

The Corporation of the Municipality of Neebing Administrative Report

Date: May 25, 2026 (for meeting on June 3, 2026)
To: Mayor and Council
Subject: Reserve Fund Distribution
Submitted by: Laura Jones Deputy Clerk-Treasurer

RECOMMENDATION

Council direction is requested.

BACKGROUND

Council requested a report on Neebing's Reserve Funds and their balances. This report has been prepared for this reason.

A reserve or reserve fund is money set aside by municipalities for a specific purpose or use. There are three types of funds: that can be established:

- **Reserves** - funds that have been set aside by Council resolution or allocation for an intended purpose, but not restricted by provincial or municipal legislation). Neebing does not have this type of reserve.
- **Discretionary reserve funds** - Established by Council for a specific purpose. These funds can only be used for the purposes established in the by-law. Almost all of Neebing's reserve funds are of this type and were established with various bylaws and then consolidates within Bylaw 2021-46.
- **Obligatory reserve funds** - Set up to meet the requirements of a provincial statute or agreement. The municipality can use the funds solely for the purposes prescribed for them by statute or agreement. Example: Building Department, Canada Community Building Fund (recorded as deferred revenue), Cannabis Implementation

The purpose of Neebing's reserve funds, described in Bylaw 20 fall into different categories:

Funds for Capital Planning

- Park Purposes (Obligatory portion has been spent, these funds are now discretionary funds)
- Fire department
- Information Technology
- Roads Department
- Canada Community Building Fund and other deferred grant revenue (Obligatory)

Funds for Special Projects

- Medical bursary
- Cannabis Implementation (Obligatory)
- Building Department (Obligatory)

Funds for Contingencies and Liabilities

- Sick leave gratuity
- Election Material
- OMB Hearings/Planning
- Forest fire fighting
- Landfill - future site
- Rate Stabilization

Reserve Funds and their management allow Municipalities to maintain a certain level of liquidity and demonstrates sound financial planning to third parties such as credit-rating agencies and constituents

Investing of Reserve Funds

The Prudent Investor Enabling Bylaw, 2021-039 and the Prudent Investor Authorizing By-Law 2021-045 set conditions that enable Neebing to identify reserve funds not required immediately (MNRI) and to place those funds under the management of the ONE Joint Investment Board.

A review of (MNRI) and potential future reserve deposits and draw downs is done as part of the capital planning process annually as is necessary to inform the annual review of the Municipality's Investment Policy Statement (last reviewed by Council January 21, 2026).

With assistance from ONE Investment, an investment plan for MNRI is developed in accordance with the direction set out in the Investment Policy Statement and is then forwarded to the ONE Joint Investment Board for review and approval (Attachment 2 is the letter from ONE JIB regarding the 2026 Investment Plan Approval).

DISCUSSION

As of December 31, 2025 the balance of each reserve fund is as follows:

Reserve Balance	Dec 31, 2025
For medical bursary	\$26,356
For forest fire fighting	\$295,108
For Park Purposes	\$133,463
For fire department	\$742,410
For Information Technology	\$9,463
For sick leave gratuity	\$77,935
For landfill - future site	\$835,278
For Election Material	\$11,784
For OMB Hearings/Planning	\$94,581
For Roads Department	\$313,871
For Rate Stabilization	\$1,142,021
For Cannabis Implementation	\$24,480
For Building Department	\$125
Total Reserve Funds	\$3,706,875

Rate Stabilization Reserve

Council asked for a review of the Rate Stabilization Reserve. According to Bylaw 2021-46, The Rate Stabilization reserve fund was created in 2016 and its purpose is;

“The purpose of this reserve fund is to set aside funds to be used for future unanticipated expenditures or significant increases in regular expenditures. Funds from the reserve fund would be utilized either as an alternative to increasing the municipal tax rate, or to allow a smaller increase to the municipal tax rate than would otherwise have been possible.”

The way in which we have been using this fund specifically for capital planning purposes is a bit different than the definition, because we use the rate stabilization reserve as a placeholder to indicate draws for future anticipated capital expenditures when other funds balances are low. The use of the rate stabilization fund in the capital plan is a bit of a shell game, as future costs and income from future grants are unknown. Using the rate stabilization fund in this way for capital planning purposes does not commit the funds to be used for the purposes set out in the plan and therefore is not in conflict with bylaw. However, Council may want to redistribute funds to remove some capital elements, and/or to modify the fund description in the bylaw by changing “future unanticipated expenditures” to “future expenditures”.

The Rate Stabilization reserve fund balance fluctuates over time. While most past and future transfers relate to Public Works, the fund is also used for other purposes. Every budget cycle the rate stabilization fund is used to fund one-time expenditures which would otherwise increase the tax rate and to create a balanced budget through fund contributions and/or withdrawals. The rate stabilization reserve fund provides flexibility for Council to add/change projects without affecting tax rates during budget deliberations. The fund provides a way to deal with unbudgeted expenditures such as cost overruns on capital projects, or to fund unbudgeted projects such as a major culvert replacement, or unscheduled vehicle or equipment replacement.

Past Rate Stabilization Reserve Fund Activity

In the last six years transfers for the rate stabilization fund (table on next page) show:

- Income from land sales, investment gains, interest and income from the cemetery to pay back improvements.
- Expenditure from fleet purchases for Public Works and Emergency Services, road improvements, capital recreation projects and one-time expenditures such as cemetery improvements and website conversion,

In 2023 a temporary drawdown from the Rate Stabilization Reserve Fund of \$200,000 was authorized by Council to address a temporary funding shortfall when waiting for NOHFC and Farm Road Bridge grant payments. That drawdown amount was paid back in 2024 with interest once the grant income was received.

Rate Stabilization Reserve Fund Activity 2020-2025				
YEAR	Detail	In	Out	Balance
2019	End Balance			58,132.35
2020	Land Sales	133,120.20		
	Gains/Interest	494.46		191,747.01
2021	2020 Surplus	384,397.00		
	Land Sales	74,009.02		
	Gain on redemption*	808,995.20		
	Gains/Interest	494.16		1,459,642.39
2022	Land Sales	113,000.00		
	Gravel resurfacing		90,672.64	
	Cemetery Survey		15,264.00	
	Gains/Interest	11,255.08		1,477,960.83
2023	PW Plow Truck + PU		412,671.58	
	Farm Road Bridge		78,292.31	
	Cemetery Payback	2,500.00		
	Gains/Interest	53,378.89		1,042,875.83
2024	2023 Surplus Funds	85,057.00		
	Cemetery Payback	2,500.00		
	Land Sale (shoreline)	3,308.41		
	Cemetery Gates		6,354.91	
	Rink		125,000.00	
	Gains/Interest	40,281.73		1,042,668.06
2025	Cemetery Payback	2,500.00		
	Website conversion		18,805.24	
	Gain on redemption	58,620.98		
	Gains/Interest	57,037.48		1,142,021.28

* In 2021 the entire gain on redemption of investments was applied to the rate stabilization reserve. In 2025 the gain on redemption was distributed between all reserve funds.

Planned Rate Stabilization Reserve Fund Activity

2026 Budget

In the 2026 budget transfers into the Rate Stabilization Reserve are \$109,036 for the 2025 Municipal Surplus and Cemetery Payback \$2,500.

In the 2026 budget, transfers out of the Rate Stabilization Reserve are \$261,500 for:

- Municipal office renovations: \$68,500
- Short term construction loan: \$13,000
- Crushing: \$125,000
- Oliver Lake Property Purchase: \$45,000
- Screener for Sand: \$10,000

Future Transfers

Future transfer related to a loan for the fire bay are anticipated to come from the Rate Stabilization Reserve Fund until tax revenue from the growth in new assessment can address the loan payments.

