entirely landlocked with steep cliffs to the waters edge. He was supportive of closing this parcel and selling it to the applicant.

Councillor Sutherland agreed that this was not a piece of usable road allowance. He asked about the remaining piece of road allowance.

Ms Dodds explained that staff look at everything comprehensively. If other property owners are not interested it is challenging to deal with these types of situations.

Deputy Mayor Revill agreed that there is a very steep embankment to the water and supported the applicant.

Mayor Vandewal did have another resident inquire about whether or not they would be required to buy a piece of the road allowance and he confirmed that it is not required and that their access remains the same.

There were no comments from the public.

c) **Resolution - Close Public Meeting**

Resolution No. 2021-31-04

Moved by Councillor Sleeth

Seconded by Councillor Morey

That having provided an opportunity for input, the public meeting be closed.

Carried

9. Approval of Minutes

a) **October 12, 2021 Council Meeting**

Resolution No. 2021-31-05

Moved by Councillor Revill

Seconded by Councillor Ruttan

That the minutes of the October 12, 2021 Council meeting be approved.

Carried

b) **October 19, 2021 Council Meeting**

Resolution No. 2021-31-06

Moved by Councillor Roberts

Seconded by Councillor Sutherland

That the minutes of the October 19, 2021 Council meeting be approved.

Carried

10. Business Arising from the Minutes

a) **Notice of Motion - Commemoration for Late Councillor Barr**

Resolution No. 2021-31-07

Moved by Deputy Mayor Revill

Seconded by Councillor Leonard

That Council approve and direct staff to commemorate the dedicated community service of the late Councillor Pat Barr through a commemorative bench to be placed at Glendower Hall

Carried

11. Reports Requiring Action

a) **January 2022 Meeting Schedule**

Resolution No. 2021-31-08

Moved by Councillor Morey

Seconded by Councillor Sleeth

That Council suspend the rules of the Procedural By-law 2017-76 and schedule the January 2022 Council Meetings for January 11 and January 25 and the Committee of the Whole meeting for January 18, 2022.

Carried

b) **Restoration and Preservation of the Bellrock Mill**

Resolution No. 2021-31-09

Moved by Councillor Leonard

Seconded by Councillor Morey

That Council approve \$20,000 from the Working Fund reserve, to complete an initial engineering review on the feasibility of preserving and restoring the historic Bellrock Mill.

Carried

c) **Committee of Adjustment Vacancy (Councillor)**

Resolution No. 2021-31-10

Moved by Councillor Sleeth Seconded by Councillor Morey

That Schedule A to By-law 2020-01 be amended to appoint Councillor Revill to Committee of Adjustment for the remainder of 2021.

Carried

d) **Communal Services Business Case**

Resolution No. 2021-31-11

Moved by Councillor Sutherland

Seconded by Councillor Roberts

That Council submit feedback, as recommended by staff in this report, to the County's Communal Services Committee for consideration prior to the publishing of the Draft Frontenac Municipal Services Corporation Business Case Study for public review and comment;

(Amendment)

And that Council request a subsequent meeting and responses to some of the questions posed in the feedback and by staff prior to the business case being published.

Carried

12. Committee Meeting Minutes

a) **Bellrock Community Hall Committee meeting held October 6, 2021**

Mayor Vandewal provided a reminder that the community is celebrating the 160th anniversary of Bellrock Hall on November 6, 2021 from 2 :00 to 5:00 pm.

Resolution No. 2021-31-12

Moved by Councillor Sleeth

Seconded by Councillor Sutherland

Minutes of Council
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That Council receive for information the minutes of the Bellrock Community Hall Committee meeting held October 6, 2021.

Carried

13. By-laws

a) **First and Second Reading**

Resolution No. 2021-31-13

Moved by Councillor Roberts

Seconded by Councillor Sleeth

That the following by-laws be given first and second reading:

- By-law 2021-60
- By-law 2021-61
- By-law 2021-62
- By-law 2021-63
- By-law 2021-64
- By-law 2021-65

Carried

b) **By-law 2021-60 - Speed Limit reduction on Davidson Road**

Resolution No. 2021-31-14

Moved by Councillor Sleeth

Seconded by Councillor Revill

That By-law 2021-60, being a by-law to amend By-law 2000-01, being a by-law to regulate the use of traffic, parking and stopping on highways and bridges in the Township of South Frontenac, to regulate speeds as outlined in Schedule "A" be given third reading, signed and sealed.

Carried

c) **By-law 2021-61 - Zoning By-law Amendment - Davidson Road/Mowoods Lane (Brice)**

Resolution No. 2021-31-15

Moved by Councillor Ruttan

Seconded by Councillor Roberts

That By-law 2021-61, being a by-law to amend By-law 2003-75 as amended, to rezone land from Open Space-Private-Special Provision (OSP-5) to Limited Service Residential-Waterfront-Special Provision (RLSW-130) on lands described as Part Block 39 on Plan 13M-3 and Parts 7 to 9 on Reference Plan 13R18283, Part of Lots 11 and 12, Concession 1 and Part of Lots 11 and 12, Concession 2, District of Storrington, be given third reading, signed and sealed.

Carried

d) **By-law 2021-62 - Rezone Concession 1, Part of Lots 18 and 19 District of Storrington District (Kot/Bovey)**

Resolution No. 2021-31-16

Moved by Councillor Roberts

Seconded by Councillor Sleeth

That By-law 2021-62, being a by-law to amend By-law 2003-75, as amended, to rezone land from Rural (RU) to Urban Commercial - Special Provision (UC-28) on lands described as Part of Lots 18 and 19, part of road allowance, Concession 1, District of Storrington, be given third reading, signed and sealed.

Carried

e) **By-law 2021-63 - Rezone Concession 11, Part of Lots 6, 7 and 8, District of Portland (Allan)**

Resolution No. 2021-31-17

Moved by Councillor Morey

Seconded by Councillor Leonard

That By-law 2021-63, being a by-law to amend By-law 2003-75, as amended to rezone land from Rural (RU) to Limited Service Residential-Waterfront (RLSW) on lands described as Part of Lots 6, 7 and 8, Concession 11, District of Portland, be given third reading, signed and sealed.

Carried

f) **By-law 2021-64 - Authorize the use of alternative voting methods for the 2022 Municipal Election**

Resolution No. 2021-31-18

Moved by Councillor Sutherland

Seconded by Deputy Mayor Revill

That By-law 2021-64, being a by-law to authorize the use of alternative voting methods for the 2022 Municipal Election be given third reading, signed and sealed.

Carried

g) **By-law 2021-65 - Dedicate and assume as common and public highway, certain lands (Lyons Landing)**

Resolution No. 2021-31-19

Moved by Councillor Sutherland

Seconded by Deputy Mayor Revill

That By-law 2021-65, being a by-law to dedicate and assume as common and public highway, certain lands in the Township of South Frontenac pursuant to Section 26, 28 and 31 (6) of the Municipal Act, 20021, be given third reading, signed and sealed.

Carried

14. Reports for Information - not applicable

15. Information Items

a) **Leslie and Tom Olvet - Short Term Rental Regulations**

- this also appears as an attachment to the delegation portion - see 7a)

b) **Frank B. Edwards - Short Term Rental Regulations**

c) **CUPE - Call for Independent Review of OMERS Investment Performance**

16. Notice of Motions

a) Councillor Sutherland served a notice of motion to support the CUPE call for review of OMERS Investment Performance.

b) Councillor Sutherland served a notice of motion on short term rentals.

17. Announcements/Statements by Councillors

a) Mayor Vandewal commended staff for reopening Hinchinbrooke Road to traffic for the winter season.

b) Councillor Sutherland inquired about the status of opening up Council meetings for the public to attend in person again.

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Neil Carbone explained that the Emergency Control Group will be bringing a recommendation back to Council.

18. Question of Clarity (from the public on outcome of agenda items)

- a) Wilma Kenny wanted to know if Council will be streaming to Facebook the "Rise and Report" out of closed session.

It was confirmed that the meeting will reconnect to Facebook Live after the closed session.

19. Closed Session

- a) Resolution

Councillor Morey left the Council Chambers for the Closed Session and did not take part in the discussion with respect o Item 19 b) applications for the Harrowsmith Beautification Committee.

Resolution No. 2021-31-20

Moved by Councillor Ruttan

Seconded by Councillor Roberts

That Council will move into a Closed Session as permitted by the Municipal Act, Section 239.2 (b) to discuss personal matters about identifiable individual, including a municipal or local board employee with regard to applications submitted for the Harrowsmith Beautification Committee and to discuss developer issues and item (d) labour relations or employee negotiations with regard to the recruitment of a Director of Public Services.

Carried

- b) **Harrowsmith Beautification Committee - Applications**
- c) **Recruitment of Director of Public Services**
- d) **Developer Issues - Verbal Report from the CAO**
- e) **Resolution - Move out of Closed Session**

Resolution No. 2021-31-21

Moved by Councillor Leonard

Seconded by Councillor Sutherland

That Council move out of closed session.

Carried

20. Rise and Report from Closed Session

- a) Harrowsmith Beautification Committee Appointments

Resolution No. 2021-31-22

Moved by Councillor Leonard

Seconded by Councillor Ruttan

That Schedule A to By-law 2019-05, be amended to confirm the following appointments to the Harrowsmith Beautification Committee:

- Adele Hamelin
- Brenda Taylor
- Aimanda Dirksen
- Sean Irish
- Lindsey Morey
- Greg Hamelin

Carried

21. Confirmatory By-law

a) **By-law 2021-66**

Resolution No. 2021-31-23
Moved by Councillor Sleeth
Seconded by Councillor Sutherland
That By-law 2021-66, being a by-law to confirm generally all actions of the Council of the Corporation o the Township of South Frontenac, be given first and second reading this 2 day of November 2021.

Carried

Resolution No. 2021-31-24
Moved by Councillor Roberts
Seconded by Councillor Leonard
That By-law 2021-66, being the confirmatory by-law, be given third reading, signed and sealed this 2 day of November 2021.

Carried

22. Adjournment

a) Resolution

Resolution No. 2021-31-25
Moved by Councillor Ruttan
Seconded by Councillor Revill
That the Council meeting of November 2, 2021 be adjourned at 9:20 p.m.

Carried

Ron Vandewal, Mayor

Neil Carbone, Chief Administrative
Officer/Deputy Clerk

Township of South Frontenac

Staff Report



To: Council

Prepared by: Office of the Clerk

Date of Meeting: November 16, 2021

Subject: CUPE - Third Party Expert Review of OMERS

Summary

This report is in response to a notice of motion filed at the November 2, 2021 meeting regarding a request from the Canadian Union of Public Employees (CUPE) to call for an independent third party review of the Ontario Municipal Employees' Retirement System (OMERS) and its investment performance.

Recommendation

That the Township of South Frontenac support CUPE Ontario in their call for an immediate, comprehensive and independent third party review of OMERS' investment performance and practices over the past ten years, conducted by the OMERS Pension Plan's sponsors and stakeholders as outlined in CUPE's executive summary dated May 2021.

Background

The request from CUPE Ontario was included as an information item on the November 2, 2021 agenda.

Discussion/Analysis

Council's Procedural By-law 2017-76 establishes the process for Notice of Motion.

At the Council Meeting on November 2, 2021 Councillor Sutherland served a notice of motion to support the request from CUPE Ontario to call on OMERS to cooperate fully with an independent third party review of its investment performance that is transparent and accountable to plan members, sponsors like CUPE Ontario, other unions and employees of the Township of South Frontenac.

A notice of motion requires a seconder at the next regular Council meeting. If seconded, the motion is debated and voted on.

Financial Implications

None.

Relationship to Strategic Plans

- ☒ Not applicable to this report.
- ☐ This initiative is supported by the following priorities of the 2019-2022 Strategic Plan.
- Priority: Choose an item.
 - Action Item (if applicable): N/A

Notice/Consultation

None.

Attachments

- CUPE Ontario request for support to call for third party review of OMERS

Approvals

Submitted By:



Angela Maddocks
Clerk

Approved By:



Neil Carbone
Chief Administrative Officer



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Dear Township of South Frontenac Council:

On behalf of CUPE Ontario's nearly 125,000 active members of the Ontario Municipal Employees Retirement System (OMERS), I am writing today to express our serious concerns with OMERS' investment performance.

In 2020, OMERS posted a net loss 2.7%, representing three billion dollars in losses. This was during a year that comparable defined benefit pension plans and funds in Canada posted substantial investment gains. CUPE Ontario investigated further and tracked investment returns at OMERS for ten years. We found that OMERS has underperformed relative to other large pension plans and funds, as well as relative to its own benchmarks. We also found that OMERS no longer shares this critical information in their annual reporting, making it difficult for plan members to hold their investment managers accountable.

Attached you will find a report detailing OMERS investment underperformance. Also attached, you will find the analysis of a third-party actuary (PBI Actuarial consultants) who confirmed that our reasoning and conclusions were sound.

CUPE Ontario believes plan members and employers have the right to know why OMERS' investments have, over a ten-year period, underperformed other large defined benefit pension plans and funds. If OMERS had performed in line with the average large Canadian public pension plan, it would have a substantial, multi-billion-dollar surplus, versus the deficit it currently faces.

Considering the significant impact such underperformance could have on plan members and on all sponsors who hold the liabilities of the plan, **we are calling on OMERS to cooperate fully with an independent and transparent third-party review of its investment performance** transparent and accountable to plan members, sponsors like CUPE Ontario, other unions, and employers like the Township of South Frontenac.

We are hoping that the Township of South Frontenac Council will join our call for an independent expert review of OMERS. **We are asking you, and other municipal councils across the province, to debate the following motion or to pass a similar motion calling for a third-party expert review of OMERS.** The terms of such a review would need to be agreed upon by sponsors and they could explore whether reasonable costs could be funded from the plan.

We simply cannot afford another decade of investment returns so far below other pension plans and funds. We know that ensuring strong investment returns is a goal shared by employers like the Township of South Frontenac and by unions like CUPE.

CUPE Ontario staff person Liam Bedard is available to answer any questions you may have. He can be reached at lbedard@cupe.on.ca.

All materials are available in French at cupe.on.ca/francaisomers.

It's time for all of us to work together to #FixOMERS.

Thank you,



Fred Hahn
President of CUPE Ontario

Proposed Motion – Independent Review of OMERS' Investment Performance

1. The Township of South Frontenac Council is calling for an immediate, comprehensive and independent third-party expert review of OMERS' investment performance and practices over the past ten years, conducted by the OMERS Pension Plan's sponsors and stakeholders.
2. Such a review would, at a minimum:
 - a. Compare OMERS plan-level, and asset class-level performance to other comparable defined benefit pension plans and funds, OMERS internal benchmarks, and market-based benchmarks.
 - b. Examine OMERS decision-making processes around the timing of various investment decisions.
 - c. Assess the risk management policies and protocols that were in place and determine if they were followed and/or if they were sufficient to protect the plan from undue risk.
 - d. Assess whether the disclosures provided to the OMERS Administrative and Sponsorship Boards were sufficient evidence to allow the Boards to respond appropriately and in a timely manner.
 - e. Examine executive compensation, investment fees and investment costs at OMERS in comparison to other major defined benefit pension plans and funds.
 - f. Examine other relevant issues identified by the third-party expert review.
 - g. Make recommendations for changes at OMERS to ensure stronger returns moving forward.
 - h. Issue their final report and recommendations in a timely manner.
 - i. Publicly release its full report and recommendations to ensure that it is available to OMERS sponsors, stakeholders, and plan members.
3. The Township of South Frontenac Council further calls on the OMERS Administrative Corporation to:
 - a. Provide all requested data, documentation and information required of the review panel to fulfill its mandate.
 - b. Establish a step-by-step plan, with OMERS sponsors and stakeholders, to implement any recommendations set out in the review report.



PBI Actuarial Consultants Ltd.

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April 27, 2021

To: Fred Hahn, President CUPE Ontario
 CUPE Ontario

From: Bradley Hough

Subject: **OMERS Performance Review**

Scope of review

CUPE has asked PBI to review “CUPE Ontario Concerns With OMERS Investment Returns”. PBI has reviewed the performance data, methods, and comparisons of OMERS with peer pension plans and funds in CUPE’s report.

The intention of our review is to determine:

- a) if comparisons made between the pension plans and funds and their respective benchmarks are reasonable; and
- b) if the analysis completed by CUPE supports the conclusions of their report.

We have reviewed the performance comparisons in CUPE’s report by reviewing public information provided by the plans and funds referenced. Statements of investment policies and procedures, actuarial valuation reports, annual reports and other governance documents were reviewed to add as much context around plan performance as possible with the public information available.

Summary

We conclude that the comparisons made by CUPE are reasonable and show that there is a significant gap in performance between OMERS and other comparable public pension plans and funds. In our opinion, public information is unable to fully explain the performance gap. More information is required to truly understand why performance is so different between OMERS and comparable public pension plans and funds.

In our opinion, the comparisons and analysis in the report support CUPE’s request for further review of performance.

Review

Is the choice of peer universe reasonable?

CUPE has chosen a universe of large public sector defined benefit plans (“plans”), or public sector investment managers managing assets (“funds”) including, but not exclusively, defined benefit pension plans. Scale gives public plans and funds a different opportunity set versus smaller private sector plans as a result of the size of assets and also investment opportunities. We therefore believe that CUPE’s approach of focusing on a limited universe of public sector peers rather than a broader pension plan universe is reasonable and fair.

Of the universe supplied, HOOPP, OTPP, BCMPP and LAPP are easier to directly compare given they are pension plans rather than funds; however, the public sector investment managers referenced by CUPE are still useful



points of reference when looking at comparable performance. Performance of funds such as PSP, CDPQ, BCI and AIMCO suggests that client defined benefit plans are likely to have higher absolute returns than OMERS for 2020.

LAPP and AIMCO have not published full performance information for 2020.

Would conclusions change if the universe of plans was expanded?

Defined benefit plans have different benefits, contributions, funding policies, and member demographics. Making comparisons across universes of defined benefit plans requires caution and it is difficult to draw firm conclusions. However, it is worth noting that OMERS performance is significantly below not only public peers, but wider universes of defined benefit plans.

RBC's universe of pension plans shows a median return of 9.2% for 2020¹. PBI has access to the Northern Trust universe of Canadian defined benefit pension plans² and note that the median return is similar to RBC (full year 2020 median return is 9.9%). The lowest return in the Northern Trust Universe is 5% for 2020. We are not aware of an absolute return for PBI clients below 5%.

Could 'context' such as different asset mixes driven by Plan demographics or situation explain OMERS performance?

a. Asset Mix

We compared asset mixes with HOOPP, BCMPP and OTPP. HOOPP has a liability driven investment strategy and has a higher fixed income allocation. BCMPP and OTPP are return focused like OMERS. OMERS has a higher proportion in real assets and credit than these plans and lower fixed income assets. OTPP has a specific inflation management strategy. However, at a high level, asset allocations between OMERS, BCMPP and OTPP make use of similar asset classes and are comparable.

Asset Class	OMERS	BCMPP	OTPP	HOOPP
Public Equity	31%	33%	19%	23%
Fixed Income	6%	21%	16%	86%
Private Equity	14%	10%	19%	13%
Real Assets	34%	27%	21%	15%
Credit/Mortgages	17%	6%	8%	0%
Inflation Sensitive	0%	0%	17%	0%
Innovation	0%	0%	2%	0%
Absolute Return Strategies	0%	0%	6%	0%
Money Market	-2%	2%	-8%	-37%

Source: annual reports as of December 31, 2020, except for BCMPP, which is as of December 31, 2019.

¹ The RBC pension plan universe is published by RBC Investor and Treasury Services. "All Plan Universe" currently tracks the performance and asset allocation of a cross-section of assets under management across Canadian defined benefit pension plans.