The capital plan shows proposed reserves transfers over a 10-year period and indicates how these funds will be applied to specific projects and purposes.

According to the proposed transfers outlined in the capital plan, significant drawdowns are planned for the rate stabilization reserve, with an ending balance of \$977 in 2035.

Anticipated drawdowns are as follows:

- 2027: \$400,000 (along with \$100,000 from Roads Reserve) towards a replacement plow truck
- 2028: \$250,000 chipseal roads
- 2029: \$350,000 towards chipseal with another \$1,000,000 unfunded for chipseal projects
- 2030 \$140,000 toward replacing the salt/sand building fabric cover
- 2031: \$40,000 towards transportation equipment
- 2032: \$240,000 towards fire fleet vehicle replacement \$150,000 and gravel crushing \$90,000
- No transfers planned for 2033, 2034, 2035

The current Capital Plan is for the period 2026-2035. In 2035 the ending balance for each of the reserve funds are shown as follows: (note balances are shown in current dollars and without any interest or investment gains)

Ending Reserve Balance	Year 2035
For medical bursary	\$25,336
For forest fire fighting	\$283,681
For Park Purposes	\$78,295
For fire department	\$641,568
For Information Technology	\$14,014
For sick leave gratuity	\$29,417
For landfill - future site	\$804,879
For Election Material	\$7,405
For OMB Hearings/Planning	\$90,919
For Roads Department	\$238,267
For Rate Stabilization	\$ 977
For Cannabis Implementation	\$23,532
For Building Department	\$120
Total Reserve Funds	\$2,238,411

Summary

Many municipalities have stabilization or contingency reserves to deal with unforeseen events or future costs that are difficult to estimate. These reserves offer protection against reductions in revenues or increased expenses. Neebing's rate stabilization reserve fund is used as a placeholder in the capital plan and during the budget cycle. It has also been used to balance cash flow when the timing of grant payments were delayed.

Council may want to leave things as they are or redistribute funds to remove some capital elements, and/or to modify the fund description in the bylaw by changing “future unanticipated expenditures” to “future expenditures”.

ATTACHMENTS: 1. Bylaw 2021-46 to consolidate reserve fund by-laws, 2. approval letter for Investment Plan dated March 2, 2026, 3. Capital Plan including proposed reserve fund transfers, 4. 2026 Reserve Fund Continuity (showing 2026 budgeted transfers), 5. Investment Summary Statement of Gains and Losses

AVAILABLE UPON REQUEST: MFOA Discussion Paper on Municipal Reserves and Reserve Funds in Ontario, 2021.

THE CORPORATION OF THE MUNICIPALITY OF NEEBING

BY-LAW NUMBER 2021-046

Being a by-law to consolidate reserve fund by-laws.

Recitals

1. Council considers it appropriate to consolidate the various by-laws establishing reserve funds for the Municipality.
2. This By-law sets out the common requirements for all reserve funds, and contains a schedule for each reserve fund detailing the name, purpose and contribution and withdrawal policies associated with each one.
3. Council has enacted By-Law 2021-039 (Prudent Investor Enabling By-Law) and By-Law 2021-045 (Prudent Investor Authorizing By-Law). These by-laws enable the Municipality to be a participating member in the ONE Joint Investment Board (JIB). The ONE JIB will manage the reserve funds designated by the Municipality not required immediately.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE MUNICIPALITY OF NEEBING ENACTS AS FOLLOWS:

ARTICLE 1.00: DEFINITIONS & INTERPRETATION

- 1.01 **Short Title:** This By-law is referred to as the “Reserve Fund By-law”.
- 1.02 **Definitions:** Wherever a term set out below appears in the text of this By-law with its initial letter capitalized, the term is intended to have the meaning set out for it in this Section 1.02. Wherever a term below appears in the text of this By-law in regular case, it is intended to have the meaning ordinarily attributed to it in the English language.
- a) “By-law” means this By-law, including its recitals and schedules which form integral parts of it.
 - b) “Council” means the elected municipal Council of the Municipality.
 - c) “Designated Official” means the person employed by the Municipality who is given authority and control over a particular Reserve Fund in the Schedule for that Reserve Fund.
 - d) “Municipality” means The Corporation of the Municipality of Neebing.
 - e) “Municipal Treasurer” means the person designated with the responsibility for the role of Treasurer and could be one of either the Clerk-Treasurer or the Deputy Clerk-Treasurer.

- f) “Reserve Fund” means an account within which revenues from one time period are set aside to accumulate and finance planned expenditures in a future time period. Reserve Funds are established to account for assets set aside for a specific purpose. Reserve Funds can be established for several purposes, including:
- funding for anticipated potential liabilities;
 - funding for large known capital (or other) expenditures;
 - protection against known risks or unforeseen circumstances that may create financial difficulties; and
 - provision of a pool of funds to self-finance ongoing expenditures.

1.03 **Interpretation Rules:** This Section 1.03 sets out the rules for interpretation of the text and schedules of this By-law.

- a) **Legislation:** Each reference to Provincial legislation in this By-law is printed in Italic font. Unless the year of the statute is part of its name, the reference is to the Revised Statutes of Ontario, 1990 edition, and, in every case, includes all applicable amendments to the legislation, including successor legislation. Where the name of the legislation includes the year, the reference is to the Statutes of Ontario in that year. Reference to legislation includes reference to any regulations passed under the authority of that legislation.
- b) **Headings:** Captions, articles and section names and numbers appearing in this By-law are for convenience of reference only and have no effect on its interpretation.
- c) **Gender & Plurals:** Words importing the singular number or the masculine gender only, include more persons, parties or things of the same kind than one and include female and neuter as well as male and the converse. A word interpreted in the singular number has a corresponding meaning when used in the plural.
- d) **“Includes”:** The words “include”, “includes”, “including” and “included” are not to be interpreted as restricting or modifying the words or phrases which precede them.
- e) **Job Titles:** References within this By-law to the titles of the Municipality’s employees are references to the positions that held those titles at the time that this By-law was enacted. Where a corporate restructuring has occurred such that there is no longer a person within the organization who holds a referenced title, the reference is to the person who undertakes the duties of the title-holder at the time this By-law was enacted. In any case of doubt, the Chief Administrative Officer for the Municipality shall delegate the authority to the appropriate person and direct that this By-law be amended to reflect the new title.

1.04 **Severability:** If any section, subsection, article, paragraph or any part of this By-law is declared by a court or tribunal of competent jurisdiction to be invalid or unenforceable, that part shall be considered to be severable from the balance of the By-law. The balance of the By-law shall remain in full force and effect notwithstanding the judicial holding.

ARTICLE 2.00: RESERVE FUNDS; SCHEDULES

- 2.01 **Reserve Funds:** The *Municipal Act, 2001* and various other statutes authorize municipalities to establish Reserve Funds. The Municipality has, over the years, established Reserve Funds through many different by-laws with similar provisions. This By-law consolidates and replaces the prior individual by-laws and establishes general rules for the formation of new Reserve Funds from time to time.
- 2.02 **Schedule Formats:** Each Schedule to this By-law governs one Reserve Fund. The Schedule format is as follows:
- Section 1: Name of the Reserve Fund.
 - Section 2: Statement of Purpose of the Reserve Fund.
 - Section 3: Designated Officer for the Reserve Fund
 - Section 4: Initial Funding & Contribution Rules
 - Section 5: Withdrawal Rules
- 2.03 **Rules:** Each Reserve Fund is subject to the rules within Article 3.00 of this By-law as well as the rules contained within the Schedule for that particular Reserve Fund.

ARTICLE 3.00: PROVISIONS APPLICABLE TO ALL RESERVE FUNDS

- 3.01 **Contribution and Withdrawals to and From Reserve Funds:** The Municipality shall contribute to and withdraw from the Reserve Funds only in strict accordance with the Schedule that governs each particular Reserve Fund. Withdrawals from Reserve Funds for other purposes must be done only through resolution that expressly waives the provisions of this By-law.
- 3.02 **Investment:** The balance of each Reserve Fund not required for immediate expenditure shall be invested. The Municipal Treasurer and Council will review the Investment Policy Statement, the Capital Plan, the Municipal Client questionnaire and annually shall determine, in accordance with the Prudent Investor Standard and applicable law and, where applicable, professional advice authorized by the Municipality, the funds that are not required immediately. Reserve Funds not required immediately shall be given to the ONE Joint Investment Board and managed by the ONE Joint Investment Board pursuant to the ONE JIB Agreement as at January 1, 2022 and as outlined in By-law 2021-039.
- 3.03 **Interest:** All interest accruing on sums from each Reserve Fund invested shall be used for the purpose of that particular Reserve Fund in accordance with the terms of the Schedule that applies to it.

- 3.04 **Maximum and Minimum Values:** The Council may establish minimum and/or maximum balances for any Reserve Fund. Where so established, they shall be included in the “Contribution Rules” in the applicable Schedule. Where funds are received from a particular source for a Reserve Fund that is at its maximum balance, those funds will be deposited in the Rate Stabilization Fund.
- 3.05 **Record Keeping Requirements:** The Municipal Treasurer shall cause records to be kept keeping strict account of contributions to, and withdrawals from, all Reserve Funds established by this By-law.
- 3.06 **Municipality’s Auditors:** The Municipality’s auditors shall, in their annual report, report on the activities and the positions of each Reserve Fund.

ARTICLE 4.00: GENERAL PROVISIONS

- 4.01 **Repeals:** The following by-laws of the Municipality, as amended, are repealed:

By-law Number	By-law Subject Matter
2015-05	Consolidates reserve fund by-laws.
2015-09	Establishes the reserve funds for park development, post-employment liabilities, municipal elections, and planning matters.
2016-08	Establishes the reserve fund for rate stabilization
2016-39	Establishes the reserve fund for deferred capital projects
2016-41	Establishes the reserve fund for roads department
2017-03	Establishes a cap for certain reserve funds
2018-27	Establishes a reserve fund for cannabis legalization expenses
2019-54	Removing the reserve fund for Deferred Capital Projects

- 4.02 **Force & Effect:** This By-law shall come into force and take effect on the date it is passed.

ENACTED AND PASSED IN COUNCIL THIS 17th day of November, 2021, as witnessed by the Corporate seal of the Corporation and the hands of its proper Officers duly authorized in that behalf.

THE CORPORATION OF THE
MUNICIPALITY OF NEEBING

Mayor

Clerk-Treasurer

SCHEDULE ONE to By-law 2021-046**Fire Department Reserve Fund (formerly in By-law 218-1992)**

1. Name: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Reserve for Fire Purposes".
2. Purpose: The purpose of this reserve fund is for the purchase of capital supplies and equipment for Neebing Emergency Services.
3. Designated Municipal Officer: The designated officer for this reserve fund is the Municipal Treasurer.
4. Initial Funding & Contribution Rules: This reserve fund was originally established in 1992 through the surplus funds from the 1991 departmental budget for the Neebing Fire Department after all outstanding bills had been paid. Other sums were added to this reserve year by year through Council resolution.

Further, any monies earned by the Neebing Volunteer Fire Department for helping fight forest fires on Crown land in the area that the Ministry of Northern Development, Mines, Natural Resources and Forestry is responsible for shall also be deposited into this Reserve fund or the Forest Fire Reserve Fund upon receipt.

This reserve fund was established in 2015 by rolling over the funds that had been assigned to this fund since it was established. Council will consider, annually, whether to place the departmental budget surplus into this account or whether to name some other sum and/or source of funds.
5. Withdrawal Rules: Withdrawals from this Reserve Fund require approval by Council resolution.

SCHEDULE TWO to By-law 2021-046**Forest Fire Reserve Fund (formerly By-law 547-2001)**

1. **Name**: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Forest Fire Fighting Fund".
2. **Purpose**: The purpose of this reserve fund is for helping to defray any cost associated with forest fire fighting in any areas that are the responsibility of the Municipality.
3. **Designated Municipal Officer**: The designated officer for this reserve fund is the Municipal Treasurer.
4. **Initial Funding and Contribution Rules**: This reserve fund was originally established in 2001 through the monies budgeted and in reserves as Forest Fire Reserves for the budget years 2000 and 2001. All interest earned by this reserve was also deposited in 2001 and every year thereafter.

Further, any monies earned by the Neebing Volunteer Fire Department for helping fight forest fires on Crown land in the area that the Ministry of Northern Development, Mines, Natural Resources and Forestry is responsible for shall also be deposited into this Reserve fund or the Fire Department Reserve Fund upon receipt.

This reserve fund was established in 2015 by rolling over the funds that had been assigned to this fund since it was established. Funding through interest earned and through forest fire fighting will continue to be placed into this account.

5. **Withdrawal Rules**: Withdrawals from, and additions to this Reserve Fund require approval by Council resolution.

SCHEDULE THREE TO BY-LAW 2021-046**Medical Bursary Reserve Fund (formerly By-law 747-2007, as amended)**

1. Name: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Medical Bursary Reserve Fund".
2. Purpose: The purpose of this reserve fund is helping any Neebing resident, or the relative of any Neebing resident, regardless of age, gender, religion, etc., to defray the costs of tuition fees for study at an approved post-secondary school in any human medical field of education. Preference to be given to students entering their first (1st) year of an accredited program. Non-residents of Neebing who are students related to residents of Neebing will be considered for the award, however, preference is given to students who are residents of Neebing.
3. Designated Municipal Officer: The designated officer for this reserve fund is the Municipal Treasurer.
4. Initial Funding & Contribution Rules: This reserve fund was originally established in 2001 through deposit of money received from the Pinewood Court Homes for the Aged. It was enhanced annually since then by the interest earned.

This reserve fund was established in 2015 by rolling over the funds that had been assigned to this fund since it was established.

5. Withdrawal Rules: Withdrawals from this Reserve Fund will be made annually to fund the award, based on the application process set out in Section 6 of this Schedule to By-law 2021-046. All withdrawals require approval by Council resolution.
6. Annual Competition: The process for the annual competition for this award is as follows:
 - a) Applicants must be Neebing residents, or relatives of Neebing residents, who will be attending post-secondary education in the September of their year of application in a human medical field;
 - b) There is no restriction on applicants based on age or any other category;
 - c) Applications are received annually, on or before August 1st;
 - d) Council shall consider the applications at a regular council meeting in August;
 - e) One applicant will be selected from amongst all who have applied based on the submission, with preference given to students entering their first year of an accredited program;
 - f) The submissions must include:
 - i. Proof of eligibility for application;
 - ii. Proof of registration at an accredited post-secondary institution in a program in any human medical health field;

- iii. An academic transcript from the prior year of study;
 - iv. The Applicant's work history and community volunteer history;
 - v. An essay (approximately 500 words in length) describing the reasons the Applicant chose the field of study that he or she is embarking upon; and
 - vi. Three references, including name and contact information, one for each of the categories: character reference, work reference & volunteer reference.
- g) Council will review the applications and score them from 1 to 10 on the basis of information provided, with 1 being the lowest possible score and 10 being the highest possible score.
- h) The Applicant receiving the highest rating will be given the award, which is to be presented at a Council meeting in September. If the Applicant is not enrolled in the program that he or she had intended to be enrolled in at the time the Application was made, the award will be forfeited, and Council may choose to make the award to the next highest rating applicant, or not to award the bursary in that year, as Council may decide.
- i) Award recipients are ineligible to apply for the award in subsequent years. Applicants who were not awarded the bursary may re-apply, provided they remain in school and meet the other qualifications.