² The Northern Trust universe of defined benefit plans is provided to PBI by Northern Trust. It consists of 34 defined benefit plans ranging from \$16.4M to \$8.7B in size. Average plan assets are \$1.9B, median plan assets are \$627M as of December 31, 2020.



As the differences in performance are so large between OMERS and two plans with comparable asset mixes (albeit with some differences), more information on specific strategies within each asset class, such as style of equity manager, exposure to office, retail, and industrial real estate within real assets, use of leverage/overlay strategies and derivatives, currency hedging, and approach to liquidity management would be required to explain differences in performance.

We note that on page 43 of the OMERS 2020 Annual Report, losses were incurred on foreign currency hedging positions due to actions taken to protect liquidity. This contributed \$2.2B to the overall loss. Again, this indicates that a review, significantly beyond simple asset mix comparisons, is required to truly understand performance differentials.

Finally, understanding the role of the 'Total Portfolio Management' approach in determining asset allocations and strategies would be helpful to putting context around the asset mix choices and investment strategies.

b. Membership Demographics

We note that BCMPP and HOOPP have broadly similar membership demographics to OMERS. OTPP is more mature with a greater proportion of retirees. PBI does not believe plan demographics are different enough to render comparisons between the plans invalid.

Comments on CUPE's five principal findings:

- 1) **OMERS 10-year annualized performance was below peer group as of December 31, 2019.** PBI believes the comparisons made are reasonable and agree with the conclusion.
- 2) **OMERS performance in 2020 was significantly below peers.** PBI agrees with this conclusion and notes that expanding the peer group adds weight to this conclusion.
- 3) **OMERS does not report comparisons of its annualized long-term returns to its own benchmarks**
 Page 143 of the 2020 report has a comparison of calendar year returns vs benchmarks to 2011. We could not find a comparison of annualized long term performance vs benchmarks for OMERS.

We understand benchmarks are set annually by OMERS and approved by the Administration Corporation Board. From the information made public by OMERS, we would need more detail on the methodology used to derive the absolute return benchmark to interpret performance.

- 4) **5 to 10-year returns versus 5 to 10-year benchmarks.**

PBI verified the calendar year returns shown by CUPE. We were unable independently to verify the 5 and 10-year performance versus the benchmark as this was provided verbally to CUPE by OMERS and is not published. The peer group of public plans and funds all take different approaches to benchmarking. Some use composites of public market indices/asset class benchmarks according to their target allocations. PSP uses a reference portfolio approach and HOOPP may use a liability focused benchmark. We note that comparisons of relative performance vs stated benchmarks across peer group plans are challenging because of the differences in methodology.

However, in our opinion the analysis is sufficient to show that OMERS is the only Plan underperforming their internal benchmark over a 10-year horizon. Understanding why requires a deeper understanding



of performance and benchmarking methodology beyond the information made public. In our opinion this adds weight to CUPE's request for a review of performance.

- 5) **OMERS 20-year return is not above its 20-year benchmark.** We were unable to independently verify this point as the performance versus the benchmark was provided verbally to CUPE by OMERS and is not publicly available.

Conclusions

The comparisons made by CUPE are high level and broad by the nature of information made public. However, we believe the comparisons are reasonable and that CUPE has chosen similar public plans and funds as practically possible. Overall, we believe the analysis is sufficient to conclude that OMERS investment performance in 2020 and longer term is significantly lower than other comparable plans.

PBI would require considerably more information than made public on OMERS' total portfolio management approach, investment strategies, third party managers, asset mix policies, liquidity management approach and derivative positions to interpret performance.

In our opinion, the comparisons made demonstrate that the longer-term performance gap between comparable peers is significant and supports CUPE's request for a further, more detailed review of performance beyond the information made public.

A handwritten signature in black ink, appearing to read "Bradley Hough".

Bradley Hough, FIA, ACIA, CAIA

BH:jh

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NOT JUST ONE "TOUGH YEAR": THE NEED FOR A REVIEW OF OMERS INVESTMENT PERFORMANCE

May 2021



Executive Summary

CUPE Ontario represents nearly half of the 289,000 active members of the Ontario Municipal Employees Retirement System (OMERS) – the province's Defined Benefit (DB) pension plan for municipal, school board and certain other public sector workers.

While most pension plans had strong returns in 2020, OMERS recently reported billions of dollars of losses over the year. This has prompted CUPE Ontario to examine how OMERS investments have performed compared to other large pension plans and funds. We have also looked at how OMERS has performed against its own internal benchmarks.

We find that OMERS underperformance is not a new or a short-term problem. Specifically, we find that:

- 1) OMERS longer-term performance has significantly lagged behind other large pension funds and plans, in periods both before and after 2020 results were in.
- 2) OMERS has now fallen behind even some of its own internal longer-term return benchmarks – a troubling fact that, contrary to industry standards, is not disclosed in OMERS Annual Report.

Since investment returns fund the vast majority of pensions paid from the plan, returns are incredibly important to DB plan members. Lower investment returns may lead to members being asked to pay more into the plan, or could result in additional pressure for more benefit cuts.

Despite requests, OMERS has not committed to an independent, transparent review of its investment decisions.

CUPE Ontario feels these issues are so serious that a fully transparent expert review of OMERS investment strategies, returns, and internal performance assessment is urgently needed. This review should be conducted by the plan sponsors and stakeholders themselves (the risk-bearing parties to OMERS) and should be fully independent of OMERS staff, who have a clear conflict of interest in conducting a review of their own performance. We invite the other sponsors of OMERS, including our employer counterparts and the broader community of the plan's organizational stakeholders, to support this proposal and to work with us to conduct this review.



Introduction

CUPE Ontario represents 125,000 plan members of the Ontario Municipal Employees Retirement System (OMERS). We are the largest sponsor in this defined benefit (DB) pension plan that is – at least in theory – jointly-controlled by plan sponsors like CUPE Ontario and other unions and employers.



**WE CONTINUE
TO STRONGLY
BELIEVE THAT
DB PLANS ARE
A MODEL WORTH
NOT ONLY
DEFENDING,
BUT EXTENDING
TO ALL WORKERS.**

CUPE Ontario strongly believes that DB pension plans are the best way to provide a decent and secure retirement for our hard-working members. Large public sector DB plans like OMERS allow for an efficient pooling and sharing of costs and risks between employers and plan members. DB plans allow members to know what their pensions will be in retirement. This security is incredibly important for plan members. However, it is not only retirees who benefit from good, secure pension benefits. DB pension plans have been shown to have positive macroeconomic effects on the economy as a whole.¹ The concerns we raise in this report are not concerns with the DB model itself; we continue to strongly believe that DB plans are a model worth not only defending, but extending to all workers.

For a number of years, we have been concerned with the lower level of OMERS pension fund investment returns in comparison to those of other similar plans. OMERS recently reported that the plan had a very bad year in 2020. This has led CUPE Ontario to perform a more in-depth examination of publicly-available annual reporting documents to determine how, in our view, OMERS is performing compared to the seven other large (\$50 billion+) pension plans and funds in Canada.² OMERS themselves refer to this club of large plans and funds as the “eight leading Canadian pension plan investment managers,” and occasionally takes coordinated activity with them.³

¹ Conference Board of Canada, “Economic Impact of British Columbia’s Public Sector Pension Plans,” October 2013; Boston Consulting Group, “Measuring Impact of Canadian Pension Funds,” October 2015; Ontario Teachers Pension Plan News Release, “New analysis confirms that defined benefit pensions provide significant benefits to Canadian economy,” October 22, 2013.

² Unless otherwise specified, the data in this document has been compiled from publicly-available annual reporting of the respective plans. With the exception of CDPQ, returns are as reported in these documents, and are net. CDPQ results were reported gross of some expenses, and have been reduced by 0.2% to best approximate a net return. Longer-term periods are annualized, and are as reported by the respective plans.

³ OMERS News Release, “CEOs of Eight Leading Canadian Pension Plan Investment Managers Call on Companies and Investors to Help Drive Sustainable and Inclusive Economic Growth,” November 25, 2020.



**AS BAD AS
OMERS
PERFORMANCE
WAS IN 2020,
THIS IS NOT A
NEW OR A SHORT-
TERM PROBLEM**

Due to their scale, these large pension plans and funds are able to invest in asset classes that are typically not available to smaller investors or individuals. At the same time, we acknowledge that these eight plans are not completely similar: they have their own governance structures, asset mixes, risk appetites, and reporting periods, all of which are described in the public documents of the respective plans. However, we also acknowledge that many of these differences are the result of specific investment decisions made by the respective plans and funds. We therefore believe that there is value in comparing the performance of this small set of large funds, particularly over longer-term periods.

Acronym	Name	Assets Under Management (\$ Billion)	Funded Status in Most Recent Annual Report	Most Recent Annual Reporting Date
CPPIB	Canada Pension Plan Investment Board	410	N/A	March 31, 2020
CDPQ	Caisse de dépôt et placement du Québec	366	108% (RREGOP)	Dec 31, 2020
OTPP	Ontario Teachers Pension Plan	221	103%	Dec 31, 2020
PSP	Public Sector Pension Investment Board	170	111% (Public Service Plan)	March 31, 2020
OMERS	Ontario Municipal Employees Retirement System	105	97%	Dec 31, 2020
HOOPP	Healthcare of Ontario Pension Plan	104	119%	Dec 31, 2020
BC MPP	BC Municipal Pension Plan (investments managed by BCI, the BC Investment Management Corporation)	59 (MPP) 171 (BCI)	105%	Dec 31, 2019 (MPP) March 31, 2020 (BCI)
LAPP	Alberta Local Authorities Pension Plan (investments managed by Alberta Investment Management Corporation)	50 (LAPP) 119 (AIMCO)	119%	Dec 31, 2019

In some cases, the pension funds above manage the investments of several pension plans (CDPQ, PSP, BCI, AIMCO are all such cases). In those cases, we look most closely at the returns at an individual plan level for the respective client plan that most closely compares to OMERS.

We have also looked at how OMERS has performed against its own internal benchmarks.

This review has resulted in some very troubling findings which suggest that, as bad as OMERS performance was in 2020, this is not a new or a short-term problem. We found evidence that OMERS longer-term return performance has significantly lagged behind



**HIGHER
INVESTMENT
RETURNS WOULD
HAVE BEEN
BETTER FOR
OMERS PLAN
MEMBERS, AND
FOR OMERS
EMPLOYERS.**

other large pension funds and plans. We also found that OMERS has now fallen behind even some of its own internal longer-term return benchmarks – a troubling fact that, contrary to industry standards, is not disclosed in OMERS Annual Report.

Investment results are incredibly important to DB plan members because compounded returns typically fund the vast majority of the pensions that are eventually paid. OMERS indicates that investment returns are expected to fund approximately 70% of the pensions paid by the plan.⁴ When investment returns are insufficient, it can put upward pressure on required contribution rates for both members and employers. Most other plans have now returned to pension surpluses since the global financial crisis more than a decade ago, but OMERS continues its long climb out of deficit. Contribution levels were a central talking point from OMERS when plan decision-makers removed guaranteed indexation in 2020. And we expect that, in the months to come, OMERS will once again be looking to plan members to bear the burden of plan funding issues that are, in part, a result of these investment returns. Meanwhile other pension plans, who have had better returns, are currently holding significant surpluses, many have lower contribution rates and some are even improving pension benefits.⁵ Higher investment returns would have been better for OMERS plan members, and for OMERS employers.

Despite requests⁶, OMERS has not committed to an independent, transparent review of its investment decisions. Any reviews that have taken place have been behind closed doors at OMERS and have not been shared with sponsors or described in any detail. While OMERS has outlined several investment policy changes it plans to make, its overriding message remains: “the fundamentals of our long-term strategy remain sound, and we will continue to advance that strategy.”⁷



**A FULLY
TRANSPARENT
EXPERT REVIEW
OF OMERS
INVESTMENT
STRATEGIES,
RETURNS,
AND INTERNAL
PERFORMANCE
ASSESSMENT
IS URGENTLY
NEEDED.**

CUPE Ontario feels these issues are so serious that a fully transparent expert review of OMERS investment strategies, returns, and internal performance assessment is urgently needed. This review should be conducted by the plan sponsors and stakeholders themselves (the risk-bearing parties to OMERS) and should be fully independent of OMERS staff, who have a clear conflict of interest in conducting a review of their own performance. We invite the other sponsors of OMERS, including our employer counterparts and the broader community of the plan’s organizational stakeholders, to support this proposal and to work with us to conduct this review.

⁴ OMERS 2020 Annual Report, p. 2.

⁵ HOOPP News Release, “HOOPP posts 11.42% return in 2020, surpasses \$100 billion in assets,” March 31, 2021.

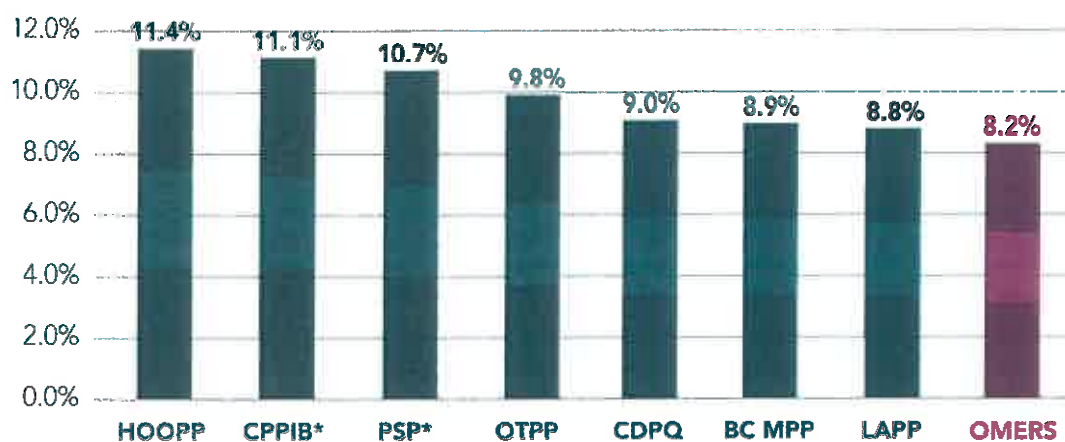
⁶ CUPE Ontario Press Release, “We won’t pay for the mistakes of OMERS executives,” February 25, 2021.

⁷ OMERS 2020 Annual Report, p. 23.

Our five principal findings are as follows:

1. **CUPE Ontario's concerns go beyond one "difficult" year in 2020. OMERS 10-year annualized returns trailed those of the other major funds and plans before the COVID crisis hit.**

10-Year Annualized Returns at 2019



*To March 31, 2019, otherwise to Dec 31, 2019

Source: Respective Annual Reports



**THIS WAS
A HISTORIC
ANNUAL
UNDER-
PERFORMANCE
COMPARED TO
BENCHMARKS.**

2. OMERS 2020 investment performance was especially poor

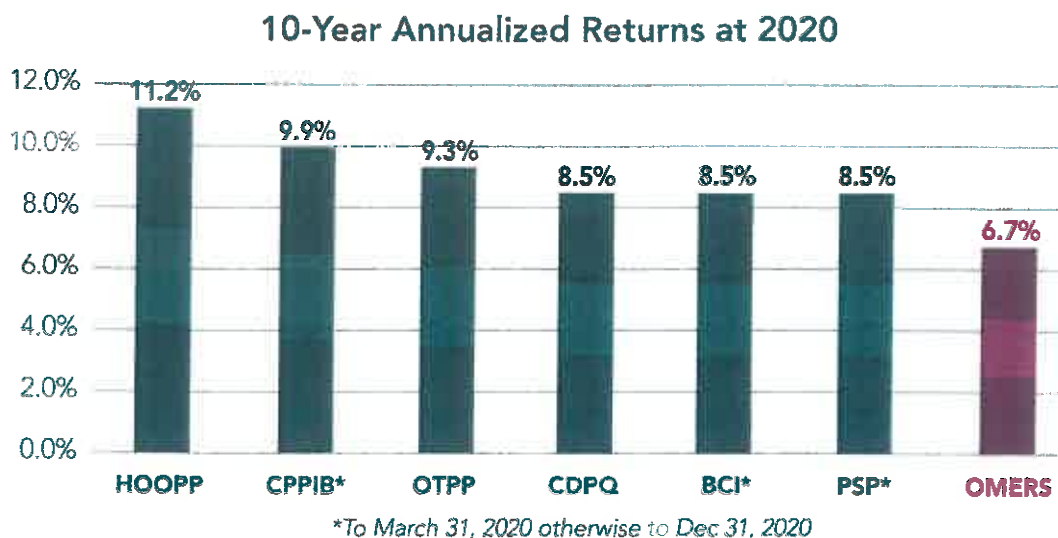
OMERS 2020 annual return (-2.7%) fell far short of the plan's own benchmark for the year of +6.9%. This was a historic annual underperformance compared to benchmarks.

Other plans, however, have reported very strong annual returns for calendar year 2020:

2020 ANNUAL RETURNS	
HOOPP	+ 11.4%
RBC Pension Plan Universe ⁸	+ 9.2%
OTPP	+ 8.6%
CDPQ	+ 7.5%
OMERS	- 2.7%

⁸ RBC Investor & Treasury Services, "Canadian DB pensions post near-double-digit returns despite historic, turbulent year," January 29, 2021.

This negative result led OMERS 10-year annualized return to fall from 8.2% to 6.7%.



The chart above reports the most recent available return information for the respective funds and plans as disclosed in their annual reports. LAPP and BC MPP have yet to report their December 31, 2020 results. AIMCO has also not fully reported its 2020 results. However, BCI (the investment agent for BC MPP and other BC public sector plans) has reported its March 31, 2020 results and has been included here. The chart can be updated as more plans report their 2020 investment returns.



OMERS

DOES NOT
REPORT CLEAR
COMPARISONS OF
THE PLAN'S LONG-
TERM ANNUALIZED
RETURNS TO ITS
CORRESPONDING
LONG-TERM
BENCHMARKS.

3. OMERS does not report comparisons of its annualized long-term returns to its own benchmarks.

Benchmarking is a common practice where an investment *standard or goal* is set, against which *actual plan returns* are compared for ongoing assessment of investment performance. OMERS itself describes a benchmark as "a point of reference against which the performance of an investment is measured."⁹ Comparisons of returns vs. benchmarks are typically done on a 1-year basis, but it is very common for long-term annualized comparisons to also be disclosed. Reporting these benchmarks is standard practice for pension plans and third-party investment managers. Even individual investment vehicles like mutual funds and ETFs typically provide details on how their performance compares to both annual and long-term benchmarks.

The OMERS Administration Corporation (AC) sets OMERS benchmarks each year, as described in the "Performance Management" section of the OMERS investment policy document.¹⁰ OMERS Annual Reports describe how these benchmarks are constructed for each asset class. For many years, these reports stated that "Our goal is to earn stable returns that meet or exceed our benchmarks." OMERS Annual Reports compare OMERS single-year returns to the plan's single-year benchmarks. However, in sections describing investment performance, **OMERS does not report clear comparisons of the plan's long-term annualized returns to its corresponding long-term benchmarks.** While the Annual Report does compare performance to the plan's discount rate and a long-term return expectation set by the AC Board, it omits comparisons of the plan's long-term performance against their own long-term benchmarks.

⁹ OMERS 2015 Annual Report, p. 131.

¹⁰ OMERS "Statement of Investment Policies and Procedures – Primary Plan," January 1, 2021.