SCHEDULE FOUR TO BY-LAW 2021-046**Landfill Reserve Fund (formerly By-law 966-2013)**

1. Name: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Landfill Reserve Fund".
2. Purpose: The purpose of this reserve fund is for future waste management costs.
3. Designated Municipal Officer: The designated officer for this reserve fund is the Municipal Treasurer.
4. Initial Funding and Contribution Rules: This reserve fund was originally established in 2013 through deposit of all tipping fees and fees from the sale of garbage bag tags.

This reserve fund was established for 2015 by rolling over the funds that had been assigned to this fund since it was established, and continuing to deposit tipping fee and bag tag sales revenues.

5. Withdrawal Rules: Withdrawals from this Reserve Fund will be used for upgrades and monitoring of the waste management sites, and will require approval by Council resolution.

SCHEDULE FIVE TO BY-LAW 2021-046**Building Department Reserve Fund (formerly By-law 2015-05, as amended)**

1. Name: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Building Program Reserve Fund".
2. Purpose: The purpose of this reserve fund is to fund the activities of the office of the Chief Building Official in years where the building permit revenue falls short of the program expenditures.
3. Designated Municipal Officer: The designated officer for this reserve fund is the Municipal Treasurer.
4. Initial Funding and Contribution Rules: This reserve fund was originally established in 2015 through the surplus in the 2014 departmental budget for the office of the Chief Building Official. The annual surplus of the program, if any, will be placed in the reserve fund.

The maximum dollar figure for this reserve fund is one- and one-half times the annual budget. When the maximum dollar figure has been reached, Council will review the building permit fee schedule to determine whether or not it continues to be appropriate and relevant.

5. Withdrawal Rules: Withdrawals from this Reserve Fund will be used to fund the departmental budget deficit, if any, and will require approval by Council resolution.

SCHEDULE SIX TO BY-LAW 2021-046**Information Systems Reserve Fund (formerly By-law 2015-05, as amended)**

1. **Name**: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Information Systems Reserve Fund".
2. **Purpose**: The purpose of this reserve fund is to provide a steady source of annual funding for anticipated cyclical electronic and information systems equipment replacement.
3. **Designated Municipal Officer**: The designated officer for this reserve fund is the Municipal Treasurer.
4. **Initial Funding and Contribution Rules**: This reserve fund is originally established in 2015 as a result of the requirement to expend significant funds in 2014 to refurbish the municipal office information systems network. The Municipality recognizes that information systems equipment has a finite life and that it is an essential part of the administrative functions of the Municipality.

This Reserve fund will be established through an initial deposit, determined through the budgeting process in 2015, and with annual deposits thereafter so that when large expenditures are required for regeneration of the equipment, the funds will be available without significant and unanticipated budgetary impact.

5. **Withdrawal Rules**: Withdrawals from, and additions to this Reserve Fund will require approval by Council resolution.

SCHEDULE SEVEN TO BY-LAW 2021-046**Parks and Recreation Reserve Fund (formerly By-law 2015-09, as amended)**

1. Name: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Parks and Recreation Reserve Fund."
2. Purpose: The purpose of this reserve fund is for the development of parks and recreational opportunities within Neebing. It is to provide for capital acquisitions and/or repairs. It is not intended for use for operational purposes.
3. Designated Municipal Officer: The designated officer for this reserve fund is the Municipal Treasurer.
4. Initial Funding and Contribution Rules: This reserve fund is established for 2015 by rolling over the funds that had been assigned to a "parks reserve" by the Corporation's auditors.

Parkland dedication fees payable in accordance with the Planning Act will be deposited into this Reserve Fund.

Council will consider, annually, whether to place additional dollars into this account.

5. Withdrawal Rules: Withdrawals from, and additions to this Reserve Fund require approval by Council resolution.

SCHEDULE EIGHT TO BY-LAW 2021-046**Reserve Fund for Post-Employment Liabilities (formerly By-law 2015-09, as amended)**

1. Name: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Post Employment Liabilities Fund".
2. Purpose: The purpose of this reserve fund is to provide funds to pay unused sick leave and/or accrued and unused vacation entitlement and/or accrued and unused overtime for employees who retire or leave the employ of the Corporation for any reason.
3. Designated Municipal Officer: The designated officer for this reserve fund is the Municipal Treasurer.
4. Initial Funding and Contribution Rules: This reserve fund was established in 2015 by rolling over the funds that had been assigned to a "sick leave reserve" by the Corporation's auditors.
5. Withdrawal Rules: Withdrawals from, and additions to this Reserve Fund require approval by Council resolution.

SCHEDULE NINE TO BY-LAW 2021-046**Reserve Fund for Ontario Land Tribunal Expenses (formerly By-law 2015-09, as amended)**

1. Name: The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Development Hearing Fund".
2. Purpose: The purpose of this reserve fund is to provide funding for consulting fees and other expenses that may arise due to appeals of the Corporation's planning decisions to the Ontario Land Tribunal in accordance with the Planning Act.
3. Designated Municipal Officer: The designated officer for this reserve fund is the Clerk-Treasurer.
4. Initial Funding and Contribution Rules: This reserve fund was established in 2015 by rolling over the funds that had been assigned to a "planning reserve" by the Corporation's auditors.
5. Withdrawal Rules: Withdrawals from, and additions to this Reserve Fund require approval by Council resolution.

SCHEDULE TEN TO BY-LAW 2021-046**Reserve Fund for Municipal Elections (formerly By-law 2015-05, as amended)**

1. **Name:** The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Municipal Election Reserve Fund".
2. **Purpose:** The purpose of this reserve fund is to provide funds required every four years to operate the Municipal Elections held in accordance with the Municipal Elections Act, 1996. All expenses associated with the election, including staffing and training costs, are intended to be paid through this Reserve Fund.
3. **Designated Municipal Officer:** The designated officer for this reserve fund is the Municipal Clerk.
4. **Initial Funding and Contribution Rules:** This reserve fund was established in 2015 by rolling over the funds that had been assigned to an "election reserve" by the Corporation's auditors. Council will consider annual additions to the fund in budget deliberations.
5. **Withdrawal Rules:** Withdrawals from, and additions to this Reserve Fund require approval by Council resolution.

SCHEDULE ELEVEN TO BY-LAW 2021-046**Reserve Fund for Tax Rate Stabilization (formerly By-law 2016-08)**

1. **Name**: The name of the reserve fund established by this Schedule to By-law 2021-046 is the “Rate Stabilization Reserve Fund”.
2. **Purpose**: The purpose of this reserve fund is to set aside funds to be used for future unanticipated expenditures or significant increases in regular expenditures. Funds from the reserve fund would be utilized either as an alternative to increasing the municipal tax rate, or to allow a smaller increase to the municipal tax rate than would otherwise have been possible.
3. **Designated Municipal Officer**: The designated officer for this reserve fund is the Municipal Treasurer.
4. **Initial Funding and Contribution Rules**: This reserve fund was established in 2016 by depositing into it the funds collected during 2015 which were surplus to the municipal budget.

Council will consider, annually, in considering the budget for the year, whether to contribute funds to this account.

Council will consider, annually, in considering the budget for the year, whether to use dollars from this account to pay expenditures during that year as an alternative to increasing the municipal tax rate.

5. **Withdrawal Rules**: Withdrawals from, and additions to this Reserve Fund require approval by Council resolution.

SCHEDULE TWELVE TO BY-LAW 2021-046**Reserve Fund for the Roads Department (formerly By-law 2016-041)**

1. **Name**: The name of the reserve fund established by this Schedule to By-law 2021-046 is the “Reserve for the Roads Department.”
2. **Purpose**: The purpose of this reserve fund is to hold monies in reserve in accordance with the Asset Management Plan, for refurbishing or replacing assets held for use by the Roads Department.
3. **Designated Municipal Officer**: The designated officer for this reserve fund is the Municipal Treasurer.
4. **Funding and Contribution Rules**: This reserve fund was funded in early 2016 through deposit of some funds relating to the Municipality’s accumulated surpluses over past years. Funds will be added to this account in accordance with the Asset Management Plan, as amended over time.
5. **Withdrawals**: Withdrawals from this Reserve Fund will be approved through approval of the annual budget and through the Asset Management Plan process for asset renewals or refurbishing approved for that year.

SCHEDULE THIRTEEN TO BY-LAW 2021-046**Cannabis Expense Reserve Fund (formerly By-law 2018-07)**

1. **Name:** The name of the reserve fund established by this Schedule to By-law 2021-046 is the "Cannabis Expense Reserve."
2. **Purpose:** The purpose of this reserve fund is to hold monies received from senior orders of government in reserve so that they may be readily made available to compensate the Corporation for such expenses as the Corporation encounters as a direct result of the legalization of cannabis by the federal government and the licencing and regulation of cannabis production and sale by the provincial government.
3. **Designated Municipal Officer:** The designated officer for this reserve fund is the Municipal Treasurer.
4. **Funding and Contribution Rules:** This reserve fund was funded in early 2019 through deposit of money provided by senior orders of government for the express purpose. Funds will be added to this account from time to time, when and if further money is made available for this express purpose.
5. **Withdrawals:** Withdrawals from this Reserve Fund may be approved only by resolution of Council.

March 2, 2026

Ms. Laura Jones
Deputy Clerk-Treasurer
Municipality of Neebing
4766 Highway 61
Neebing, ON P7L 0B5

Re: Municipality of Neebing's Investment Plan

Dear Ms. Jones:

At the February 26, 2026 meeting of the ONE Joint Investment Board ("the Board"), the Board approved the Municipality of Neebing's revised Investment Plan.

The following recommendations were adopted by the Board regarding the Municipality of Neebing's Investment Plan:

1. Receive the Municipality of Neebing's Investment Policy Statement (Attachment 1).
2. Receive the Municipality of Neebing's Municipal Client Questionnaire (Attachment 2).
3. Approve the Municipality of Neebing's proposed Investment Plan, with no change from Model E (Attachment 3).

I have attached a copy of the staff report and the approved Investment Plan for your information.

The video and minutes of the Board meeting have been posted on <https://www.oneinvestment.ca/onejointinvestmentboard/agendaandminutes>

Please contact Keith Taylor, Chief Investment Officer at ktaylor@oneinvestment.ca or (416) 677-0994 if you have any questions.

Sincerely,



Denis Kelly
Board Secretary, ONE Joint Investment Board

To: ONE Joint Investment Board
From: Keith Taylor, Chief Investment Officer, ONE Investment
Date: February 26, 2026
Re: Municipality of Neebing's 2026 Investment Plan
Report: ONE JIB 2026-002

1. RECOMMENDATIONS

It is recommended that the Board:

1. Receive the Municipality of Neebing's Investment Policy Statement
(Attachment 1)
2. Receive the Municipality of Neebing's Municipal Client Questionnaire
(Attachment 2)
3. Approve the Municipality of Neebing's proposed Investment Plan
(Attachment 3)

2. SUMMARY

The Municipality of Neebing has updated its Municipal Client Questionnaire (MCQ), providing information on its MNRI and the investment horizons associated with its reserve balances. Neebing's council has also reviewed its Investment Policy Statement (IPS) as part of the annual review process, making no changes. Neebing's IPS does not permit the use of long-term alternative investments.

A significant portion of MNRI has a very long investment horizon, but the Treasurer has also noted that about \$1.2 million of MNRI drawdowns may occur within the next 3 years. The recommended allocation reflects a relatively long average investment horizon and will accommodate liquidity needs that may arise over the next few years. It is possible that up to \$300,000 in drawdowns will be required to fund the purchase of firefighting equipment within the next 12 months, and the proposed investment plan will accommodate this drawdown if needed.

Overall, Neebing's circumstances have not changed significantly since the last Investment Plan was updated. Investment Model E continues to be recommended for Neebing, which has a 50% allocation to equities. A summary of the proposed investment allocation is shown below:

50% EQUITY MODEL (E)		
Asset Classes	Target Weight	Total Invested
Cash & Equivalent	0%	\$0
Canadian Fixed Income	37.5%	\$1,206,039
Global Fixed Income and Credit	12.5%	\$402,013
Canadian Equities	25%	\$804,026
Global Equities	25%	\$804,026
Alternatives	0%	\$0
Total	100%	\$3,216,104

3. BACKGROUND

Needing's annual review of its IPS resulted in no changes

Needing Council completed its annual review of the IPS on January 21, 2026, and reapproved it without any changes. The IPS addresses the option of long-term alternative investments, such as real estate and infrastructure, but Needing has chosen not to permit their use in Needing's allocation at this time.

Investment income can help provide Participating Municipalities with an additional source of revenue

Ontario municipalities are under growing pressure to deliver the infrastructure residents expect — recreation facilities, fire halls, roads, and libraries — while keeping property tax rate increases at a reasonable level. Balancing these expectations with available revenue sources is becoming increasingly difficult as costs rise and demand grows.

When funding for capital projects cannot be secured through other channels, such as government grants or the existing tax or rate base, municipalities often have no choice but to delay or scale back their plans or resort to debt financing. Under the *Municipal Act*, municipalities are prohibited from running an operating deficit, which further limits their ability to respond to these demands.

Earnings from municipal investments can make a meaningful difference. By applying these returns to capital costs, municipalities can reduce pressure on the tax base, maintain service levels, and advance key projects in a manner that is both financially sustainable and responsible.

In Needing, each one percent increase in property tax rates yields approximately \$33,000 in additional annual revenue. However, there are limits to how much municipalities can rely on tax increases to fund capital projects, which underscores the importance of investment income as a complementary source of funding.

Neebing's updated MCQ indicated that near-term drawdowns may be expected

The Treasurer has provided details of the time horizon associated with MNRI reserves, which have informed the allocation decisions in the Investment Plan. As shown in Table 1 below, more than half of Neebing's MNRI has an investment horizon that exceeds 10 years, with about one-third of the overall MNRI expected to be required within the next 5 years.

Table 1: Summary of the investment horizon of MNRI, from Table 3.1 of MCQ

Description (i.e. Funding Objective, Investment Purpose, or Municipal Reserve)	Total MNRI (\$ million)	Investment Horizon < 5 Years (\$ million)	Investment Horizon 5-10 Years (\$ million)	Investment Horizon >10 Years (\$ million)
Capital Projects	\$1,410,077	\$1,213,400	\$196,677	-
Long Term Contingencies	1,806,027	30,000	-	1,776,027
Total MNRI	\$3,216,104	\$1,243,400	\$196,677	\$1,776,027

Neebing anticipates meaningful drawdowns of MNRI annually through 2029

The Treasurer's analysis indicates that Neebing expects potentially significant reserve drawdowns in the coming years, including up to \$300,000 within the next 12 months. The municipality plans to purchase a tanker fire truck later this year, which may require a drawdown from the MNRI reserve to partially fund the purchase. Additional drawdowns may be required through 2029 to fund capital spending.

Table 2 below provides details of the anticipated contributions and withdrawals of MNRI in future years. These details are based on Table 3.3 of the MCQ and feedback from the Treasurer.

Table 2: Anticipated Cash Flow Projections, MNRI by year, adapted from Table 3.3 of MCQ.