**IN THE ABSENCE
OF LONGER-TERM
COMPARATIVE
DATA, STAKE-
HOLDERS
FACE SERIOUS
OBSTACLES IN
EVALUATING
PERFORMANCE**

OMERS believes that “paying pensions over decades means a long-term approach.”¹¹ But in the absence of longer-term comparative data, stakeholders face serious obstacles in evaluating performance. A review of historical Annual Reports shows that OMERS had a longstanding practice of reporting these long-term comparisons, but OMERS stopped this reporting, without explanation, in 2013. **This is dramatically out of step with other pension plans and is, in our view, a serious lack of transparency from OMERS.**

	HOOPP	CPPIB	PSP	OTPP	CDPO	BC MPP	LAPP	OMERS
Does annual report compare annualized longer-term returns to corresponding benchmarks?	YES	YES	YES	YES	YES	YES	YES	NO

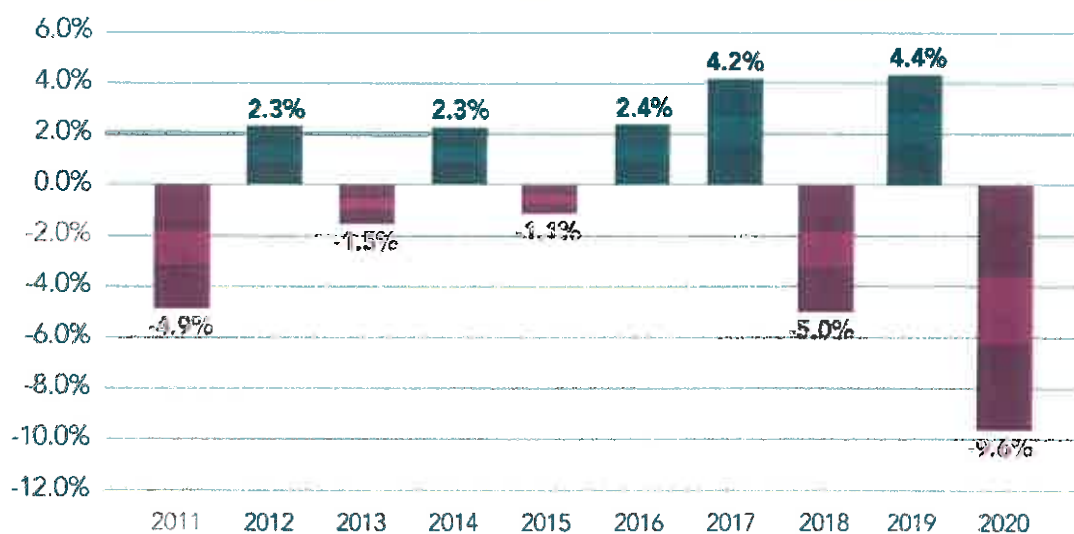


**THIS IS
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PLANS AND IS,
IN OUR VIEW, A
SERIOUS LACK OF
TRANSPARENCY
FROM OMERS.**

The OMERS Statement of Investment Policies and Procedures states that “performance reporting is consistent with industry recognized practices.”¹² The OMERS Statement of Investment Beliefs says that “articulating our investment goals and performance measures helps ensure clear accountability.”¹³ We do not believe OMERS is meeting these standards of reporting and accountability on this point.

4. OMERS 5 and 10-Year Returns are now below OMERS own benchmarks for these periods.

OMERS Annual Returns vs OMERS Annual Benchmark



Source: OMERS 2020 Annual Report, Ten-Year Financial Review, p. 142.

¹¹ OMERS News Release, “OMERS Reports 2020 Financial Results: paying pensions over decades means a long-term approach,” February 25, 2021.

¹² OMERS “Statement of Investment Policies and Procedures,” January 1, 2021. www.omers.com/governance-manual-policies-and-guidelines

¹³ OMERS “Statement of Investment Beliefs,” January 1, 2020. www.omers.com/governance-manual-policies-and-guidelines

	OMERS Return	OMERS Benchmark	Difference
5-Year Annualized	6.5%	7.4%	-0.9%
10-Year Annualized	6.7%	7.3%	-0.6%

Source: Returns from OMERS 2020 Annual Report
 Annualized Long-Term benchmarks not referenced in Annual Report and were reported verbally to CUPE by OMERS on our request.

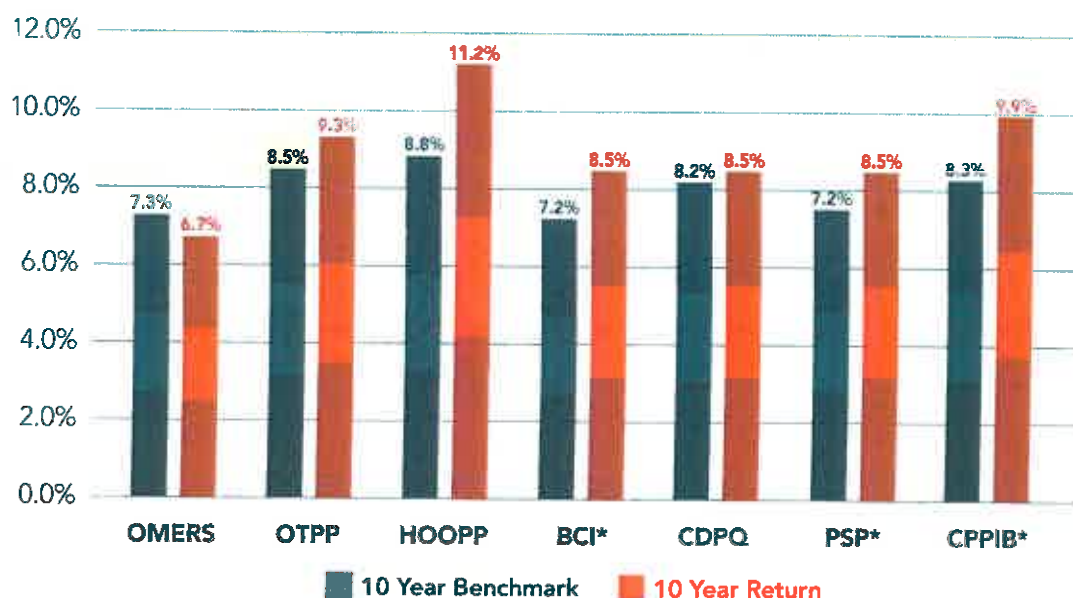
The 5 and 10-year annualized benchmark figures above were not disclosed in the OMERS 2020 Annual Report. OMERS provided these numbers verbally to CUPE Ontario upon our request. Previous OMERS Annual Reports normally included a statement that "Our goal is to earn stable returns that meet or exceed our benchmarks."¹⁴ This statement appears to have been struck from the 2020 Annual Report.

We also note that, OMERS benchmarks are comparatively low over this period when examined alongside other plans. We believe this is due to a different benchmarking methodology for certain investments at OMERS compared to industry standards. The other major plans and funds that have reported 2020 results, however, are all ahead of their 10-year benchmarks as of their most recent annual reports.



THE OTHER MAJOR PLANS AND FUNDS THAT HAVE REPORTED 2020 RESULTS, HOWEVER, ARE ALL AHEAD OF THEIR 10-YEAR BENCHMARKS AS OF THEIR MOST RECENT ANNUAL REPORTS.

10-Year Returns vs 10 Year Benchmarks to 2020



*To March 31, 2020 otherwise to Dec 31, 2020

¹⁴ 2010 Annual Report p. 27; 2011 Annual Report p. 25; 2012 Annual Report p. 23; 2013 Annual Report p. 22; 2014 Annual Report p. 12; 2015 Annual Report p. 9; 2016 Annual Report p. 33; 2017 Annual Report p. 33; 2018 Annual Report p. 33; 2019 Annual Report p. 42; 2020 Annual Report N/A.



**HAD OMERS
ACHIEVED
THESE BETTER
RESULTS,
THE PLAN
WOULD NOW
HOLD A VERY
SUBSTANTIAL
SURPLUS.**

The impact on OMERS of these longer-term below-benchmark returns has been significant. The difference of 0.6% between OMERS actual annualized 10-year investment returns of 6.7% and its benchmark of 7.3% has meant an absolute return outcome that would have been roughly 6% higher after these 10 years (all other factors being equal). Even achieving just this benchmark return on an annualized 10 year basis would have resulted in an asset base of roughly \$6 billion higher current plan assets.¹⁵ This better result would have brought OMERS reported funding level into surplus.

This difference is even greater if we were to compare the impact of OMERS investment performance to that of any of these other large plans. For example, had OMERS achieved the actual 10-year annualized returns of the OTTP of 9.3% (just below the average of the other six plans listed above), the OMERS asset base would now be (all other factors being equal) approximately 27% higher than OMERS actual asset level. In dollar-value terms, this difference represents roughly \$28 billion more in assets after the 10-year period from 2011 to 2020. Had OMERS achieved these better results, the plan would now hold a very substantial surplus.

5. OMERS 20-year return is not above its 20-year benchmark.

Upon request from CUPE Ontario, OMERS also verbally disclosed that its 20-year return is equal to its 20-year benchmark of 6%. In our view, it is troubling that the plan has not outperformed its benchmark over this long period, and that this comparison is also not disclosed in OMERS annual reporting.

¹⁵ The alternative scenarios for investment performance results outlined in this section are necessarily approximate as they are based on data that is made publicly available by OMERS, and were generated using the reported OMERS asset base as at December 31, 2010 of \$53.3 billion.



Conclusion

CUPE Ontario has serious concerns with OMERS investment performance, and with what we believe is a troubling lack of transparency about these issues. In our view, these issues cannot be dismissed as a one-year problem.



**THESE ISSUES
CANNOT BE
DISMISSED AS
A ONE-YEAR
PROBLEM.**

We anticipate that these long-term, below-benchmark investment returns are very likely to lead directly to yet another round of proposals to reduce pension benefits payable to current actives and future retirees. OMERS has already eliminated the guarantee of indexation of pension benefits for service after 2022, and OMERS management has indicated it will be examining further changes in plan design. OMERS has recently stated in writing to CUPE that “the OMERS pension plan has been facing sustainability issues for some time now and the investment results of 2020 have amplified the need to address those issues.” At the recent 2021 OMERS AGM, OMERS Sponsors Corporation CEO Michael Rolland stated that “There are no guarantees as to what decisions we will have to make based on our performance...it’s a long term performance we need to look at...the results of 2020 did have an impact...and that’s why we’re taking a look at it.”



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TERM, BELOW-
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REDUCE PENSION
BENEFITS PAYABLE
TO CURRENT
ACTIVES AND
FUTURE RETIREES.**

CUPE Ontario is the largest sponsor representing plan members in OMERS, with over 125,000 active members in the plan. It is true that CUPE Ontario appoints representatives to both the OMERS Administrative Corporation and the OMERS Sponsors Corporation. However, because of restrictive confidentiality rules at both boards, our representatives are unable to keep CUPE Ontario fully-informed about what is really happening at OMERS governing boards, and the decisions that are being made about our members’ hard-earned retirement savings. We do not believe this is how well-governed jointly-sponsored pension plans are supposed to function. The result is that we feel that we are a plan sponsor in name only. Our members are not being well-served by a structure that effectively cuts them out of playing the oversight function they should over their pension plan.



**WE ARE NOT
CONFIDENT
THAT OMERS
MANAGEMENT
ITSELF HAS TAKEN,
OR IS PLANNING
TO TAKE,
SUFFICIENT STEPS
TO CRITICALLY
EXAMINE ITS OWN
PERFORMANCE.**

These barriers will not stop CUPE Ontario from doing everything we can to ensure these concerns about OMERS investment performance are addressed. Based on their public comments to date, we are not confident that OMERS management itself has taken, or is planning to take, sufficient steps to critically examine its own performance, nor are we confident that plan members or sponsors and organizational stakeholders will receive a transparent reporting of any such review.

Therefore, CUPE Ontario is calling on other plan sponsors from both sides of the table to work with us to commission a fully transparent and independent expert review of the investment program at OMERS. This review should be conducted in the open by the sponsors and stakeholders themselves, and not behind closed doors at OMERS. Ensuring our pension returns are as strong as they can be is not a partisan issue, nor is it an issue that the member and employer side of the table should have a difference of opinion on. We want to work with other OMERS sponsors and stakeholders to address these issues for the good of all OMERS members.



**ENSURING OUR
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MEMBERS.**

Township of South Frontenac Staff Report



To: Council

Prepared by: Office of the Clerk

Date of Meeting: November 16, 2021

Subject: Notice of Motion – Short Term Rentals

Summary

This report is in response to a notice of motion filed at the November 2, 2021 Council Meeting as a result of a delegation calling for South Frontenac to implement regulations and/or licensing on Short Term Rentals.

Recommendation

That the Council of the Corporation of the Township of South Frontenac direct staff to report back to Council by or before March 31, 2022 with options for regulating the Short Term Rental industry in South Frontenac.

Background

Further to the delegation from Gabor Solymar and Rick Ottenhof on November 2, 2021 regarding their experience with short term rentals and their call for South Frontenac to implement policies and regulations with respect to short term rentals and absentee landlords. Councillor Sutherland filed notice of motion regarding Short-term rentals at the November 2 Council meeting.

Discussion/Analysis

Council's Procedural By-law 2017-76 establishes the process for Notice of Motion.

At the Council Meeting on November 2, 2021 Councillor Sutherland served a notice of motion to direct staff to report back to Council by or before March 31, 2022 with options for regulating the Short Term Rental industry in South Frontenac.

A notice of motion requires a seconder at the next regular Council meeting. If seconded, the motion is debated and voted on.

Financial Implications

None.

Relationship to Strategic Plans

☐ Not applicable to this report.

☒ This initiative is supported by the following priorities of the 2019-2022 Strategic Plan.

- Priority: **2. Promote and support growth that meets the community's needs while maintaining the integrity of our natural environment.**
- Action Item (if applicable): N/A

Notice/Consultation

None.

Attachments

None.

Approvals

Submitted By:



Angela Maddocks
Clerk

Approved By:



Neil Carbone
Chief Administrative Officer

Township of South Frontenac

Staff Report



To: Council

Prepared by: Office of the Clerk

Date of Meeting: November 16, 2021

Subject: Notice of Motion – Day Light Savings Time

Summary

This report is in response to a notice of motion filed at the November 9, 2021 Committee of the Whole Meeting to call for support from the Province of Ontario to discontinue the practice of adjusting time (daylight savings) in the spring and fall.

Recommendation

That the Council of the Corporation of the Township of South Frontenac support Bill 214 passed by the Legislative Assembly of Ontario in 2020 to make Daylight Saving Time standard time;

And that this resolution be forwarded to the Premier of Ontario, the Premier of Quebec and all Ontario Municipalities, asking that further discussions with Quebec and New York State take place in order for the Eastern Time Zone to remain at standard time and to discontinue Daylight Savings Time in this zone.

Background

The Canadian government introduced daylight saving time in 1918 as a measure for increasing production during the First World War. The idea was that during months when the sun stays visible for longer, a pre-breakfast hour of daylight could be saved for use after supper.

Contrary to popular belief, Daylight saving time was not created to help farmers. The myth's premise is that more daylight meant more time in the field for farmers. In fact, the opposite is true and this practice was actually lobbied against by farmers at the time.

In the fall of 2020, Jeremy Roberts, MPP for Ottawa West–Nepean tabled Bill 214, the Time Amendment Act, which would end the bi-annual tradition of moving the clocks. This means Ontario would stay in “standard time” all year round. This bill has passed its second reading (October 2020) at Queen’s Park however no date has been set for the third reading as the Attorney General would only enact the bill in coordination with Quebec and New York State.

Discussion/Analysis

Council's Procedural By-law 2017-76 establishes the process for Notice of Motion.

At the Committee of the Whole Meeting on November 9, 2021 Mayor Vandewal served a notice of motion to support the Province of Ontario to discontinue the changing of clocks twice a year and stay in what is known as "standard time".

A notice of motion requires a seconder at the next regular Council meeting. If seconded, the motion is debated and voted on.

Financial Implications

None.

Relationship to Strategic Plans

☒ Not applicable to this report.

☐ This initiative is supported by the following priorities of the 2019-2022 Strategic Plan.

- Priority: Choose an item.
- Action Item (if applicable): N/A

Notice/Consultation

None.

Attachments

- Time Zone Comparison Map for Canada
- Bill 214 - An Act to amend the Time Act and various other Acts

Approvals

Submitted By:



Angela Maddocks
Clerk

Approved By:



Neil Carbone
Chief Administrative Officer

Legislative
Assembly
of Ontario



Assemblée
législative
de l'Ontario

1ST SESSION, 42ND LEGISLATURE, ONTARIO
69 ELIZABETH II, 2020

Bill 214

(Chapter 28 of the Statutes of Ontario, 2020)

An Act to amend the Time Act and various other Acts

Mr. J. Roberts

1st Reading	October 6, 2020
2nd Reading	October 7, 2020
3rd Reading	November 25, 2020
Royal Assent	November 30, 2020



Bill 214

2020

An Act to amend the Time Act and various other Acts

Her Majesty, by and with the advice and consent of the Legislative Assembly of the Province of Ontario, enacts as follows:

1 (1) Subsection 2 (1) of the *Time Act* is amended by striking out “five” and substituting “four”.

(2) Subsection 2 (2) of the Act is amended by striking out “six” and substituting “five”.

(3) Subsections 2 (3), (4) and (5) of the Act are repealed and the following substituted:

Time in effect

(3) The time in effect shall be standard time during the entire year.

Election Act

2 Section 2 of the *Election Act* is amended by striking out “that is, either standard time or daylight saving time, as the case may be” at the end.

Labour Relations Act, 1995

3 Subsection 122.1 (3) of the *Labour Relations Act, 1995* is amended by striking out “eastern standard or daylight saving time” and substituting “eastern standard time”.

Mining Act

4 (1) Subsection 70 (5) of the *Mining Act* is amended by striking out “or eastern daylight saving time, as the case may be”.

(2) Subsection 72 (1.2) of the Act is amended by striking out “or eastern daylight saving time, as the case may be”.

(3) Subsection 76 (4.1) of the Act is amended by striking out “or eastern daylight time, as the case may be” wherever it appears.

(4) Subsection 197 (7) of the Act is amended by striking out “or eastern daylight time, as the case may be”.

Commencement

5 This Act comes into force on a day to be named by proclamation of the Lieutenant Governor.

Short title

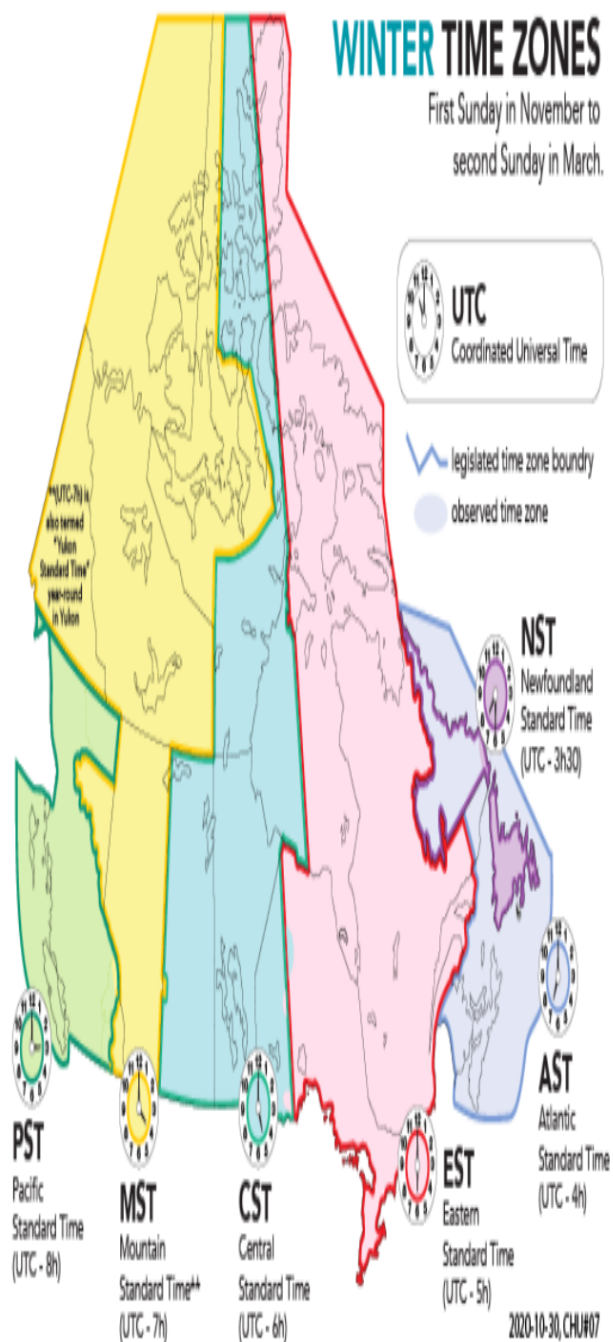
6 The short title of this Act is the *Time Amendment Act, 2020*.