	2026	2027-2028	2029	2030	2031-2035
Anticipated MNRI Drawdowns	(\$ 300,000)	(\$ 600,000)	(\$ 330,000)		(\$ 200,000)
Anticipated MNRI Contributions				\$50,000	\$500,000
Net change in MNRI	(\$ 300,000)	(\$ 600,000)	(\$ 330,000)	\$50,000	\$300,000

4. ANALYSIS

Neebing's Investment Plan accommodates both the anticipated need for near-term drawdowns and long-term (10+ year) investments

A review of Neebing's expected cashflows and expected future reserve balances was conducted as part of the annual review process. The Treasurer noted that drawdowns of

up to \$300,000 may be required in 2026, which has been reflected in the proposed investment plan. This drawdown may be utilized if Neebing purchases a new fire truck instead of a used truck – the municipality would prefer to buy a used truck.

Further MNRI drawdowns may be needed through 2029, mainly to support road “chip-sealing” projects. The precise cost of this road chip-sealing work will vary based on actual road conditions at the time the road work is completed. This makes the exact cost for this work difficult to project. The investment allocations assigned will be able to address any liquidity needs. Additionally, the municipality is finding that its roadways are lasting longer than predicted in the Asset Management Plan, which uses factors based on warmer climates with higher traffic. Currently, the biggest threat to their roadways is the weather and freeze/thaw cycles, which could prompt unexpected roadway repairs for small sections of roadway well before their planned rehabilitation in the asset management plan. The municipality intends to postpone road work wherever feasible, except when road conditions require immediate action.

The Municipality of Neebing has a relatively long investment horizon overall, with about half of its MNRI funds having an investment horizon of more than 10 years. These longer-term reserves include over \$700,000 in landfill-related funds, where planned expansions may extend landfill operations beyond 20 years.

The Investment Plan recommends Neebing’s MNRI remains invested in model E, which has a 50% allocation to equity within a well-diversified portfolio

The investment allocations proposed in the Investment Plan reflect Neebing’s relatively long investment horizon, with sizable near-term drawdowns anticipated. The Treasurer expects to resume contributing to MNRI after 2030 and feels that an allocation that includes the opportunity for longer-term growth is appropriate. The overall investment circumstances and investment horizon associated with municipal reserves remain largely unchanged vs. the 2025 Investment Plan, and the CIO continues to recommend that Neebing’s MNRI remain invested in Model E. This proposed allocation has a 50% exposure to equities, which is appropriate considering Neebing’s circumstances. For any withdrawals needed during the year, investments will be sold to maintain the allocation weights associated with Model E. This process may also include rebalancing the portfolio to ensure it aligns with the target asset allocation. Table 3 below provides some summary statistics of Model E and Table 4 further details Neebing’s investment allocations.

Table 3: Summary statistics for Model E

Summary Statistics	Model E	Notes:
Long-Term Return	6.4%	¹ Annual Downside Risk (CVaR95) represents the expected loss during the worst 5% of return outcomes. Hypothetical performance analyses are for illustrative purposes only and there is no guarantee that hypothetical returns or projections will be realized.
Annual Downside Risk ¹	-12.7%	
Annual Volatility	7.6%	
Sharpe Ratio	0.44	

Table 4: 50% Equity Model (E)

50% EQUITY MODEL (E)			
Asset Classes	Minimum (%)	Target Weight	Maximum (%)
Cash & Equivalent	0	0%	10
Canadian Fixed Income	25	37.5%	45
Global Fixed Income and Credit	0	12.5%	25
Canadian Equities	15	25%	35
Global Equities	15	25%	35
Alternatives	0	0%	0
Total		100%	

5. CONCLUSION

Neebing has a long investment horizon but anticipates drawing down about one-third of its MNRI over the next three years. The updated Investment Plan projects a possible in-year drawdown of up to \$300,000, with additional drawdowns expected through 2029. Neebing's overall circumstances and needs have largely remained unchanged over the last 12 months, so the allocation of its MNRI to Model E, with a 50% allocation to equities, remains appropriate. This proposed asset mix and fund allocation align with the investment objectives and risk preferences outlined in its IPS and MCQ, and they will provide sufficient liquidity for the municipality's needs over the next few years while offering potential for capital growth over time.

ATTACHMENTS

Attachment 1: Municipality of Neebing's Investment Policy Statement 2026

Attachment 2: Municipality of Neebing's Municipal Client Questionnaire 2026

Attachment 3: Municipality of Neebing's proposed Investment Plan 2026

Drafted by: Keith Taylor, Chief Investment Officer; Jennifer Hess, Manager Investment Services
 Approved by: Donna Herridge and Afshin Majidi (interim), Co-Presidents/CEOs

Attachment 1

INVESTMENT POLICY STATEMENT

FOR

THE CORPORATION OF THE MUNICIPALITY OF NEEBING (the
“Municipality”)

JANUARY 21, 2026

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The Corporation of the Municipality of Neebing

Investment Policy Statement

1. DEFINITIONS

The following capitalized terms are defined terms which have the meanings set out below:

Act: means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended from time to time.

Agent: means any administrator, Custodian, payment servicer, investment counsel, consultant, banker, broker, dealer or other service provider engaged or appointed by ONE JIB and authorized by ONE JIB to exercise any of the functions of ONE JIB pursuant to a written agreement, in the manner and to the extent provided in the Regulation and without limiting the generality of the foregoing, Agent includes ONE Investment, and the Sub-Investment Manager.

Alternative Assets: means investments outside traditional investments such as equities, fixed income, and cash which may include, hedge funds, private equity, natural resources, real estate and infrastructure. Alternative investments are typically less liquid than traditional investments, are appropriate only for allocations with a long investment horizon.

Asset Class: means a specific category of assets or investments, such as cash, fixed income, equities, alternative investments, real estate etc.

Asset Mix (or Asset Allocation): means the proportion of each Asset Class in a portfolio.

Authorizing By-law: means a by-law of the Municipality that authorizes it to invest its money and investments that it does not require immediately in the OCIO offering of ONE JIB pursuant to section 418.1 of the Act, to approve various documents, the entering into of agreements including a Prudent Effective Date Agreement and the delegation of certain powers and duties to ONE JIB/ONE Investment.

Benchmark: means an index that is representative of a specific securities market (e.g. the S&P/TSX Composite Index, the FTSE/TMX 91 Day T-bill Index, etc.) against which investment performance can be compared. Performance benchmarks refer to total return indices in Canadian dollar terms.

CHUMS Financing Corporation (CHUMS): means a subsidiary of Municipal Finance Officers' Association of Ontario (MFOA) which, in conjunction with LAS, established ONE Investment.

CFA Institute: refers to the global, not-for-profit professional association that administers the Chartered Financial Analyst (CFA) and the Certificate in Investment Performance Measurement (CIPM) curricula and examination programs worldwide, publishes research, conducts professional development programs, and sets voluntary, ethics-based professional and performance reporting standards for the investment industry.

Custodian: means a specialized financial institution that is responsible for safeguarding a municipality's investments and is not engaged in "traditional" commercial or consumer/retail banking. Global custodians hold securities for their clients in multiple jurisdictions around the

world, using their own local branches or other local custodian banks ("sub-custodians" or "agent banks").

Designated Funds means source(s) of money in which the Municipality may have an indirect interest but which the Municipality currently has no authority to invest. Designated Funds are listed in Schedule B of this IPS.

Diversification: means a risk management technique that mixes a variety of investment types within a portfolio to help mitigate portfolio risk. A diversified portfolio holds different kinds of investments to improve the risk adjusted returns.

Derivative: means a contract between two or more parties whose value is based on an agreed-upon underlying financial asset (like a security) or set of assets (like an index). Common underlying instruments include bonds, commodities, currencies, interest rates, market indexes, and stocks.