EXPLANATORY NOTE

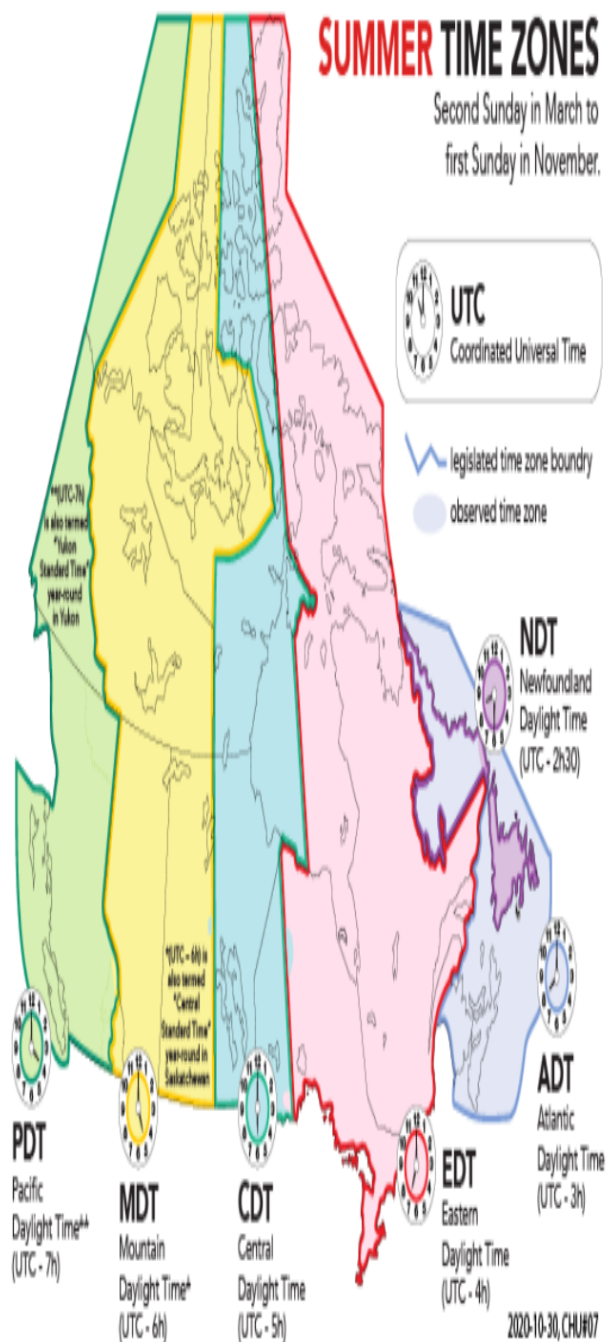
*This Explanatory Note was written as a reader’s aid to Bill 214 and does not form part of the law.
Bill 214 has been enacted as Chapter 28 of the Statutes of Ontario, 2020.*

The Bill amends the *Time Act* to make the time now called daylight saving time the standard time year-round. Consequential amendments are made to the *Election Act*, the *Labour Relations Act, 1995* and the *Mining Act*.

Standard time zones



Daylight saving time zones



Township of South Frontenac

Staff Report



To: Council

Prepared by: Office of the Clerk

Date of Meeting: November 16, 2021

Subject: Council Recruitment – Next Steps

Summary

This report is seeking input from Council on the next steps with respect to recruiting for the vacant seat on Council.

Recommendation

That staff be directed to schedule interviews with all/selected applicants on Thursday, November 18, 2021 beginning at _____; and,

That Council approve of the topics contained in this report, on which staff will base the questions for the upcoming Councillor Candidate interviews.

Background

Staff were directed to advertise for applications with respect to filling the existing vacancy for the term ending November 2022. Advertising was included in the weekly banner in the Frontenac News, added to the township website and through social media posts with the deadline for applications on November 12, 2021 at 4:00 pm.

At the close of the application intake window, the following individuals have submitted an application for the vacant seat on Council:

- | | |
|------------------------|------------------------|
| • Daniel Derek Eustace | • Paula Ormsbee |
| • William Geris | • Suzanne Quenneville |
| • Charlene Godfrey | • Mark Schjerner |
| • John Ross McDougall | • Michelle Foxton |
| • Michael Nolan | • Christopher Fountain |

Applications and resumes have been attached to this report with personal information removed in those cases where the applicant requested that it be removed.

This approach provides Councillors with an opportunity to review the applications ahead of this meeting before directing staff on the next steps.

Discussion/Analysis

Process and Next Steps

In order to stay within the timeframe identified in the Clerk's report presented to Council on October 19, 2021 and to have the vacancy filled within 60 days in accordance with the Municipal Act, staff is recommending that Council conduct interviews on Thursday, November 18, and that Council determine whether all candidates or a short list of candidates will be interviewed.

All applicants were made aware that Council would be conducting interviews in an open forum which supports transparency of the process. Applicants will be given the choice to attend the interviews either in person (respecting all COVID protocols) or via electronic participation through the Zoom webinar platform.

Prior to the Special Committee of the Whole meeting on November 23, 2021 at 7:00 pm regarding the new Official Plan, a Special Council meeting will be scheduled for Council to review the applications from all candidates and discuss the outcomes of the interview process (other agenda items are also anticipated on this agenda).

Interview Questions

Staff have identified a series of topics on which interview questions would be based; however, final questions will not be publicized until the date of the interviews.

1. Reasons for interest
2. Relevant background or experiences
3. Collaboration and Communication
4. Plans for future municipal involvement
5. Awareness of current Township matters

Should Council wish to address any other themes or topics through the interview process, they should be identified at this meeting.

Financial Implications

None.

Relationship to Strategic Plans

☒ Not applicable to this report.

☐ This initiative is supported by the following priorities of the 2019-2022 Strategic Plan.

- Priority: Choose an item.
- Action Item (if applicable): N/A

Notice/Consultation

- Tony Fleming, Cunningham Swan

Attachments

- Applications and resumes

Approvals

Submitted By:



Angela Maddocks
Clerk

Approved By:



Neil Carbone
Chief Administrative Officer



4432 George St, Box 100
Sydenham ON, K0H 2T0
613-376-3027 Ext 2222
admin@southfrontenac.net

Application for Appointment to South Frontenac Council

Please submit your completed application to the Clerk's Office no later than **4 p.m. on Friday, November 12, 2021.**

- By email to: admin@southfrontenac.net
- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name:	Daniel Derek Eustace
Address:	3338 Stage Coach Road, Harrowsmith, South Frontenac, K0H 1V0
Phone Number:	
Email Address:	daneustace1@gmail.com
Why do you want to serve on Council for the remainder of this Council term?	Having moved to South Frontenac in 2016, my wife Kathy and I became immediately involved in the community through a variety of volunteer activities and positions. We have come to value the sense of community that exists in this region, and we realize that the best way to make improvements in any dimension of community life is through personal commitment and involvement. By serving on Council for the remainder of the term, this would allow me an opportunity to offer my experience and skills in a very meaningful way, and would give me insight into how the local government functions. While I have been a long-time student of politics, I have not held public office previously, and this opportunity would give me a chance to see how things work 'from the inside'. I have come to know the Mayor and a few of the other Council members through my local volunteer work, and I believe that I could make a valuable contribution to South Frontenac, which is our permanent home.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance.	I am currently holding leadership positions with three significant organizations in South Frontenac: South Frontenac Community Services Corporation (Vice Chair of the Board and Chair of Planning and Development); St. Paul's Anglican Church, Sydenham (Rector's Warden), and Branch 496 Royal Canadian Legion, Sydenham (Vice President). Through my work with these organizations I have become very engaged with the larger community and am aware of the many issues, challenges and opportunities that exist in South Frontenac.
Tell us about your experience and education and how it relates to being appointed to Council.	I retired as a senior Officer in the Canadian Armed Forces after 30 years of service (infantry). I continue to instruct and consult for the CAF at RMC, the Canadian Forces College (Toronto), and other military establishments. My personal consulting practice also includes developing training and consulting services in the area of climate change risk management, as well as working on a team with other scholars in the area of transitioning from homelessness. I hold a BA in political science and history, a MA in military studies, and a PhD in international relations. As examples, two of the courses I currently teach are Institutional Policy Analyses and Advanced Topics in Institutional Policy Development. My military career included opportunities to research, analyze and develop strategies in a variety of complex fields, both in Canada and internationally. I believe that my experience and education would help me to make intelligent, balanced and insightful decisions, and my interpersonal and communication skills would be very beneficial to Council.
Is there any other information you feel is important for us to know?	No thank you.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!

Dr. Daniel Derek Eustace, CD, PhD

Following a 30-year career as a senior infantry officer in the Canadian Armed Forces with extensive national and international experience in both reserve and regular forces, I continue to support the Canadian defence and security sectors as Director of the Royal Canadian Military Institute Defence and Security Studies Program. In addition, I provide residential and on-line instruction for professional military education, and undergraduate and graduate-level academic courses for The Royal Military College of Canada and the Department of Defence Studies at the Canadian Forces College. Through my consulting practices, *Coach House Consulting* and *21st Century Social Impact Solutions*, I provide support to complex operational and strategic-level projects, including climate change risk management and homelessness issues.

I am a graduate of the Canadian Armed Forces Land Command and Staff College, the Canadian Forces College, the National Defence College, the US Joint Forces Staff College, and the Senior Executives in National and International Security Program at the John F. Kennedy School of Government at Harvard University. I hold a Bachelor of Arts in Canadian History and Politics from York University, a Master of Arts in War Studies from The Royal Military College of Canada, and a Doctor of Philosophy in International Relations from the National University of Ireland.

My academic and professional articles have been published by, or presented to, a wide variety of organizations including the Canadian Association of Defence and Security Industries, the Canadian Association for Security and Intelligence Studies, the Conference of Defence Associations Institute, the Royal Canadian Military Institute, the Royal Kingston United Services Institute, and Queen's University (Smith School of Business).

Community and Professional Affiliations

- Aragon Equestrian Centre, Harrowsmith, Dressage Student
- Fort Frontenac Officers' Mess, Kingston, Member
- Royal Canadian Legion, Branch 496, Sydenham, 2nd Vice President
- Royal Canadian Regiment Association, National, Member
- Royal Kingston United Services Institute, Kingston, Member
- Royal Military College of Canada Club, Kingston, Member
- Royal Regiment of Canada Association, Toronto, Life Member
- South Frontenac Community Services Corporation, Vice Chair of the Board and Chair, Planning and Development
- St. Paul's Anglican Church, Sydenham, Rector's Warden
- Women in International Security, Toronto, Member

Canadian Armed Forces: Career Overview

2014-2016	Assistant Professor, Department of Defence Studies, Canadian Forces College
2011-2014	Strategic Exercise Designer, Department of Exercises and Simulation, Canadian Forces College
2010-2011	Collective Training Plans Officer, Afghanistan Task Force High Readiness Cell, Directorate of Army Training
2009-2010	Commanding Officer, Influence Activities Battalion and 2 Intelligence Company, 4 Canadian Division
2008	Chief of Training, Counter Improvised Explosives Devices Branch, ISAF Headquarters, Afghanistan
2007	Lead Operational Analyst, Canadian Forces College
2006	Operational Analyst, NATO Headquarters, Joint Force Command Brunssum, The Netherlands
2005	Operational Analyst, NATO Consultation, Command and Control Agency, The Netherlands
2000-2005	Curriculum Development Officer; Operational Analyst, and Exercise Designer, Canadian Forces College
1999-2000	Operations Plans Officer, 32 Canadian Brigade Group Headquarters
1986-1999	Infantry Battalion Command and Staff Appointments, including Company Commander and Operations Officer

Canadian Armed Forces: International Instructor Assignments

- Chief Instructor, *NATO C-IED Course*, Turkish Engineer School, Izmir, Turkey
- Directing Staff, *Canadian Forces Joint Staff Operations Program*, CREOMPAZ, Guatemala
- Directing Staff, *Civil-Military Relations Course*, Serbian Ministry of Defense, Belgrade, Serbia
- Directing Staff, *Counter-Insurgency Leaders Course*, Kabul, Afghanistan
- Directing Staff, *Tactical Operations Staff Course*, Humanitarian Peace Support School, Nairobi, Kenya
- Operational Analyst and Instructor, *Operational Planning Course*, NATO School, Oberammergau, Germany
- Operational Analyst and Instructor, *Operational Planning Course*, Italian Joint Force Headquarters, Rome, Italy
- Operational Analyst, *NATO Multi-National Experiment 4*, Istanbul, Turkey

International Specialist Qualifications

- Afghan Centre for Counter-Insurgency *Counter-Insurgency Leaders Course*
- ISAF *In-Theatre Counter-IED Course*
- NATO ISAF HQ *Pre-Deployment Course*
- NATO *Modeling and Simulation Course*
- NATO *Operational Planning Course*
- Partners for Peace *Combating Trafficking in Human Beings Course*
- US Joint Forces Staff College *Joint Information Warfare Course*

Taught Academic Courses: Canadian Forces College and The Royal Military College of Canada

National Security Program: The aim of the National Security Program is to prepare selected military, public service, international and private-sector leaders for future responsibilities within a complex and ambiguous global security environment.

- Instructor for Residential Course, and Instructor and Course Designer for Distance Learning Course, *Modern Comprehensive Operations and Complexity in Contemporary Conflicts (Current for 2021)*
- In-residence Instructor, *Contemporary Security Studies*
- In-residence Instructor, *Exercise of High Command*

Joint Command and Staff Program: The aim of the Joint Command and Staff Program is to prepare selected senior officers of the Defence Team for command and staff appointments in the contemporary operating environment across the continuum of operations in national and international settings.

- Course Designer and Instructor, *Campaign Assessment and Associated Analysis Support, Advanced Joint Warfare Studies Course*
- Course Director, *Intelligence Studies*
- Course Director, *Vignettes of Western Societal Development*
- Instructor, *International Security and Canadian Foreign Policy (Current for 2021)*
- Instructor, *Institutional Policy Analyses (Current for 2021)*
- Instructor, *Advanced Topics in Institutional Policy Development (Current for 2021)*
- Instructor, *Advanced Joint Warfare Studies*
- Seminar Director, *Canada and International Trade*
- Seminar Director, *Canada-United States Relations*
- Seminar Director, *Global Governance*
- Seminar Director and Lecturer, *War Gaming*
- Seminar Director and Lecturer, *Campaign Assessment*
- Lecturer, *Conflict Termination*
- Lecturer, *Power as a Concept*
- Lecturer, *Power and Polarity: Evolutions in the International System since 1918*
- Lecturer, *Strategic Concepts – Post Cold War*

Honours and Awards

- 125th Anniversary of the Confederation of Canada Medal
- Canadian Forces Decoration and Bar
- Commissionaires Long Service Medal and Bar
- General Campaign Star with Afghanistan Bar
- Honorary Aide-de-Camp to The Lieutenant Governor of Ontario, 1999-2014
- Minister of Veterans Affairs Commendation
- Non-European Scholarship, National University of Ireland
- Order of St. John, Serving Member
- St. John Order of Service Medal
- Queen Elizabeth II Golden Jubilee Medal
- Queen Elizabeth II Diamond Jubilee Medal



4432 George St, Box 100
Sydenham ON, K0H 2T0
613-376-3027 Ext 2222
admin@southfrontenac.net

Application for Appointment to South Frontenac Council

Please submit your completed application to the Clerk's Office no later than **4 p.m. on Friday, November 12, 2021.**

- By email to: admin@southfrontenac.net
- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name: Michelle L. Foxton
Address: 3992 Boyce Road, Hartington, ON, K0H 1W0
Phone Number: 613-530-1281
Email Address: foxton@personainternet.com
Why do you want to serve on Council for the remainder of this Council term? I have a life long interest in public service & I currently find myself with time to devote to this position. I have lived in this area all my life & have a sincere interest in assisting residents. My husband's family has owned cottages in Bedford District since the 1960s & we have a strong connection to that area. Our family also knew Pat Barr & the Barr family for decades and it would be an honour & a privilege to assist in filling this position.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance. I have a keen interest in politics & stay up to date on current issues. In 1997 I was elected to the newly amalgamated South Frontenac Township council & was sworn in just prior to ice storm 1998. My service on council was rewarding & a great educational experience. While I stepped away from municipal politics to focus on my law practice & raise a family, I have always had a deep love of politics & in serving my community. I continue to be very interested in action on climate change & in innovation & technology. I believe my interests in these areas would serve me well on Council.
Tell us about your experience and education and how it relates to being appointed to Council. My past experience on Council, as set out in my CV, provides me with an appreciation of the duties involved with this position. My experience on the EI Board of Referees provides me with experience on administrative tribunals, & an appreciation for the principles of natural justice, fairness, & access to justice, all of which apply to municipal Council and its committees. My experience as a lawyer has included assisting clients with severances, lot additions, minor variances & zone changes. It has also provided me with a deep appreciation for budgeting, long-term planning & administrative duties.
Is there any other information you feel is important for us to know? While recently running in the fall federal election I encountered numerous residents who were very eager to discuss local municipal issues. Although they didn't strictly fall under federal jurisdiction, I listened to these concerns & tried, where possible, to suggest ideas & routes residents could take to address their concerns. It reminded me that no matter the level of engagement, all politics are local. It would be a true pleasure for me to return to municipal politics & assist with filling the Bedford District position at this time. In addition, while I remain involved with the Hartington Community Association, it is my intention, should the matter be brought before Council, to declare a conflict of interest unless advised by my legal counsel otherwise.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!

MICHELLE L. FOXTON, B.A.(Hons.), LL.B.
Barrister, Solicitor & Notary Public

Office

819 Blackburn Mews,
Kingston, Ontario K7P 2N6
Phone: (613) 546-0048 x. 1
Fax: (613) 546-0068
Email: foxtonlaw@cogeco.net

Home

3992 Boyce Road, P.O. Box 130
Hartington, Ontario K0H 1W0
Phone: (613) 530-1281
Email: foxton@personainternet.com

PROFESSIONAL QUALIFICATIONS

02/1999 Called to the **Ontario Bar** and have remained a full-time member in good standing

EDUCATION

1994 – 97 **LL.B. – University of Windsor**
Received the Municipal Law Award
Certified in Mediation / Dispute Resolution

1990 – 94 **B.A.(Hons.) – Queen’s University**
Major: Classical Studies with courses in Geography,
Political Studies and Business

LEGAL EXPERIENCE

03/1999 – Present **Michelle L. Foxton Professional Corporation**
Barrister, Solicitor & Notary Public, Kingston, Ontario
Sole Practitioner – Practice Includes:

- real estate, wills and estates, personal injury, civil litigation, family, corporate and administrative law

07/2000 – Present **Ministry of the Attorney General**
Per-Diem Crown Attorney for Kingston then Napanee

- criminal prosecutions
- provincial offences prosecutions

05/2010 – 05/2013 **Employment Insurance Board of Referees**
Chairperson for Kingston Region

- chairing appeal hearings and board deliberations
- legal research and analysis
- writing board decisions

06/1997 – 09/1998 **Randall P. Gibson**
 Barrister and Solicitor, Kingston, Ontario
 Articled for Mr. Gibson – Areas of Experience:

- criminal, real estate, civil litigation, family, wills and estates and employment

OTHER EXPERIENCE

1998 – 2000	Township of South Frontenac Council Councillor for the District of Loughborough Member of: • Committee of Adjustment • Planning Committee • Community Police Committee (Council Representative) • Cemetery Board • regular duties of Councillor including participating in budget planning process
2003 – Present	Board of Directors for The Fort Henry Guard Club of Canada Incorporated Past-President 2021-Present President 2016-2021 Vice-president 2008-2016 • manage not-for-profit corporation • chair Board meetings • compile agendas • complete administrative tasks • serve on various sub-committees
2016 – 2021	Board of Directors for The Fort Henry Guard Foundation Inc. President 2016-2021 • manage charitable corporation • chair Board meetings • collaborate on fundraising initiatives
2016 – 2021	Board of Directors for the Hartington Community Association • manage not-for-profit corporation • chair Board meetings • assist with fundraising • research and assist with OMB (LPAT) proceedings • assist with collection of data • communicate with association members

- 2021 – 2021
- Federal Election Candidate for Lanark-Frontenac-Kingston**
 - manage federal electoral campaign
 - chair meetings
 - communicate with media outlets
 - research policy
 - communicate with voters regarding issues of concern

COMPUTER SKILLS

- Word, Excel, Power Point, Quicklaw, Divorce Mate, PC Law, Conveyancer, Amicus Attorney, Estate-a-Base, Willbuilder
- in depth experience with computers and proficient in typing

INTERESTS AND ACTIVITIES

- Member of the Frontenac Law Association
- Past Frontenac Law Association Coordinator for Law Week in the Kingston area
- strong interest in climate change action, innovation and technology
- hiking, cycling, skating, skiing, boating, golfing, genealogy and reading

REFERENCES

Available upon request.

Application for Appointment to South Frontenac Council

Please submit your completed application to the Clerk's Office no later than **4 p.m. on Friday, November 12, 2021.**

- By email to: admin@southfrontenac.net
- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name: Christopher Fountain
Address: 5371 Holmes Rd, Inverary, ON, K0H 1X0
Phone Number: 613.449.0936
Email Address: chris@fountain.email

Why do you want to serve on Council for the remainder of this Council term?

I moved to South Frontenac in 2010 when I became CEO of Pita Pit which is headquartered in Kingston. The Kingston area remained our “home base” for Pita Pit despite several calls to move to larger business centres as the brand grew - such as Toronto or Montreal. When I relocated to the area, I loved the rural lifestyle that is available in South Frontenac as I grew up in Muskoka (Gravenhurst, Bracebridge and Bala).

I recently left Pita Pit and in the next chapter of my life I want to focus on giving back to my community through public service.

Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance

I am an active outdoors person having fished, kayaked, canoed, and camped in many local area lakes (and beyond!). Those hobbies translate well to understanding the importance of protecting our rural “assets” – the land, lakes and community members that attract many to live and visit South Frontenac.

I have also coached hockey for many years locally in Kingston as well as at the Muskoka Summer Hockey School annually.

I am the Treasurer of the Kingston Area Minor Hockey Association and am also a standing member of the Business PAC (Program Advisory Committee) for St. Lawrence College which helps structure the business program to prepare students for work life after school. I have also been a guest speaker at many events in Kingston. I was the Kingston Chamber of Commerce Businessperson of the year in 2014. Volunteer committee and executive work continues to teach me how to work well with teams and groups that have diverse backgrounds and sometimes competing personal thoughts, goals, and interests.

Tell us about your experience and education and how it relates to being appointed to Council.

I spent 5 years at Trent University doing a joint major in Political Science and Economics. I did not complete my degree as I left in my final year to pursue entrepreneurial opportunities. I am also a graduating member of the Quantum Shift program at the Richard Ivey School of Business at Western University.

Through my years of business, I have learned that having access to the right information for decision making is critical and have skilled up Data Science/Analytics understanding to focus on outcome based, measurable goals. Equally as important is realizing that there are human beings behind the numbers – who have their own thoughts, wishes, and dreams. Understanding the human, emotional component and its impact on decision making balanced with facts and supporting metrics is critical.

I led the team that grew a Kingston based, Canadian business globally with sophisticated budgets and legal processes in 13 different countries. (Canada, USA, New Zealand, Australia, France, Ireland, Sweden, India, UK, Singapore, UAE, Qatar, Croatia). I have directly managed (and have been a part of) complex high performing teams. I was the CEO of a leadership team that built an incredible Canadian brand with hundreds of small business owners around the world, and we were fortunate to continue our success during the pandemic - we had more stores at the end of the pandemic than the beginning of it in Canada. I deeply value the people and experiences that have helped make my business life a success, and the teams and partnerships I have been fortunate to be a part of along the way.

This has prepared me with how to be a productive member of many teams and groups. I am still having new experiences frequently by keeping an open mind, asking questions, and finding opportunities to continue to grow and learn.

Is there any other information you feel is important for us to know?

I appreciate that this position is temporary and normally an elected position, and that holds a lot of responsibility coming in as an appointed counsellor. I commit to sharing my extensive personal and professional experiences but also to consult broadly with constituents, available team members, and existing counsellors. I am extremely comfortable using digital technologies for maximum reach but also understand that not all residents have that same comfort and am prepared to spend the necessary time face to face with families and local community groups.

I deeply care about rural lifestyle and have spent most of my life in rural communities. South Frontenac is my home, and my wife and son are very happy and fortunate to be a part of this community. I'd like to support it as a counsellor through the remaining term.

I look forward to discussing this position in more detail and sharing my relevant experiences and skillset as well as learning how I can support and encourage community minded growth and preserving what makes living in South Frontenac special.

Chris Fountain

Entrepreneur, Advisor, Analyst

Contact

613.449.0936

chris@fountain.email

To join an organization at the senior leadership and/or Board level, where I may leverage my entrepreneurship and analytical expertise.

I drive meaningful and manageable growth, matched with applicable experience for future mergers, acquisitions or exits.

Key Skills

Strategic Planning
(International)
Franchising
Analytics
Negotiations
MnA
Team Development
Marketing
Budget Management
Data Visualization
Data Prep

Community

Treasurer, KAMHA
(2018-Present)

St. Lawrence College
Business PAC
(2015-Present)

Guest Speaker
(Various events)

Fundraising
Make a Wish
MotionBall

Education

Trent University
1993-1998

Richard Ivey
School of Business
Western University
Quantum Shift 2010

Experience

Sept 2010 – Sept 2021

CEO • **Pita Pit** • HQ based in Kingston, ON, Canada

With over 550 restaurants in a total of 13 countries, Pita Pit is a proudly Canadian fast casual restaurant franchise serving pita sandwiches.

Lead a diverse and dynamic foodservice franchising brand and team located in three separate offices and cities in Canada and USA (as well as a significant remote work component) We delivered tremendous results – including, but not limited to:

- Implemented an internal culture initiative (mission statement, core values) that drove lasting change and gave stakeholders purpose (franchise partners, corporate team, front line employees, supplier partners)
- Developed a brand from 115 locations into 560 locations through organic growth and acquisitions
- Increased Average Unit Volume by 51.9% (CAN)
- Increased total sales by **over 725%** (CAD)
- Successfully completed two acquisitions (one USA & one CAN based)
- Managed a brand with presence in 13 countries from North America
- Successfully navigated positive exit for shareholders, including a 40% valuation increase from expectation
- Launched our brand in three new countries (Ireland, Sweden, Croatia) with two more prepared pre-sale (Morocco, Qatar)
- Managed successfully through the pandemic, experiencing net store count growth as well as hitting our **best Q3 sales** in the history of the company (CAN)
- Designed thoughtful Diversity, Inclusion and Equity policies in consultation with community leaders, our internal team, and external expert support
- Implemented data driven analytics and decision-making processes with a focus on team members to discover self-driven solutions

About Me

I enjoy Scuba Diving, conservation, and outdoor activities (camping, kayaking, canoeing, fishing, hiking, skiing) as well as physical activities (gym, yoga). I coach youth hockey with a focus on goaltending and team building. I've been engaged with computers and technology since programming on a tape drive with my Vic 20.



**SOUTH
FRONTENAC**

4432 George St, Box 100
Sydenham ON, K0H 2T0
613-376-3027 Ext 2222
admin@southfrontenac.net

Application for Appointment to South Frontenac Council

Please submit your completed application to the Clerk's Office no later than **4 p.m. on Friday, November 12, 2021.**

- By email to: admin@southfrontenac.net
- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name: William Geris
Address: 281 Potspoon Lane, Godfrey, ON., K0H 1T0
Phone Number: 613-532-4292
Email Address: geriswill@gmail.com
Why do you want to serve on Council for the remainder of this Council term? I am interested in serving as the interim councillor first, as I have recently retired from my long career as an educator and consultant and second, as I have chosen to reside in South Frontenac Township where I have been a landowner and built a residence over the past eleven years. I have always had a strong motivation to involvement in my community looking to give back to my students, colleagues and fellow residents. I feel that my experience and skills would be an asset to my serving as a councillor as I have demonstrated a high level of communication, organization, commitment to others and interest in political action. I am a hard working and capable candidate who has consistently acted upon my interest in municipal affairs and governance, initially based on my University Degrees in human geography and planning and later, with my history of serving others in my community in a variety of roles. I look forward to this opportunity to make a positive contribution to my fellow South Frontenac constituents and thank you for your consideration of my application.

Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance.

I have been a lifelong resident of Kingston and area, raising a family and enjoying a career in education working in the region. In 2010 I purchased land and in the past four years self contracted and completed a residential build on Potspoon Lake in South Frontenac Township. During this experience I worked through the development planning and permit process in close cooperation with planners, building inspectors, health unit staff, local retail building supply stores and contractors. This process stimulated my long developed interest in Municipal procedures and operations related to planning and building.

Most of my other interests revolve around volunteerism. For two years I was a member of the Kingston Whig Standard Community Editorial Board whereby I was able to comment on political and social issues in the Kingston region through a monthly editorial piece. I have been an active member of our local Potspoon Lane Road Association working as a volunteer on the road maintenance committee and attending regular meetings often including interactions with South Frontenac Township officials regarding funding, waste removal and related matters. I have also been actively involved in my church working as Parish council chair with fellow parishioners and the city of Kingston to repurpose and seek funds for our church building and grounds to be redesigned as an archive for the Archdiocese of Kingston.

I am a committed hiker, biker, kayak enthusiast, golfer and angler having personally experienced many of the beautiful natural habitats in the region. These activities have added to my appreciation of life as a South Frontenac resident as it has made me aware of the area's diverse natural and communal qualities.

Tell us about your experience and education and how it relates to being appointed to Council.

My formal education includes a Bachelor of Arts (honours), Masters Degree (Human Geography and Planning) and Bachelor of Education, all attained through Queens University.

My undergraduate and graduate degrees majored in courses in human geography and planning with my graduate thesis involving a research project related to rising energy costs and their effects on rural commuting households in Kingston and surrounding regions.

Subsequently I earned an Education degree at Queen's and began a successful 31 year career teaching primarily as a high school Co-operative Education teacher and later Guidance Counsellor in two Kingston secondary schools. I was actively involved in several leadership roles throughout my career; as a Guidance Department Head, Volunteer Coordinator, Board Youth Apprenticeship Lead and Coordinator, head and assistant coach of various sports teams and served several terms as an elected local teacher union executive member, secondary councillor and collective bargaining team negotiator. I have been a member and chaired numerous groups and meetings both professionally and as a volunteer continuously developing skills in communication, organization, team building, negotiating and in working to bring together diverse groups and interests.

After retirement I continued to work as a private business in a consultative role doing contract work and acting as the Algonquin Lakeshore District Catholic School Board Youth Apprenticeship Coordinator responsible for promoting skilled trades careers among students and employers over a large area from Gananoque to Trenton and North to Highway 7. Finally as part of my consulting business I completed a contract for the Eastern Workforce Innovation Board in which I designed and implemented a research project in Eastern Ontario regarding Youth Apprenticeship trends in the region based on an extensive survey of skilled trades employers. Through these experiences I was the central contact with the Ontario Ministry of Training, Colleges and Universities and made other contacts with many employers and several municipalities in the Eastern Ontario study region including South Frontenac. Through multiple opportunities I have developed strong presentation skills and have extensive experience speaking to small and large groups.

I feel that my combination of skills, education and experience make me a uniquely suited candidate for the position of South Frontenac Township Councillor.

Is there any other information you feel is important for us to know?

In summary I will outline why I should be considered for the appointment as an interim councillor in South Frontenac Township. Throughout my professional and volunteer careers I have worked diligently in roles that have developed many skills transferable in a variety of settings. I have been described as a people person by former students, colleagues and acquaintances as I am most comfortable when working with others to achieve a common goal. I have proven to be a team player and developed as a leader as opportunities have presented themselves.

I see the Councillor opportunity as a means of fulfilling my desire to become involved in the community I have chosen to call home. I sincerely believe that my total skill set and experience would fit well with a demanding position that requires commitment to sound and considered decision making. If chosen I will commit to devoting my best effort in representing the people of South Frontenac with integrity and enthusiasm during the term of my appointment.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!

William Geris

281 Potspoon Lane, Godfrey, ON., K0H 1T0
 613-532-4292
 geriswill@gmail.com

Education

- | | |
|--|----------|
| Queen's University, Kingston | 1984 |
| Bachelor of Education (Phys. Ed., Geography) | |
| Co-operative Education Specialist, Guidance Parts 1 & 2 | |
|
Queen's University, Kingston |
1982 |
| Master's Degree - Human Geography and Planning | |
| Thesis research: Effects of rising energy costs on rural homeowners in Kingston region | |
|
Queen's University, Kingston |
1980 |
| Bachelor's Degree – Arts | |
| B.A. (hon) – Geography | |

Work Experience

- | | |
|---|-------------------------|
| Geris Consulting Services, Godfrey | 2019-2020 |
| Personal services contract with Eastern Workforce Innovation Board | |
| <ul style="list-style-type: none"> Completed apprenticeship workforce trends survey and research study involving over 600 skilled trade employers and apprentices in Eastern Ontario including Kingston and Frontenac Counties (funded by the Ministry of Training, Colleges, and Universities). | |
|
Algonquin and Lakeshore District Catholic School Board, Kingston |
2015-2020 |
| Contract Employee | |
| <ul style="list-style-type: none"> Hired under contract as Board Youth Apprenticeship Co-ordinator. Led apprenticeship programming for all students in ALCDSB board. Acted as Chief Liaison with Ministry of Training, Colleges, and Universities. | |
|
Algonquin and Lakeshore District Catholic School Board, Kingston |
1987-2015 (retired) |
| Secondary School Teacher | |
| <ul style="list-style-type: none"> Teacher at Holy Cross Catholic Secondary School and Regiopolis Notre Dame Catholic High School. Subjects taught include: grade 12 co-operative education, grade 10 career studies, grades 9 and 12 history, special education, guidance. International Baccalaureate Service Coordinator (2008-2015). Served as Student Services and Guidance Department Head, Regiopolis Notre Dame C.H.S. (2002, 2010-2015). | |
|
Frontenac County Board of Education, Kingston |
1985-1987 |
| Secondary School Teacher | |
| <ul style="list-style-type: none"> Taught grades 9-12 social science courses as part of a contracted school at Corrections Canada (Millhaven site). | |

Volunteer Work

Potspoon Lane Road Association, Godfrey Involved member of the association	2010-2021
• Member of the road maintenance sub-committee.	
Curling Canada: 2020 Brier, Kingston Hospitality assistant and host at 2020 Brier Curling Event	2020
Regiopolis Notre Dame Catholic High School, Kingston Learning Service Coordinator	2008-2015
• Participated and led three service and learning trips with responsibility of supervising groups of students and staff in the Dominican Republic and Nicaragua. • Activities including assisting in building schools and houses for disadvantaged groups, teaching, distributing food and learning supplies.	
Algonquin and Lakeshore Catholic School Board, Kingston Athletics Coach	1985-2015
• Coached various sports teams including football for 27 years, girls' hockey, track and field, and golf.	
Church of Good Thief, Kingston Parish Council Chair	2009-2013
• Volunteer collector, reader at mass, and assistant altar server.	
Ontario English Catholic Teachers Association, Kingston Elected Member	1999-2008
• Executive, Collective Bargaining Committee, and Negotiating Team/Secondary Councillor.	
Kingston Whig Standard, Kingston Community Editorial Board Member	2006-2007
• Served as a member and contributor as a community editor. • Published monthly submissions regarding local issues of interest.	
ALCDSB Board, Kingston Representative on Bridges to Employment Steering Committee	1999-2000

Interests

Active participant in golf, fishing, curling, and kayaking.

References Available Upon Request



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- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name: Charlene Godfrey
Address: 695 Burns Lane, Godfrey
Phone Number: 6135393022
Email Address: charlene.brymner@gmail.com
Why do you want to serve on Council for the remainder of this Council term? Being on council would be a way for me to give back to the community that has supported and encouraged me and my family for the past 10 years. I conduct myself with integrity and commitment. I intend to be true to those values in all that I do for South Frontenac Township.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance. While a resident of Central Frontenac I was a volunteer Secretary to the Oso Recreation committee and organized many community events like: Teen Dances, Adult themed Dances (New Years, Halloween, Fall Harvest etc.) Canada Day and the Oso Snowmobile
Tell us about your experience and education and how it relates to being appointed to Council. My 8 year career as a department head (IT/GIS/911) with Central Frontenac Township has provided me experience in the general knowledge of the Municipal Act, 2001. Writing policies, procedures and reports that are presented, accepted and / or adopted by
Is there any other information you feel is important for us to know? I reside in and run a small waterfront recreational resort business in South Frontenac - Bedford District for nearly 10 years. I am very excited to join South Frontenac Council as Bedford District Councilor. representing and supporting our community. council.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!



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- By email to: admin@southfrontenac.net
- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name: John Ross McDougall
Address: 1351 Bauder Lane, Hartington, ON K0H 1W0
Phone Number: 613-374-2516
Email Address: john.mcdougall@xplornet.ca
Why do you want to serve on Council for the remainder of this Council term? Being a representative on Council is perhaps the most significant role for a citizen to contribute to the community. Council and staff touch just about every aspect of our daily lives. I am a committed supporter of our rural communities and lake associations, through "buy local" County initiatives for our small businesses and responsible Township lakefront decisions, including short-term rentals. It would be exciting to spend the remainder of the Council term playing a part in the Housing Assessment, a Communal Services decision, the Recreation, Parks and Leisure Master Plan, the Official Plan design, Branding Goals, the Verona Master Plan and the upcoming 2022 Budget process.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance. Since retiring from Council, even with the constraints of the pandemic, I have been able to get back to reading for enjoyment, my choral work and amateur theatre. I have had more time to connect with family and friends. I am afraid, however, that I am still a political "junkie" at heart. I have continued to play a leadership role in the South Frontenac Museum Society, the Township's recognition of the role of Mills in our history and the challenges of the Fourteen Island watershed community. I am a member of the Township's Heritage Committee. After my years of political investment, I continue to be committed to following the Township's progress on line and social media.
Tell us about your experience and education and how it relates to being appointed to Council. I spent my professional career years in the education sector where the habits of listening carefully, treating individuals with sensitivity, and collegial decision-making played a major part in the school day. My role as a principal was as a part of a large bureaucracy, with its committee structure and establishment of budget priorities. These skills were essential parts of my eight years on the Township of South Frontenac and the County of Frontenac. I enjoyed the interaction with my Council colleagues and staff, while learning to be sensitive to our differences. As a County Councillor, I served both my terms as a member of the Kingston Housing and Homelessness Committee, the County & Township Accessibility Committee and the Seniors Housing Task Force. This experience showed me how challenging the provision of community housing and social services can be in our rural jurisdiction. As a part of my South Frontenac community prior to my election to Council, I contributed in roles with the Verona Community Association, the Verona Lions Club, the Verona Find -A Doc Committee, the Sydenham Library Expansion Committee, the Land O' Lakes Tourist Association, the Ontario Trillium Foundation Review Team and the Kingston and Area Arts Council.