Environmental, Social and Governance (ESG) Investing: means considering and integrating ESG factors into the investment process, rather than eliminating investments based on ESG factors alone. Integrating ESG information can lead to a more comprehensive analysis of a company.

External Portfolio Managers: means external third-party investment management firms whose investment offerings are accessed by ONE JIB directly or through services provided to a Pooled Fund. External Portfolio Managers are agents authorized by ONE JIB in accordance with Part II of the Regulation.

Internal Controls: means a system of controls that may include authorities, policies, procedures, separation and segregation of duties, compliance checks, performance measurement and attribution, reporting protocols, measures for safekeeping of property and data, and the audit process.

Investment Plan: means the investment plan applicable to the MNRI and adopted by ONE JIB under the Regulation, as it may be amended from time to time.

Investment Policy Statement (IPS): means the investment policy applicable to the Municipality's investments adopted and maintained by the Council of the Municipality for MNRI under the Regulation, and for MRI, as the same may be amended from time to time. The IPS may also apply to the money and investments held by the Municipality for the benefit of persons other than the Municipality itself and may make reference to source(s) of money in which the Municipality may have an indirect interest but which the Municipality has no authority to invest.

JIB: is short for Joint Investment Board and means a joint municipal service board that is established under section 202 of the Act by two or more municipalities for the purposes of Part II of the Regulation.

Legal List Securities: means the securities and other investments and financial instruments that are included from time to time in Part I of the Regulation.

Leverage: means an investment strategy of using borrowed money—specifically, the use of various financial instruments or borrowed capital—to increase the potential return of an investment. Typically leverage also tends to increase investment risks.

Liquidity: means the ability to turn an investment into cash relatively quickly, without a substantial loss in value. For example, a savings account is more liquid than real estate.

Local Authority Services (LAS): means an entity which, in conjunction with MFOA/CHUMS, established ONE Investment.

Local Distribution Corporation or LDC: means a corporation incorporated under Section 142 of the *Electricity Act, 1998*.

Market Value: means the price at which a security is trading and could presumably be sold. Also known as Fair Value it represents the current value of the investment.

Maturity: means the date upon which the principal or stated value of an investment becomes due.

Money not Required Immediately (MNRI): means the money that is not required immediately by the Municipality that will be under the control and management of ONE JIB and as defined in this IPS that will be invested in accordance with the Prudent Investor Standard.

Money Required Immediately (MRI): means the money that is required immediately by the Municipality that remains under the control and management of the Municipality and, that can be invested in accordance with the Legal List Securities or other applicable legislation.

Municipal Services Corporation (MSC): means a corporation established under section 203 of the Act in accordance with the applicable regulation (Ontario Regulation 599/06).

Municipality: means the Corporation of the Municipality of Neebing.

OCIO Offering: means the comprehensive investment program made available through ONE Investment as agent for ONE JIB, where a qualified investment manager is engaged to advise a Participating Municipality with regard to the investment of the Participating Municipality's MNRI and to invest and manage such MNRI in accordance with the terms and conditions set out in the ONE JIB Agreement.

ONE Investment: means the not-for-profit corporation established by CHUMS and LAS which provides certain management, administrative and other services to ONE JIB as its agent.

ONE JIB: means ONE Joint Investment Board, established by certain founding municipalities under section 202 of the Act as a JIB for purposes of Part II of the Regulation, which is the duly appointed JIB for the Municipality, as constituted from time to time and which acts in accordance with the Act, the Regulation, the ONE JIB Agreement, including the Terms of Reference, this IPS and the Investment Plan.

ONE JIB Agreement: means the agreement effective as of the Prudent Effective Date, entered into in accordance with the requirements of the Regulation, pursuant to which ONE JIB has control and management of the Municipality's MNRI.

Participating Municipality: means from time to time each of the municipalities for whom ONE JIB acts as the JIB under the terms of the ONE JIB Agreement.

Pooled Fund: means a unit trust established under a trust instrument, generally not available to the public, in which institutional, sophisticated or high net worth investors contribute monies that are invested and managed by an External Portfolio Manager. Monies are pooled or combined with monies of other investors.

Portfolio: means any collection of funds that are grouped together and available to support the infrastructure needs of the Municipality.

Proxy Voting: means a legal transfer to another party of a shareholder's right to vote thereby allowing shareholders who cannot attend meetings to participate. External Portfolio Managers usually vote proxies on behalf of their clients.

Prudent Effective Date: means the mutually agreed-upon date by the Municipality and ONE Investment on which the prudent investor regime applies to the Municipality. The Prudent Effective Date shall be on or after ONE JIB approves the Municipality as a participating municipality.

Prudent Effective Date Agreement: means an agreement entered into by the Municipality and ONE Investment that sets out the day on which the prudent investor regime starts to apply to the Municipality

Prudent Investor Standard: means the standard that applies when the Municipality invests money that it does not require immediately under section 418.1 of the Act. It requires the Municipality to exercise the care, skill, diligence and judgment that a prudent investor would exercise in making such an investment and the standard does not restrict the securities in which the Municipality can invest. The Prudent Investor Standard applies the standard of prudence to the entire portfolio in respect of the Municipality's MNRI rather than to individual securities. It identifies the fiduciary's central consideration as the trade-off between risk and return as found in the CFA Institute Standards of Practice Handbook.

Rebalancing: means the process of realigning the weightings of a portfolio of assets. Rebalancing involves periodically buying or selling securities in a portfolio to maintain an original or desired level of asset allocation or risk.

Regulation: means Ontario Regulation 438/97.

Restricted Special Assets: means investments specified by this IPS and held by the Municipality as of the Prudent Effective Date, where ONE JIB is not able to exercise control. Restricted Special Assets are listed in Schedule A of this IPS and are not considered to be MNRI.

Risk: means the uncertainty of future investment returns or chance of loss of capital.

Risk Tolerance: means the financial ability and willingness to absorb a loss in return for greater potential for gains.

Safekeeping: means the holding of assets (e.g., securities) by a financial institution.

Securities Lending: means lending a security to another market participant. The borrower is required to deliver to the lender, as security for the loan, acceptable collateral with value greater than the value of the securities loaned. The Securities Lending program is managed by the Custodian or another appointed agent on behalf of investors. A Securities Lending program is widely used by institutional investors to generate additional incremental returns on the total portfolio.

Sinking Fund: means a fund established to fulfil the requirements to make annual contributions in respect of various debenture issues wherein money is to be regularly set aside for the payment of the principal of the debentures at maturity.

Sinking Fund Required Contributions (Annual Sinking Fund Requirement): means the amount of money to be set aside each year for deposit into a sinking fund or a retirement fund, as applicable, for each sinking fund debenture issue in accordance with the Municipality's debenture by-laws.

Sinking Fund Required Earnings: means the investment earnings needed for the Sinking Fund Contributions to continue to grow to a value sufficient to repay the principal at maturity for each issue of sinking fund debentures.

Sinking Fund Excess Earnings: means the investment earnings in excess of the required earnings.

Sub-Investment Manager: means an asset management firm or investment consultant, acting as a sub-investment manager for ONE JIB that provides investment advice and professional services and is involved in the implementation and operational aspects of the OCIO Offering, and that has full responsibility for the investment and management of a Participating Municipality's MNRI through ONE Investment, based on an IPS approved by the Council of the municipality.

Third-Party Trust Funds means money over which the Municipality exercises both management and policy control but whose assets are not owned by the Municipality. These funds are governed by a variety of agreements and, in some cases, by legislation. Some funds may have externally mandated investment policies, and some may have investment policies that are determined by the Municipality. Third-Party Trust Funds are listed in Schedule B of this IPS.

Trust Fund: means a fund which consists of assets that have been conveyed or assigned to a trustee to be administered as directed by agreement or statute. As a result, a trustee holds title to the assets for the purpose of providing benefits, and being accountable, to a beneficiary. The Municipality is the trustee of funds that are to be used for specific purposes by the Municipality or any related parties.

2. PURPOSE AND LEGISLATIVE FRAMEWORK

2.1 Purpose of Policy

This IPS governs the investment of the Municipality's MNRI and MRI. It is intended, among other things, to direct the Clerk-Treasurer in the investment of MRI and to direct ONE Joint Investment Board (ONE JIB) in the investment of MNRI by implementing the Authorizing By-law 2021-045 pursuant to which the Municipality authorized the establishment of guidelines for the prudent management of the Municipality's MNRI pursuant to section 418.1 of the Act.

In addition to the Municipality's MRI and MNRI, the Municipality is from time to time entrusted with the management of money and investments for a third-party beneficiary, or Third-Party Trust Funds. The Municipality's Third-Party Trust Funds are listed in Schedule B of this IPS.

There are also source(s) of money in which the Municipality may have an indirect interest but which the Municipality currently has no authority to invest. Such source(s) of money, referred to in this IPS as "Designated Funds", are listed in Schedule B of this IPS. The Designated Funds and the Restricted Special Assets, listed in Schedule A of this IPS, are identified in this IPS for the sole purpose of enabling the Municipality to better see, on an aggregated basis, the various financial assets in which the Municipality has an interest.

ONE JIB is not responsible for the investment activities or performance of Third-Party Trust Funds, Designated Funds or Restricted Special Assets.

The goals of this IPS are to:

- Define and assign responsibilities for investment of MRI and MNRI;
- Describe the Municipality's responsibilities with respect to Restricted Special Assets, Third-Party Trust Funds and Designated Funds;
- Ensure compliance with the applicable legislation;
- Direct ONE JIB as to the Municipality's investment goals and risk tolerance;
- Provide guidance and limitations regarding the investments and their underlying risks;
- Establish a basis of evaluating investment performance and the underlying risks; and,
- Establish a reporting standard to Council.

This IPS applies to employees of the Municipality, to ONE JIB and to the employees of ONE Investment. ONE JIB, the Clerk-Treasurer, and any agent, sub-investment manager, or advisor providing services to ONE JIB in connection with the investment of the portfolio shall accept and strictly adhere to this IPS.

2.2 Governing Legislation

Investments of MRI will only be made in Legal List Securities in accordance with this IPS and Section 418 of the Act. Investments of MNRI are governed by the Prudent Investor Standard in accordance with Section 418.1 of the Act. This standard is similar to that which governs trustees and pension fund administrators and creates a fiduciary responsibility. Prudent investment in compliance with the Act and the Regulation enhances the potential for the Municipality to earn improved risk-adjusted rates of return.

The Act provides that the Municipality, and therefore ONE JIB, must consider the following criteria in planning investments of MNRI, in addition to other criteria relevant to the circumstances:

- General economic conditions;
- The possible effect of inflation or deflation;

- The role that each investment plays within the Municipality's total portfolio of investments;
- The expected total return from income and the appreciation of capital; and
- Needs for liquidity, regularity of income and preservation or appreciation of capital.

Money and investments that the Municipality holds as Restricted Special Assets, Third-Party Trust Funds or has an interest in as Designated Funds will be subject to applicable legislation and any related agreements or instruments.

2.3 Prudent Investor Standard

For MNRI, the standard to be used by the Municipality and ONE JIB shall be the Prudent Investor Standard as required by section 418.1 of the Act and Part II of the Regulation in the context of managing the Municipality's MNRI and investments thereof. Investments shall be made with the care, skill, diligence, and judgment, taking into account the prevailing circumstances, that persons of prudence, discretion and integrity would exercise in the management of investments, considering the necessity of preserving capital as well as the need for income and appreciation of capital. The Act includes a duty to obtain the advice that a prudent investor would obtain under comparable circumstances.

Officers, employees and investment agents acting in accordance with written procedures and the IPS and exercising due diligence shall take all necessary actions to optimize performance of investments on a portfolio basis, taking into account the prescribed risk and other parameters set out in this IPS and market factors. The Municipality's staff acting in accordance with written procedures and this IPS, shall be relieved of personal responsibility for an investment's performance, provided underperformance relative to expectations is reported to Council and the liquidation or sale of investments is carried out in accordance with this IPS.

3. MONEY REQUIRED IMMEDIATELY AND MONEY NOT REQUIRED IMMEDIATELY

3.1 Determination of MNRI and MRI

Determination of the Municipality's MNRI is the responsibility of Council. In making the determination, Council may consider:

- the time horizon within which the monies are needed to meet financial obligations;
- the purpose for which the monies have been collected or set aside and are to be used;
- the source of the money; or
- any combination of the foregoing

The Municipality has defined MNRI as money from the municipality's own reserves, reserve funds and current ONE Investment investments that will not be required to meet financial obligations that become due more than two calendar years from the date of

receipt of such money. The purpose of the money is to fund the municipality's future capital, operational, and contingency needs.

For certainty, all money and investments of the Municipality that have not been identified as MNRI (other than Restricted Special Assets, Third-Party Trust Funds and any Designated Funds referenced in Section 2.1) shall be deemed for purposes of this IPS to be MRI.

Determination of the Municipality's MNRI and MRI may be modified at any time and from time to time by action of Council and with respect to specific money by the Clerk-Treasurer in accordance with the provisions of Section 6.2.

Any changes in this IPS regarding the Municipality's MNRI and MRI must be communicated immediately in writing to ONE JIB.

3.2 Overview of Portfolios

The Municipality's portfolios represent funds available to support Municipal needs. A high-level description of each of these portfolios and their objectives is provided in Section 5 below. This IPS applies to the following money of the Municipality, its agencies, boards and commissions including:

- MRI which is invested in Legal List Securities; and/or
- MNRI which is invested under the Prudent Investor Standard.

4. ROLES AND RESPONSIBILITIES

4.1 Role of ONE JIB

ONE JIB has been appointed by the Municipality in accordance with the requirements of the Act and the Regulation and on the terms and conditions set out in the ONE JIB Agreement (Appendix 1).

ONE JIB exercises control and management of the Municipality's MNRI and the investments made by it in accordance with the objectives and risk tolerance established in this IPS.

Among the responsibilities of ONE JIB are the following:

- Reviewing this IPS;
- Adopting and maintaining an Investment Plan that complies with this IPS;
- Engaging Custodians, administrators and other investment professionals (i.e. Agents);
- Allocating the money and investments under its control and management in compliance with this IPS;
- Monitoring the performance of the OCIO Offering and Agents; and,
- Reporting to the Municipality.

The foregoing is subject to the more detailed terms and conditions contained in the ONE JIB Agreement.

4.2 Role of Municipal Staff

This IPS is approved and adopted by Council with input from the Clerk-Treasurer, and from ONE JIB with respect to MNRI. MRI of the Municipality, in addition to any Third-Party Trust Funds, Designated Funds and Restricted Special Assets referenced in Section 2.1, remain under the control and management of the Clerk-Treasurer.

Consistent with this IPS, the Clerk-Treasurer is responsible for the implementation of the investment program and the establishment of investment procedures which shall include:

- Investment management of MRI and any Third-Party Trust Funds, Designated Funds and Restricted Special Assets referenced in Section 2.1 by, or under the direction of, the Clerk-Treasurer;
- The deposit or withdrawal of MNRI, under the explicit delegation of authority regarding MNRI, and the investment thereof, to ONE JIB, which is responsible for the control and management of such funds and investments; and,
- A system of controls exercised by the Clerk-Treasurer to regulate the activities of Deputy Clerk-Treasurer.

No person including, without limitation, ONE JIB, may engage in an investment transaction except as provided under the terms of this IPS.

In the management of MRI of the Municipality, and any Third-Party Trust Funds