Is there any other information you feel is important for us to know?

If successful, I would in no way be replacing Councillor Barr. She played a unique role as the only woman Councillor. We were colleagues on Council for almost seven years. All of us learned early on to wait for her experienced and thoughtful contribution before making a decision.

Pat was a passionate supporter for the preservation of and funding for the history of our Township. She was an energetic spokesperson for the Bedford community, the Fermoy Hall's future and the Bedford Historical Research Centre in Glendower Hall. We were fortunate to have had her advice as the Township invested in our South Frontenac Museum and the acquisition of the Petworth and Bellrock Mills.

As a member of the Public Works Committee, I became familiar with the Bedford District through the community engagement process as the Township moved the area to regular solid waste collection. I attempted to attend every community social event and lake association annual meeting. Having said that, I would look to my fellow Councillor and staff for advice concerning the District, as the term progresses.

If asked, I am prepared to sit on Committees that might now have a vacancy.

I am privileged to have this opportunity to fill this vacant seat declared upon the tragic death of Councillor Pat Barr.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!

JOHN MCDOUGALL

Applicant for the appointment to fill the vacant seat on the Council of the Township of South Frontenac on the passing of Councillor Pat Barr

RELATED EXPERIENCE

- Councillor, Township of South Frontenac, 2010-2018
- Councillor, County of Frontenac, 2010-2018
- Principal, Frontenac County Board of Education: Hinchinbrooke Public School, Perth Road Public School, Winston Churchill Public School
- Founding Member of the Verona Community Association
- Chair, Verona and District “Find-A-Doc” Committee
- President, Verona Lions Club

CURRENT POSITIONS

- President, South Frontenac Museum Society
- Member, Heritage Committee, Township of South Frontenac
- Executive, Fourteen Island and Mink Lake Watershed Association

EDUCATION

- Bachelor of Music; Ontario College of Education, University of Toronto
- Principal’s Qualifications. Ontario Ministry of Education

QUALIFICATIONS

My family has resided in the Township of South Frontenac since 1976. I am not an employee of the Township, nor a judge, MPP, MP, Senator, not in jail, not an executor or trustee or acting for a voter. I hold no other office. I will not be running for office in the 2022 fall election.

1351 Bauder Lane, Hartington, ON K0H 1W0

(613) 374-2516 (613) 929-1351 john.mcdougall@xplornet.ca 4/11/2021



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admin@southfrontenac.net

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- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name:	Michael Nolan
Address:	102 Tett Cres., Westport, Ont., K0G1X0
Phone Number:	
Email Address:	
Why do you want to serve on Council for the remainder of this Council term?	I continue to be interested in ways I can service the community of South Frontenac. I have a particular interest in the growth of the Township, and how it will be able to continue to prosper in the post pandemic era including infrastructure development and improvements.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance.	We have lived in South Frontenac for over 40 years first as seasonal cottagers on Buck Lake and more recently as home and property owners in the Tett Parks area of Devil Lake and act as the President of the Tett Parks Association. I am an avid outdoors person with particular interest in the lake ecosystems. I am also interested in economics and how the economy affects municipalities.
Tell us about your experience and education and how it relates to being appointed to Council.	I hold a Masters Degree in Human Resources Development and worked as a human resources professional for over 40 years. I spent much of my time as a generalist, but spent the past 10 years working in labour relations with DHL Supply Chain. I have also held directors positions on boards and currently sit as a community member on the Police Services Board and Committee of Adjustment for South Frontenac for Bedford District.
Is there any other information you feel is important for us to know?	Knowing the late Pat Barr, these will be difficult shoes to fill. However, I bring a Bedford District understanding to this opportunity and a view of life in this part of Ontario after having the opportunity to work in all parts of Canada and United States.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!

MICHAEL F. NOLAN, M.Sc.

102 Tett Cres.
RR#2, Westport,
Ontario, K0G 1X0

PROFILE:

A result's orientated professional with senior labour, human resources, operations and maintenance management experience in resource, manufacturing, and logistics organizations. A customer focused individual with a comprehensive understanding of the P&L, union and non-union leadership styles, and the business impact of high efficiency teams in organizations. Utilizes strong communication and problem solving skills to motivate and achieve agreed upon goals. A respectful, committed, team player, and trusted co-leader who is resourceful and persistent.

EMPLOYMENT HISTORY:

- | | |
|---------------|--|
| 2006 to 2018: | Exel Logistics, Division of Deutsche Post DHL, Toronto, Ontario
Major 3PL organization managing logistics solutions across Canada <ul style="list-style-type: none"> • Director, Labour and HR Canada • Director, Associate Relations Canada • Director, Workforce Strategy Canada/North East U.S. |
| 2000 to 2006: | UBE Automotive North America Sarnia Plant, Inc., Sarnia, Ontario
Green field site producing aluminium automotive parts <ul style="list-style-type: none"> • Secretary and Member of the Board of Directors • Human Resources/Operations/Maintenance Team Captain |
| 1998 to 2000: | Applied Extrusion Technologies, Terre Haute, Indiana
Manufacturing and sales of polypropylene plastic packaging products <ul style="list-style-type: none"> • Human Resources Manager |
| 1987 to 1998 | Mobil Chemical Canada, Ltd., Belleville, Ontario
Manufacturing and sales of Polypropylene and Polyethylene plastic packaging products <ul style="list-style-type: none"> • Member of the Board of Directors • Human Resources Manager |
| 1983 to 1987 | Alfa-Laval Limited/A-L Stainless Inc., Peterborough Ontario <ul style="list-style-type: none"> • Personnel Manager |

- 1980 to 1983 **Westclox Canada Ltd., Peterborough, Ontario**
- **Supervisor Personnel and Data Processing**
- 1977 to 1980 **Rio Algom Mines Ltd./Atlas Steels**
- **Personnel Assistant**

EDUCATION/PROFESSIONAL DEVELOPMENT:

Indiana State University, Terre Haute, Indiana, Graduate Master of Science Degree, Human Resources Development, 2005.
Queens University, Kingston, Ontario, Industrial Relations Centre, Labour Relations Foundations Program, 2008.
Human Resource and the Law – AMA, U.S. State and Federal Regulations 1999.
Positive Management Leadership – PML Associates 1998.
Management Development and Diversity – Mobil Chemical 1996.
Managing Change/Organizational Effectiveness – AMA 1992.
Problem Solving and Decision Making – Kepner Tregoe 1990.
St. Lawrence College, Kingston, Ontario, Graduate Diploma Human Resources Management, 1977.

MEMBERSHIPS:

Past Member of the Human Resource Professional Association of Ontario
Past Chairman of the Peterborough Industrial Training Committee
Past executive member of the Industrial Accident Prevention Association
Past executive member of Junior Achievement of Belleville
Past member of the Belleville Chamber of Commerce Training Committee

October 25, 2021



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- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name:	Paula Ormsbee
Address:	1749 Ormsbee Road Battersea Ontario K0H1H0
Phone Number:	
Email Address:	
Why do you want to serve on Council for the remainder of this Council term?	I want to make a difference in the community. I have lived in the area all my life and have seen a lot of changes. We are now embarking on new territory with supply chain issues and, rising Covid case again. We are seeing the after affects of the first 3 waves that will impact the south frontenac area in tourism to simple housing. There is things we can do and that is why I would like to serve on council.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance.	I presently work full time as a Director in Health Care and manage over 250 employees will multiple levels of managers and supervisors under my leadership. My hobbies are gardening, boating and fishing. My family has been here for over a 140 years hertiage is important to me. I believe in finding opportunities to preserve the nature yet expand tourism. However, as a municipal goverence there will be multiple challenges ahead with cases rising again with potential lock downs. Recovery, Sustainability and Growth will be key for this municipal governance which is close.
Tell us about your experience and education and how it relates to being appointed to Council.	I have over 35 years in Health Care in both Long Term Care and Acute Care. I have been a Director of Food and Nutrition, Transportation Services and Logistics for Providence Care for almost 20 years. I have and undergraduate degree in Hospital Administration and multiple diploma's in Long Term Care Senior Management and Food Service and Technology. I have strong leaderships skills and look after over 10 million dollar in budgets for the multi sites of Providence Care that I manage. These skills in addition to my community understanding and interpersonal skills I feel would be an assest to decision making for South Frontenac.
Is there any other information you feel is important for us to know?	

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!



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Name: Suzanne Quenneville
Address:
Phone Number:
Email Address:
Why do you want to serve on Council for the remainder of this Council term? It is my intention to run for Council in the next Municipal Election and this would be a perfect opportunity to begin the process. I believe in this Council and it's ability to work together for the betterment of it's constituents and the vision of a strong fruitful future.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance. I am a Volunteer Firefighter with South Frontenac Fire & Rescue and have served since 2009. I retired in 2017 and do casual bookkeeping work for a few clients. I enjoy spending time with my grandchildren, sewing, quilting and gardening.
Tell us about your experience and education and how it relates to being appointed to Council. I worked 21 years in Human Resources at Kingston General Hospital and hold a Human Resources Certificate. In 2007 I became the Deputy Treasurer for South Frontenac and worked until I retired in 2017. My experience and knowledge of the Township and it's workings and it's various partners I believe to be asset as a Council member. I understand the close working relationship between Council and Township Staff and how working together is a vital part of the overall success of the Township as a whole. As a volunteer Firefighter I have completed additional training and achieved the Instructor II level. I have been instrumental in developing and maintaining our Driver Training Program.
Is there any other information you feel is important for us to know? I strongly believe in the Municipal goverment process and I believe that everyone plays a vital role in the decisions that are made. I beleive that we need to have diverse representation on Council to ensure we have adequate representation at the table making decisions. Since this position is to replace the late Councillor Pat Barr I intend to work closely with Councillor Revell to ensure proper representation for the Bedford riding.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!

SUZANNE QUENNEVILLE

OBJECTIVE

To be part of a diverse Municipal Council who lead and advocate for their constituents to ensure that our Township and Community thrive now and in the future.

SKILLS

I have excellent proven organizational skills and am detailed oriented to ensure accurate results. I possess analytical skills to ensure accuracy and transparency. I have excellent communication skills both written and spoken. Advance knowledge of MS Word, Excel, Power Point, Outlook, Explorer, HRIS systems, Sage 50, SAP, QuickBooks, Diamond and am a very quick learner on window programs. I am bilingual in French and English.

EXPERIENCE

BOOKKEEPER PAT ROGERS TOWING SERVICES OCT 2018 TO JUNE 2020

Responsible for all accounts payables, receivables, invoicing, bank reconciliation and weekly deposits. Prepare bi-weekly payroll and ensure all government remittances are processed by due dates. Work closely with business accountant for year end tax preparation.

ADMINISTRATION – BOOKKEEPER WILLIS MANUFACTURING

December 2017 to Sept 2018

Responsible for all accounts payables, receivables, invoicing, bank reconciliation and weekly deposits. Prepare bi-weekly payroll and ensure all government remittances are processed by due dates. Work closely with business Accountant for year end tax preparation. Prepare Request for Proposals for professional services acquisitions. All other Administrative duties as assigned.

DEPUTY TREASURER SOUTH FRONTENAC TOWNSHIP

February 2007 To July 2017

Responsible for managing the property tax system and billing distribution, tax sale process, payroll and government remittances, accounts payable and receivable, cash reconciliation and deposits. Responsible for corresponding with tax payers and public to resolve issues and provide information either by email, written and/or oral communication. Organize and book travel arrangements for Treasurer. Very deadline driven and was able to meet my deadlines every time.

Human Resources Generalist

KINGSTON GENERAL HOSPITAL

August 1986 to February 2007

Provide Administrative Support to the Compensation and Benefit and Recruitment Managers. Assisted in the administration of group benefit plans, compensation administration, sick leaves and return to work process, service recognition programs. Co-ordinated recruitment selection and compensation and benefit daily workflow ensuring timely and efficient response to customer needs.

GROUP BENEFIT ASSISTANT

Empire Life

Jan 1980 to July 1986

Administered and maintained group insurance contracts following initial enrolment.

EDUCATION

St. Lawrence College:

- 1 – Human Resources Certificate with Distinction
- 2- Accounting
- 3 – Occupational Health & Safety

Seneca College:

- 1 – Municipal Finance and Taxation Certificate

Continued Education:

- 1 – Firefighter – First Responder
- 2 – International Trauma Life Support – Basic
- 3 – Trainor Facilitator – Level II

VOLUNTEER EXPERIENCE OR LEADERSHIP

Volunteer Firefighter- First Responder with South Frontenac Fire & Rescue. I am a Trainer facilitator with the Fire Department and enjoy working with people and assisting people whenever I can.



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admin@southfrontenac.net

Application for Appointment to South Frontenac Council

Please submit your completed application to the Clerk's Office no later than **4 p.m. on Friday, November 12, 2021.**

- By email to: admin@southfrontenac.net
- By mail or in person to: Township of South Frontenac, 4432 George St., Box 100, Sydenham ON, K0H 2T0

Name: Mark Schjerning
Address: 4312 Sills Bay Road, Sydenham, ON K0H 2T0
Phone Number:
Email Address:
Why do you want to serve on Council for the remainder of this Council term? I feel that my background and previous experience as a councillor will allow me to contribute to the work of Council right away. I am familiar with the process and procedures and would be able to “hit the ground running”. I have taken part in budget deliberations and have sat on the Committee of Adjustment, the previous district and central Recreation Committees and the Public Services Committee. I have kept abreast with the issues before Council and participated in the Recreation Master Plan process. During my tenure on Council, I had the privilege of sitting beside Councillor Barr. Over the years, she shared many of her thoughts with me when she would lean over and whisper something in my ear. It would be a privilege for me to serve out the remainder of this term of Council in Pat’s stead.
Please tell us about yourself. Include information about your hobbies and interests and how/ if it relates to municipal governance. I have called South Frontenac home for over 25 years. This is where we chose to live and raise our family. We make use out the outdoor recreational facilities, camp in Frontenac Park and use the many lakes. I have been actively involved in the community over the years. This has included coaching hockey, serving as a Beaver, Cub and Scout Troop leader with Scouts Canada, being a board member and president of our local lake association, volunteering at Canada Day events in both Sydenham and Harrowsmith, the Lakes & Trails Festival and at SLCC Regattas. I appreciate and understand the role that SFT plays in all of this.
Tell us about your experience and education and how it relates to being appointed to Council. I was elected to South Frontenac Council in 2014 and served until 2018. Prior to that, I was selected as the citizen appointee to the SFT Police Services Board and served in that capacity for four years. I have worked in municipal government for over 20 years and know how things work. I have a background and education in labour relations, human resources, health and safety and emergency management and preparedness. I was able to contribute to the discussions at the council table and be involved in the decision making process. I believe that I was a good councillor and was able to help move things forward as a member Council.
Is there any other information you feel is important for us to know? With just under a year remaining in the current term of Council, having someone with previous experience would be an asset. I am familiar with how council works and know the Mayor, Councillors and many of the senior staff. Following the 2018 election, I felt that it was important to remain engaged within the township and contribute to making SFT the very best it can be. To this end, I applied to be a member of the newly formed Events & Program Committee and currently serve as the committee chair. I feel that I still have more to offer and would be able to contribute to Council deliberations immediately.

Please attach your CV or any other pertinent information, please include in your submission with this form.

Thank you to all that apply – this is a very exciting time to live in South Frontenac!

W. Mark Schjerner

EDUCATION

ST. LAWRENCE COLLEGE (KINGSTON)

Ontario College Advanced Diploma with Distinction, Business Administration - Human Resources

METROPOLITAN TORONTO DEPARTMENT OF AMBULANCE SERVICE & SUNNYBROOK HEALTH SCIENCE CENTRE

Canadian Medical Association accredited Level III Emergency Medical Attendant Program

QUEEN'S UNIVERSITY AT KINGSTON

Bachelor of Arts (Biology)

NIAGARA COLLEGE, WELLAND

Certificate in Ambulance and Emergency Care

EMPLOYMENT EXPERIENCE

2010 – Present COUNTY OF LENNOX AND ADDINGTON

Chief, Emergency Services

As a member of the Senior Management Team have responsibility for providing overall leadership and determining the strategic direction for Emergency Medical Services Department within the County. Ensure ongoing compliance with Ministry of Health and Long-Term Care regulations and standards and that service certification is achieved and maintained. As the Community Emergency Management Coordinator, responsible for emergency programs and preparedness for the County and required to ensure annual compliance with provincial legislation. Responsible for the budget requirements of both EMS and Emergency Programs.

2002 – 2010 HASTINGS-QUINTE EMERGENCY MEDICAL SERVICES

Deputy Chief, Operations

Managed the operations of a six-station, county-based ambulance service for Hastings and Prince Edward Counties. Responsibilities include the direct supervision and evaluation of 6 supervisors and 1 support staff, indirect supervision of over 140 paramedics and 4 administrative staff; human resources and labour relations functions, scheduling, maintaining a fleet of 22 vehicles, ordering and ensuring the distribution of all required vehicle and base equipment, supplies and medications. Participate in budget preparation and administration. Represent Chief/Director at committees and meetings as required. Compiled the County's response for original certification and required recertification as an ambulance service by the Ministry of Health and Long-Term Care. Developed and update policies and procedures that ensured continued compliance with all applicable legislation, regulations and standards. During the implementation period worked with architects, developers and contractors on base construction and renovations. Established staffing pattern and schedules, modify deployment plan, work to prepare RFPs and tenders for all required services and supplies. Participated in the planning, organization, development and implementation of special units. Currently an active member of the Tactical Paramedic and Hazardous Materials Response Teams. Certified Member and serve as co-chairperson of the Joint Health and Safety Committee. Alternate Community Emergency Management Coordinator for Hastings County.

2004 – Present FRONTENAC PARAMEDIC SERVICES

Advanced Care Paramedic

Work on a part-time basis providing ALS level care.

- 1983 – 2002 KINGSTON REGIONAL AMBULANCE SERVICE (HOTEL DIEU EMS)**
Advanced Care Paramedic
 Worked in an ALS setting as a Level III Emergency Medical Attendant. Have participated in and completed all required service and Ministry of Health continuing education programs and courses. Employed part-time and on terms while attending university, full-time since 1987. Advanced Care Paramedic since September 1996. Paramedic Preceptor since 1998.
- 1999 – 2000 DEPARTMENT OF EMERGENCY MEDICINE, QUEEN'S UNIVERSITY**
Manager, Clinical Skills Development Lab
 Responsible for the original set up and organization of the lab. Duties included input on the initial design and physical layout, ordering and maintaining equipment and supplies, and setting policies and procedures related to the use of the lab. Developed the IV Access Learning Module and participated in the development of computer assisted learning modules. Evaluated medical students on skills performance. Held Departmental Assistant status in Emergency Medicine.
- 1988 – 1990 ONTARIO MINISTRY OF HEALTH**
Exam Team Member
 Member of the EMCA Practical Examination Team operated by Ambulance Services Branch. Involved in the practical examination of college graduates in Ambulance and Emergency programs for provincial certification. Worked both as an examiner/second attendant and programmed patient, conducting practical evaluation scenarios. Proctored written component of the examination.
- Summer Terms CANADIAN COAST GUARD**
1981 – 1986 Search and Rescue
 First as **Crew**, and then as **Coxswain**, in the Inshore Rescue Program at four unit locations. As Coxswain, planned and executed marine search and rescue operations, supervised and trained crew, conducted public boating safety lectures, equipment inspections and performed administrative functions. Involved in the planning, organization and instruction of the preseason-training course for a staff of fifty-four.
- 1981 – 1985 ALMA MATER SOCIETY, QUEEN'S UNIVERSITY**
Student Constable
- 1980 – 1985 Lifeguard/Swimming Instructor**

PROFESSIONAL DESIGNATIONS

- 2009 Certified Municipal Manager (CMM III) with EMS Executive Enhancement**
2011 CMM III - Emergency Management Professional Enhancement
2012 Associate Business Continuity Professional

PROFESSIONAL ASSOCIATIONS

- Human Resources Professionals Association of Ontario (Quinte Chapter)**
- Paramedic Chiefs of Canada**
- Ontario Association of Paramedic Chiefs**
- Ontario Paramedic Association**

AWARDS AND HONOURS

- 2007 Emergency Medical Services Exemplary Service Medal**
2013 Emergency Medical Services Exemplary Service Medal, Second Award (1st Bar)

INTERESTS AND ACTIVITIES

- 2014 – Present Councillor - South Frontenac Township**
Elected to council in 2014 Ontario Municipal election. Currently serve on the Committee of Adjustment, Public Services Committee, Loughborough District and South Frontenac Recreation Committees.
- 2012 – Present Scouts Canada Volunteer**
Cub Leader, 1st Sydenham Pack. Provide programming for youth aged 8 - 10.
Recipient of the Certificate of Commendation and Medal for Good Service.
- 2011 – 2014 South Frontenac Township Police Services Board**
Citizen appointee for a four-year term.
- 2006 – Present Sydenham Lake Association**
President (since 2014) and board members (since 2012) of local lake association. Represent concerns to and work with Cataraqui Conservation Authority and Municipal Council.
- 1990 – 2002 Regional Base Hospital Program for Southeastern Ontario**
Active in the Continuing Medical Education Programs conducted by the Base Hospital. Served as the Advanced Cardiac Life Support course director and co-ordinator, organizing, planning and instructing all aspects of the course. Instructed Basic Trauma Life Support courses and have participated in Trauma Rounds. Have planned, organized and presented Advanced Care Paramedic Continuing Medical Education sessions. Established and managed the equipment loan program.
- 1992 – 1995 Advanced Life Support Competition Team**
Captain of the 1994 National Advanced Life Support Championship Team. Competed for three years as a member of the Kingston Regional Ambulance ALS Competition Team. Spent off duty hours studying and practising ALS skills and performing practical scenarios. Coached the 1995 service team to first place.
- 1990 – 2002 Ontario Public Service Employees Union**
President of OPSEU Local 462, representing paramedics and communication officers working for the Kingston Regional Ambulance Service and Quinte Thousand Islands Public Safety Communications (dispatch), and Parham Ambulance Service. Responsible for the overall organization and daily operation of the local. Participated in various union courses and served on numerous committees. Have represented the local and individual members during all steps of the grievance procedure, up to and including arbitration. Served as Chairman of Negotiating Committee for the bargaining team representing Kingston, Bancroft and City Ambulance services. Involved in the setting and wording of demands; presenting proposals during the collective bargaining process; and the preparation for and making presentation at arbitration.
- 1975 – 2005 Basketball Officiating**
Officiated basketball for 30 years since getting started in grade 11 in Brockville, going on to officiate at the provincial and national levels. Served on the executive of the Ontario Association of Basketball Officials for twelve years (President, 1996-1998, Secretary-Treasurer 1999-2005). Represented Ontario for three years on the executive of the Canadian Association of Basketball Officials. Member of the Kingston & District Board of Approved Basketball Officials, serving as Chairman of the Technical Committee, coordinated educational clinics and the evaluation of officials. Provincial Referee-in-Chief, responsible for the assigning and evaluation of referees at provincial championships. Worked as a clinician/evaluator at provincial and national officials' development camps.

Enjoy instructing adult learners, hockey, Nordic and Alpine skiing, mountain biking, canoeing, backpacking, scuba diving and outdoor photography.

COURSES AND SEMINARS

- **Incident Management System in EOCs** (IMS 250 - Emergency Management Ontario, August 2017)
- **Advanced System Leadership Program** (Rotman School of Management, University of Toronto, April 2016)
- **Note Taking** (Emergency Management Ontario, May 2015)
- **Business Continuity Management for Advanced Professionals** (DRI Canada, November 2012)
- **Intermediate Incident Management System** (IMS 300 - Emergency Management Ontario, March 2012)
- **Senior and Elected Officials Workshop** (Emergency Management Ontario, April 2011)
- **Basic Emergency Management Instructor** (Emergency Management Ontario, September 2010)
- **Scribe Training** (City of Kingston – Office of Emergency Management, June 2010)
- **Exercise Program Management** (Emergency Management Ontario, December 2009)
- **Basic Incident Management System Instructor** (Emergency Management Ontario, September 2009)
- **Basic Incident Management System** (IMS 200 - Emergency Management Ontario, September 2009)
- **Exercise Programs: An Introduction** (Emergency Management Ontario, June 2009)
- **Introduction to Incident Management System** (IMS 100 - Emergency Management Ontario, May 2009)
- **Community Emergency Management Coordinator** (Emergency Management Ontario, December 2008)
- **Emergency Operations Centre Management** (Canadian Emergency Management College, Ottawa, September 2008)
- **Emergency Site Management** (Canadian Emergency Management College, Ottawa, December 2007)
- **Basic Emergency Management** (Emergency Management Ontario, June 2007)
- **Managing and Leading in a Municipal Environment** (Loyalist College, February 2008)
- **Basic Life Support and Hazardous Materials Response – USFA H246** (May 2006)
- **How to Be a Tough as Nails Negotiator** (Rockhurst University Continuing Education Centre, May 2006)
- **Incident Commanders Course** (Canadian Critical Incident Incorporated, June 2004)
- **Critical Incident Stress Management: Advanced** (Emergency Management Ontario, May 2004)
- **Critical Incident Stress Management: Basic** (Emergency Management Ontario, May 2004)
- **Basics of Writing Policies and Procedures** (Rockhurst University Continuing Education Centre, March 2004)
- **Collision Reporting Procedures** (Driver Training Specialists Inc., February 2004)
- **Managing in a Unionized Environment** (D. Pearlman and Associates, February 2004)
- **Workplace Inspections that Make a Difference** (Linda Magill Health and Safety Specialist, February 2004)
- **Hazardous Materials/Dangerous Goods Spill Control Operational Course**
(Canadian Forces Fire Academy, November 2003)
- **Workplace-Specific Hazard Training** (Workplace Safety & Insurance Board, August 2003)

- **Basic Certification Training** (Workplace Safety & Insurance Board, June 2003)

W. Mark Schjerning

QUALIFICATIONS AND CERTIFICATIONS

- **Emergency Medical Care Assistant (EMCA)**
- **Advanced Care Paramedic** (MOHLTC)
- **Advanced Care Paramedic** (Certified by Regional Paramedic Program for Eastern Ontario)
- **Emergency Medical Attendant Level III**
- **Paramedic Preceptor** (Durham College and The Michener Institute for Applied Health Sciences)
- **Certified Member Joint Health & Safety Committee**
- **Hazardous Materials Operator Level**
- **Hazardous Materials Awareness Level**
- **Ontario Class “F” Driver’s Licence**
- **Radiotelephone Communications Operator** (Ambulance Services Branch, MOHLTC)
- **Canadian Restricted Radiotelephone Operator’s Certificate**
- **Oxygen Delivery Systems Tester** (Ambulance Services Branch, MOHLTC)
- **Casualty Simulator** (Ambulance Services Branch, MOHLTC)
- **Basic Trauma Life Support - Provider (previously an Instructor)**
- **Advanced Trauma Life Support - Monitored the Provider Course**
- **Basic Cardiac Life Support - Provider**
- **Advanced Cardiac Life Support - Provider (previously an Instructor and Course Director)**
- **Pediatric Advanced Life Support - Provider**
- **Neonatal Resuscitation Program - Provider**
- **NAUI Open Water Scuba Diver Certification**
- **Canadian Power and Sail Squadron - Basic Boating Course**

Township of South Frontenac

Staff Report



To: Council

Prepared by: Development Services Department

Date of Meeting: November 16, 2021

Subject: **Zoning By-law Amendment Application, Z-20-16, Ed Zimolag, 1712 Hitchcock Drive, Storrington District**

Summary

This report recommends that Council pass a by-law to change the zone on the subject lands to acknowledge that the new residential lot created through consent application S-52-20-S is accessed from Stone Point Road, which is a public road.

Recommendation

THAT By-law 2021-68 to amend the zoning on lands in Part Block 56 on 13R10174, Part Lot 17, Concession 8, District of Storrington, Township of South Frontenac be passed.

Background

Council held a virtual public meeting on June 1, 2021, under the Planning Act, on the proposed Zoning By-law Amendment. This application is now being brought forward to Council for a decision.

Discussion/Analysis

Property Description

The subject property is located on the north side of Hitchcock Drive and to the east of Stone Point Road. It is municipally known as 1712 Hitchcock Drive. The subject property has frontage on Hitchcock Drive, but is accessed by Cardinal Lane, which runs through the property in a north – south direction. The property abuts Stone Point Road, an assumed public road in a plan of subdivision. The lands are developed with a single detached dwelling.

The severed parcel is located on the North West portion of the subject property between Stone Point Road and Cardinal Lane.

Summary of Rezoning Application

The applicant has requested a zoning by-law amendment to change the Limited Service Residential (RLS) zone on the subject property to the Rural (RU) zone to fulfill a condition of the provisional approval of consent application S-52-20-S. The amendment would establish the correct zoning for the proposed new lot so that permits can be issued for buildings and structures thereby facilitating the creation of a new residential lot through the consent application.

Dedication and Assumption of 0.3 metre Reserve

The severed parcel was proposed to have frontage on Stone Point Road. Stone Point Road is located within the Maple Hill Subdivision. Through the review process, staff identified a 0.3 metre reserve (known as Block 60) along Stone Point Road. A 0.3 metre reserve is owned by the Township and was established as part of the subdivision as a means of regulating access from adjacent lands to Stone Point Road. The 0.3m reserve blocks access of the proposed new lot to Stone Point Road.

Releasing a portion of the 0.3 metre reserve and dedicating and assuming it as part of Stone Point Road would provide the severed parcel with the required frontage on Stone Point Road. This will fulfill one of the conditions of provisional approval of consent application S-52-20-S. Council, on March 9, 2021, sitting as Committee of the Whole indicated support for releasing the 0.3 metre reserve. Staff are working with the applicant to finalize the reference plan to be able to describe the portion of the 0.3 metre reserve that will be dedicated and assumed as part of Stone Point Road to provide access to the new severed lot. Staff will bring forward a by-law at an upcoming Council meeting for the release of the 0.3 metre reserve once the reference plan has been finalized.

Related Applications

The subject property is subject to consent application S-52-20-S for the creation of a new lot. Provisional approval of the consent application was granted subject to conditions, through delegated authority by the Director of Development Services on April 9, 2021.

Department and Agency Comments

Public Services, Building Services (Sewage System Review), and Cataraqui Conservation were not circulated the rezoning application, as they had no objection to the approval of consent application S-52-20-S when they reviewed it earlier this year.

Public Services indicated they have no objections regarding the dedication and assumption of a portion of the 0.3 metre reserve to provide frontage for a new residential lot created by consent on Stone Point Road. An entrance permit can be issued for the proposed residential lot, provided the matter of the 0.3 metre reserve is resolved.

Public Comments

A virtual public meeting on the rezoning application was held under the Planning Act on June 1, 2021. No comments were received from members of the public at the meeting, nor in writing at that public meeting. No further public comments have been received on this application.

Planning Analysis

The proposed zoning by-law amendment needs to be assessed against the applicable policies of the Provincial Policy Statement 2020, County of Frontenac Official Plan, and Township of South Frontenac Official Plan, as well as the provisions of Zoning By-law No. 2003-75.

The Director of Development Services had consideration for the 2020 PPS as well as the County and Township Official Plans in the decision to grant draft approval to consent application S-52-20-S.

The proposed new residential lot would be considered as infilling and would make efficient land use to utilize an existing public road that is assumed and maintained by the Township. The new residential lot would be compatible with the surrounding rural plan of subdivision.

The lands that include the severed parcel are currently zoned Limited Service Residential (RLS). The intent of the Limited Service Residential (RLS) Zone is to recognize residential development on private lanes. As the severed parcel will be relying on access from a public road, the most appropriate zone for the development of this new residential lot is the Rural (RU) zone.

The proposed zoning by-law amendment is consistent and conforms to the Provincial Policy Statement 2020, the County of Frontenac Official Plan and the Township of South Frontenac Official Plan, and represents good planning for the subject property.

The by-law to dedicate and assume a portion of the 0.3 metre reserve between the severed parcel and Stone Point Road will ensure the new lot will have frontage on a public road. The primary intent of the 0.3 metre reserve is to control access to this public road in a plan of subdivision from private property. In this case, the subdivision has been built out and Stone Point Road has been assumed and is maintained by the Township. Concerns about

restricting access from lands outside the original plan of subdivision are diminished.

Addressing access through the release of the 0.3 metre reserve to ensure the new lot fronts onto an open public road will be achieved by bringing forward a by-law for Council to dedicate and assume the portion of the 0.3m reserve as part of Stone Point Road along the frontage of the severed lot. This by-law will come forward to Council once the applicant has a deposited reference plan to be able to legally describe these lands.

Financial Implications

All legal and survey work associated with the dedication and assumption of the 0.3 metre reserve will be completed by the applicant at their expense.

Relationship to Strategic Plans

☒ Not applicable to this report.

☐ This initiative is supported by the following priorities of the 2019-2022 Strategic Plan.

- Priority: Choose an item.
- Action Item (if applicable): N/A

Notice/Consultation

Notice of the Statutory Public Meeting for the rezoning application was given pursuant to the requirements of the Planning Act, 20 days in advance of the June 1, 2021 Public Meeting. This included notice given:

- by mail to every owner of land within 120 metres of the subject lands
- by posting notice signs on the subject lands
- by posting on the Township's Current Planning Application webpage
- by e-mail to prescribed persons and public bodies (e.g. Conservation Authority, County Clerk, School Boards, Ontario Power Generation Inc. and Hydro One Inc.)

Attachments

1. By-law 2021-67 - Rezoning from RLS to RU - Zimolag
2. Draft Reference Plan

Township of South Frontenac

Staff Report - Zoning By-law Amendment Application, Z-20-16, Ed Zimolag, 1712 Hitchcock Drive,
Storrington District

Approvals

Report Prepared By:

Anna Geladi, Planner

Submitted By:



Claire Dodds, MCIP, RPP,
Director of Development Services

Approved By:



Neil Carbone
Chief Administrative Officer

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2021-67**

BEING A BY-LAW TO AMEND BY-LAW 2003-75, AS AMENDED, TO REZONE LAND FROM LIMITED SERVICE RESIDENTIAL (RLS) TO RURAL (RU) ON LANDS DESCRIBED AS PART LOT 17, CONCESSION 8, DISTRICT OF STORRINGTON: (ZIMOLAG)

WHEREAS pursuant to the provisions of Section 34 of the *Planning Act*, RSO 1990 as amended, the Council of a Municipality may enact by-laws regulating the use of land and the erection, location and use of buildings and structures thereon;

AND WHEREAS By-law 2003-75 being the Zoning By-law regulates the use of land and the erection, location and use of buildings and structures within the Township of South Frontenac;

AND WHEREAS the Council of the Corporation of the Township of South Frontenac considered all written and oral submissions received on this application, the effect of which helped Council make an informed decision;

NOW THEREFORE, the Council of the Corporation of the Township of South Frontenac, hereby enacts as follows:

- 1. **THAT** Schedule “C”, to Zoning By-law Number 2003-75 as amended, is hereby further amended by changing the zoning from Limited Service Residential (RLS) to Rural (RU) for the lands shown on Schedule “1”.
- 2. THIS BY-LAW shall come into force in accordance with Section 34 of the Planning Act, 1990, as amended, either upon the date of passage or as otherwise provided by said Section 34.

Dated at the Township of South Frontenac this 16th day of November, 2021.

Read a first and second time this 16th day of November, 2021.

Read a third time and finally passed this 16th day of November, 2021.

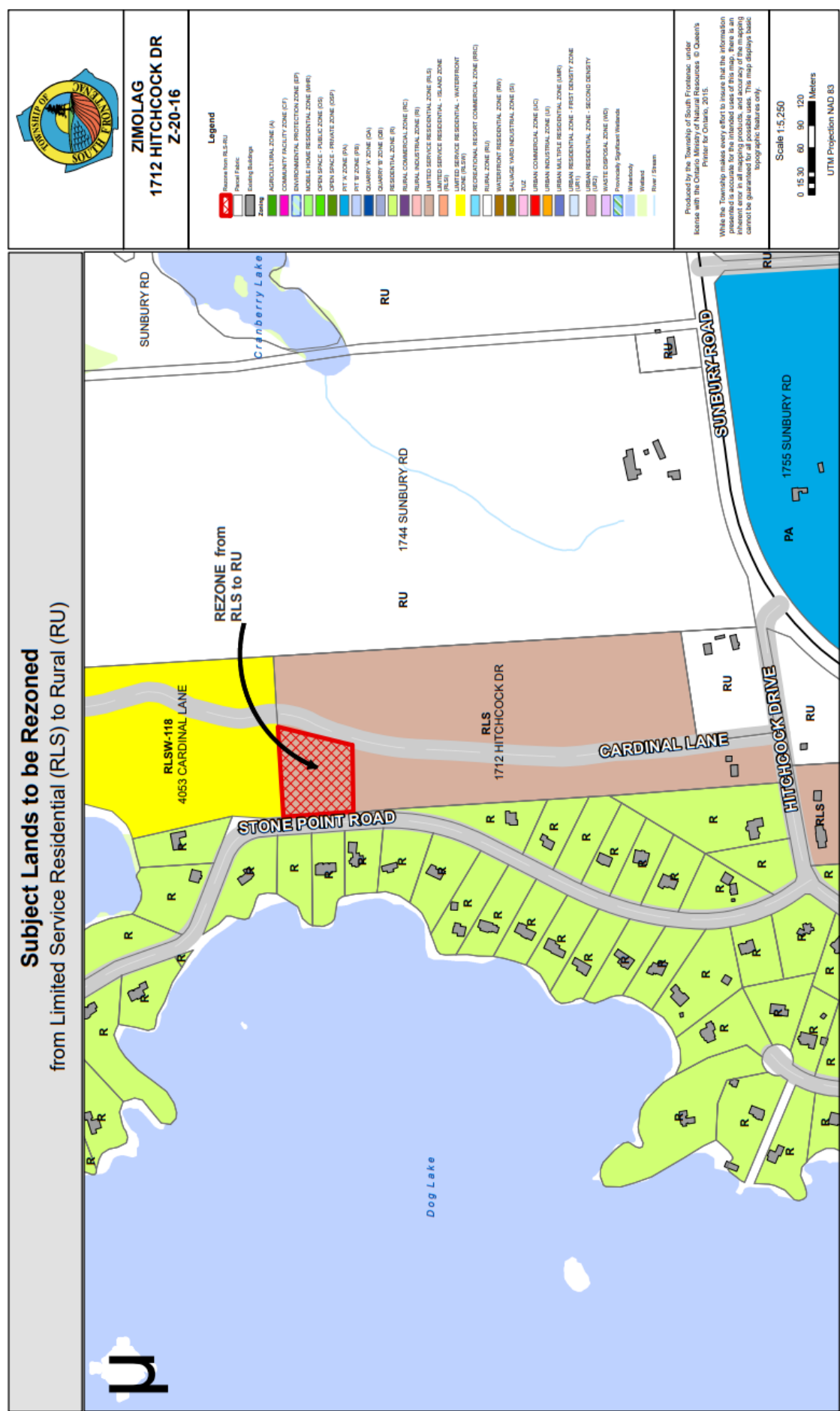
**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk

Schedule 1

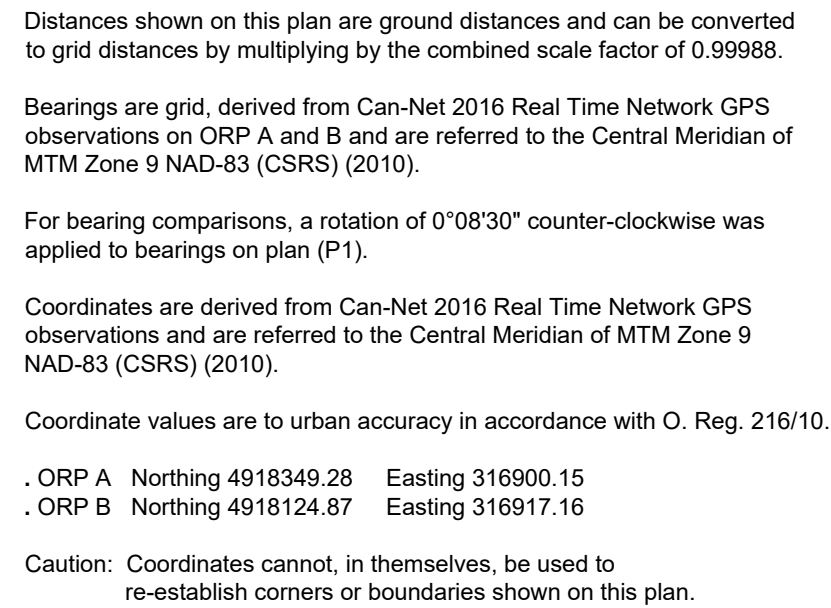
This is Schedule “1” to By-law No. 2021-67



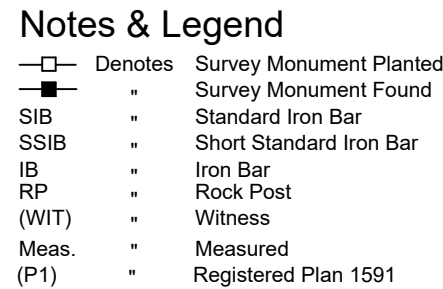
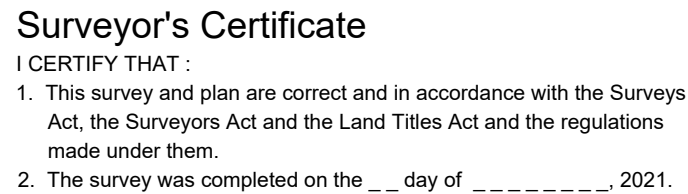
Passed this 16th OF November, 2021

Ron Vandewal, Mayor

Angela Maddocks, Clerk



DRAFT PLAN OF SURVEY OF
PART OF LOT 17
CONCESSION 8
AND
BLOCKS 60 AND 62
REGISTERED PLAN No. 1951
Geographic Township of Storrington
Now in the
TOWNSHIP OF SOUTH FRONTENAC
COUNTY OF FRONTENAC
Surveyed by Annis, O'Sullivan, Vollebekk Ltd.



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OMERS Response to OMAA Questions

1. Can you provide a description as to the general investment philosophy that OMERS follows when making investment decisions?

We have published a *Statement of Investment Beliefs*, available on our [website](#). Our investment strategies, governance framework and policies are guided by the values reflected in these investment beliefs and are designed to manage our funding risk and achieve returns and cash flows that meet our long-term financial obligations. Those beliefs articulate that OMERS specific pension liabilities are the key driver of our specific investment strategies. We also believe that a long-term investment horizon is an advantage, and therefore we can tolerate short-term volatility in asset values and returns. We believe that direct-drive, active management enhances investment results, and that our investment goals require us to assume risk and accept that periodic losses can arise.

We have also published our *Statement of Investment Policies & Procedures*, also available on our [website](#), which sets out long-term return expectations of 7%, as well as our strategic, long-term target asset mix and that we evaluate our investment performance relative to an absolute return, and in certain instances relative, benchmark.

Our [2020 annual report](#) outlines our specific investment approach for each asset class beginning on page 55.

2. With respect to the 2020 results, can you identify the primary investments that contributed to that loss and why? Can you also identify for those same primary investments, the forecasted performance for 2021?

The factors contributing to these results are outlined in our [Annual Report](#) and include the following:

- widespread lockdowns which severely affected the business- and consumer-facing investments;
- the loss in value of OMERS portfolio of high-quality public equities in early 2020, which did not fully recover during the market rally in the latter part of 2020; and
- the actions we took proactively to enhance and protect the Plan's liquidity from further possible adverse market events achieved their objectives but resulted in currency losses.

In addition to these three factors, long-term bond yields fell steeply in March and April, leading to strong returns for those assets. OMERS prioritizes short-dated, higher-yielding credit investments, with only a small allocation to long-term bonds, whose fair values can be volatile and whose low (or even negative) cash yield is not enough to meet our long-term investing hurdle rate. Accordingly, our 2020 returns did not materially benefit from these types of gains.

As published in our mid-year financial results, this situation has reversed and we earned \$9.2 billion of net investment income in the first six months of 2021.

For the first time, OMERS published in August a mid-year investment update. We reported a net investment return of 8.8% for the first six months of the year, which equates to net investment income of \$9.2 billion. At the time, we highlighted the following:

- **Public equities** earned more than \$4 billion, reflecting strong gains across the high-quality value stocks that are core to our portfolio;
- Our **private equity** investments delivered a double-digit return, due to the continued recovery of the businesses in our buyout portfolio, the ongoing success of our ventures and growth equity strategies, and the gain we generated through our agreement to sell Environmental Resources Management, a global provider of sustainability consulting services which we originally bought in 2015;
- Our **infrastructure investments** delivered consistent, strong performance, with stable operating income and higher valuations across our portfolio of large-scale businesses;
- Our **real estate** asset class recorded significantly improved performance, driven by strength in Oxford's industrial logistics and residential assets, gains in select office sectors, and progress on development programs;
- Foreign currency movements had a negative impact on our results, and reduced our return by \$0.9 billion, as the Canadian dollar strengthened relative to most of the other currencies in which OMERS invests. Our credit asset class return reflects most of this unrealized foreign currency loss for the period.

Our mid-year investment update is available on our [website](#).

3. What is the reason that OMERS does not report comparisons on its annualized long-term returns to its own benchmarks as it appears to be common practice with other pension plans?

It has not been OMERS practice to include comparisons of its long-term returns relative to its benchmarks in the annual report. This matter is being considered by the OMERS Administration Corporation (AC) Board as we continue to evolve our reporting.

4. At the July 14, 2021 meeting of the City of Toronto's General Government & Licensing Committee, the attached Resolution was passed. If OMERS has provided a response to the City of Toronto regarding the Resolution, could you please provide us with a copy? If no response has been provided as of yet, could you please update OMAA on when OMERS will be in a position to do so?

Representatives from the OMERS Administration Corporation Board of Directors and Sponsors Corporation Board of Directors, supported by OMERS leadership, will be attending the City of Toronto's Government & Licensing Committee meeting on November 30, 2021. OMERS will provide additional information following that meeting.

5. Given transparency is a core principle for municipal government, can you provide us with your reason for not agreeing to a third-party independent review of the OMERS investment program?

OMERS investment strategy and execution is governed by the independent AC Board of Directors, whose professional members are nominated by OMERS sponsors, including two representatives nominated by CUPE. The AC Board frequently and thoroughly reviews investment performance, independently from management, utilizing external experts when appropriate.

The AC Board of Directors is the independent body responsible for overseeing OMERS investment performance.

Following the 2020 results, the AC Board of Directors undertook a thorough and extensive review of the OMERS investment strategy and past decisions. The following are comments made by the independent AC Board Chair, George Cooke, on the matter:

"OMERS investment program is governed by an independent expert board, whose members have been nominated by our sponsors. The board continually and thoroughly reviews investment performance, independent of management, utilizing external experts where appropriate. Following the 2020 results specifically, we undertook a thoughtful look at our investment strategy and past decisions with an open mind. We are confident in our strong new leadership team and have concluded that our current investment strategy is appropriate. An additional third-party independent review is not warranted."

OMERS Bulletin

November 15, 2021

This bulletin includes important information in response to letters that have been sent to municipal Councils by CUPE Ontario regarding OMERS investment performance

There is nothing more important to OMERS than our commitment to members and employers. We recognize the significance that having a lifelong, secure and reliable stream of pension income has on members when they retire. Canada's jointly sponsored public sector pension plans, including OMERS, are leaders in governance, plan design and investment expertise. We have positive and far-reaching impacts on society, beyond the members we serve.

OMERS Economic Impact

OMERS helps generate significant economic activity in Ontario – through OMERS retirees' spending and through our operations and the investments we make in local communities across Ontario. This includes approximately \$5 billion in pension payments made annually to over 180,000 retirees. Throughout OMERS almost 60-year history, we have consistently paid pensions on time, and as promised.

OMERS activities support one of every 64 jobs across Ontario, including 118,000 jobs across all rural regions, and lead to \$12 billion in gross domestic product.

We have partnered with the Canadian Centre for Economic Analysis (CANCEA) to measure OMERS economic impact, and we will be sharing some additional findings from a new report through our Q4 newsletters to members, employers and stakeholders.

We know that OMERS activities support one of every **64 jobs** across Ontario, including **118,000 jobs** across all rural regions, and lead to **\$12 billion** in gross domestic product.

OMERS is proud to be amongst the Canadian public sector pension plans that are held in high esteem around the world, far beyond this country’s borders. As a 2017 World Bank Group study notes, “Canada is home to some of the world’s most admired and successful public pension organizations...Over the past three decades, a ‘Canadian model’ of public pension has emerged that combines independent governance, professional in-house investment management, scale, and extensive geographic and asset-class diversification.”

OMERS Credit Ratings

Our credit ratings were affirmed by four rating agencies earlier this year, with Fitch Canada including in their credit report that OMERS AAA rating reflects our “*solid long-term investment track record... [and] strong corporate governance*”, among other qualities.

AAA	AAA	Aa1	AA+
DBRS	Fitch	Moody’s	S&P

Comparison of OMERS Results Against Other Pension Plans

OMERS investment strategy is designed to earn stable long-term returns, to meet our specific pension liabilities, while operating within a professional risk appetite that will meet the needs of our pension plan. Other pension plans have their own plan demographics, design features, risk appetite, liabilities and funded status – and some of these differ significantly from OMERS. As a result, comparing OMERS results against those of other pension plans is not the right focus because it necessitates taking information out of context and does not present a complete and fair comparison.

In the municipal context, an analogy would be comparing property taxes across municipalities: they all have a different set of circumstances. While it’s important to be aware of other property tax rates across Ontario, municipalities will set their property taxes based on their own set of circumstances – their own needs to finance the delivery of public services to their residents.

We believe that our performance should be assessed against our own benchmarks, which are set annually by the Administration Corporation (AC) Board, and consider our specific pension liabilities, risk appetite, and the trade-offs between risks and returns. We align these benchmarks with OMERS objective of providing sustainable, affordable and meaningful pensions over the long term.

These benchmarks form the basis of our disclosures in our publicly available [Annual Report](#).

Investment Results

Over the 10-year period leading up to 2020, OMERS investment portfolio averaged an annual return of 8.2%, and 8.5% for the five- and three-year period. In 2019, OMERS delivered an 11.9% return.

We have previously shared that we were not pleased with our 2020 investment results. The effects of the global COVID-19 pandemic negatively impacted our portfolio in 2020, contributing to an investment return net of expenses of -2.7%. The factors contributing to these results are outlined in our [Annual Report](#) and include the following:

- widespread lockdowns which severely affected the business- and consumer-facing investments;
- the loss in value of OMERS portfolio of high-quality public equities in early 2020, which did not fully recover during the market rally in the latter part of 2020; and
- the actions we took proactively to enhance and protect the Plan's liquidity from further possible adverse market events achieved their objectives but resulted in currency losses.

In addition to these three factors, long-term bond yields fell steeply in March and April, leading to strong returns for those assets. OMERS prioritizes short-dated, higher-yielding credit investments, with only a small allocation to long-term bonds, whose fair values can be volatile and whose low (or even negative) cash yield is not enough to meet our long-term investing hurdle rate. Accordingly, our 2020 returns did not materially benefit from these types of gains.

As published in our mid-year financial results, this situation has reversed and we earned \$9.2 billion of net investment income in the first six months of 2021.

Mid-Year Financial Results as of June 30, 2021

In August 2021, we released our mid-year investment update for the first time, which is available at [omers.com](https://www.omers.com). For the first six months of the year, we earned a net return of 8.8%, and net assets grew by \$9 billion to \$114 billion. Further, over the **12 months** ended June 30, 2021, the Plan earned a net investment return of **18.2%**.

We expect the positive results to date in 2021 will continue for the remainder of the year, provided equity markets remain stable. The AC Board and the OMERS leadership team strongly believe we have the investment expertise and strategy in place to continue to achieve long-term returns consistent with our objectives.

For the first six months of the year, we earned a net return of 8.8%, and net assets grew by \$9 billion to \$114 billion. Further, over the **12 months** ended June 30, 2021, the Plan earned a net investment return of **18.2%**.

OMERS Governance Model

It is important for you to know that in 2012, pursuant to the *Ontario Municipal Employees Retirement System Review Act, 2006*, an independent reviewer (“Reviewer”) was appointed by the Minister of Municipal Affairs and Housing to conduct a review of the operation of OMERS governance structure. The Reviewer confirmed the importance of having an independent, professional OMERS AC Board to oversee the investment performance of the Plan, among other matters.

Role of the Independent, Professional OMERS AC Board of Directors

OMERS investment strategy and execution is governed by the independent AC Board of Directors, whose professional members are nominated by OMERS sponsors, including two representatives nominated by CUPE. It is the AC Board’s responsibility to govern OMERS investment program, and it takes this duty very seriously.

AC Board of Directors Review of the 2020 Financial Results and Consideration of the Third-Party Review

Following the 2020 results, the AC Board undertook a thorough and extensive review of OMERS investment strategy and past decisions. George Cooke, the independent AC Board Chair, made the following comments on the matter earlier this year:

“OMERS investment program is governed by an independent expert board, whose members have been nominated by our sponsors. The board continually and thoroughly reviews investment performance, independent of management, utilizing external experts where appropriate. Following the 2020 results specifically, we undertook a thoughtful look at our investment strategy and past decisions with an open mind. We are confident in our strong new leadership team and have concluded that our current investment strategy is appropriate. An additional third-party independent review is not warranted.”

The Association of Municipalities of Ontario and Consideration of the Third-Party Review

OMERS leadership and OMERS AC and Sponsors Corporation (SC) Board appointees work closely with the Municipal Employer Pension Centre of Ontario (MEPCO) Board and AMO staff to ensure their issues and concerns are fully considered by the AC and SC Boards, and by OMERS leadership. We particularly focused on this positive working relationship during 2021 and had frank and constructive discussions about OMERS investment performance.

As a Plan Sponsor representing municipalities across Ontario, AMO has two qualified, professional representatives on the OMERS AC Board, overseeing the investment performance of the Plan. The City of Toronto, as OMERS largest employer, has a separate seat on the AC Board, also filled by a qualified professional.

More information is available in [MEPCO's August newsletter](#) and [MEPCO's November newsletter](#) in which AMO and MEPCO expressed confidence in OMERS Plan governance and administration.

In addition to AMO, other sponsors, including the Police Association of Ontario (PAO), Ontario Professional Fire Fighters' Association (OPFFA), Ontario Secondary School Teachers' Federation (OSSTF) and OPSEU, have also written to the OMERS AC Board Chair confirming their support for the independent AC Board of Directors to oversee OMERS investment performance. Following are excerpts from a letter sent by these sponsors to OMERS:

"...in our view, the ultimate responsibility for the performance of OMERS' investments lies with the Administration Corporation Board of Directors [the "AC Board"]. The AC Board is responsible for placing individuals in leadership roles at OMERS, evaluating their performance, assessing risk, and making key decisions with regard to the investment fund and its administration."

"We therefore would not support any position that would substitute the view of a single sponsor organization or a group of sponsor organizations for the view of the AC Board. This would undermine the independent nature of the AC Board and reduce their ability to properly hold OMERS staff to account."

OMERS has also provided information to the Ontario Municipal Administrators Association (OMAA), in response to questions they posed, which will be made available on their website.

Continuing Oversight and Governance of OMERS

To ensure the effective oversight and governance, and the proper functioning of the AC Board, it is critical that sponsor organizations continue to nominate directors with the expertise to independently evaluate and approve strategic investment choices and assess investment manager skill. AC directors are nominated by OMERS sponsors and appointed by the SC Board.

OMERS management and the AC Board will continue to review, refine and improve our disclosures as we gather feedback from stakeholders and as the reporting environment continues to evolve.

Conclusion

The role of governance and oversight of OMERS investment strategy resides in the hands of the independent AC Board. The AC Board has considered the request by CUPE Ontario for a third-party review of OMERS investment results and has determined that it is not warranted.

OMERS 2021 annual results will be released during the first quarter of 2022, and we welcome the opportunity to discuss our performance with employers, sponsors and stakeholders following this release.

At the same time, the Sponsors Corporation is undertaking the important work of reviewing the Plan against a shifting membership demographic to ensure that we are set up to deliver sustainable, affordable and meaningful pensions for generations to come.

We look forward to 2022 with humble confidence, as we celebrate OMERS 60th year of proudly serving members across Ontario.

If you would like to further discuss our investment results, our governance structure or require any additional information, please contact our Stakeholder Relations team at StakeholderRelations@omers.com.

We look forward to
2022 with humble
confidence, as
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**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2021-68**

**A BY-LAW TO CONFIRM GENERALLY ALL ACTIONS AND PROCEEDINGS OF
THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH
FRONTENAC ON NOVEMBER 16, 2021**

Whereas Section 8 of the *Municipal Act*, S.O. 2001 c. 25 and amendments thereto provides that a municipality has the capacity, rights powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* of any other *Act*; and;

Whereas Subsection 2 of Section 11 of the *Municipal Act* S.O. 2001, c. 25 and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of the jurisdiction described in the Table to Subsection 2, subject to certain provisions, and;

Whereas Section 5 of the *Municipal Act*, S.O 2001 c. 25 and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise, and

Whereas the Council of the Township of South Frontenac deems it expedient to confirm its actions and proceedings;

**NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL CORPORATION OF
THE TOWNSHIP OF SOUTH FRONTENAC, HEREBY ENACTS AS FOLLOWS:**

1. The all actions and proceedings of the Council of the Corporation of the Township of South Frontenac taken at its regular meeting held on November 16, 2021 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. That all actions and proceedings of the Council of the Corporation of the Township of South Frontenac held November 16, 2021 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act*, S.O. 2001, c.25 and amendments thereto.
3. That all actions and proceedings of the Council of the Corporation of the Township of South Frontenac taken at its regular meeting held on November 16, 2021 except those taken by by-law and those required by bylaw to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
4. Execution by the Mayor and the Clerk of all Deeds, Instruments and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal to any such Deed, Instruments or other Documents is hereby authorized and confirmed.
5. This By-law shall come into force and take effect on the date of its passage.

Read a first and second time this 16 day of November, 2021.

Read a third time and finally passed this 16 day of November, 2021.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk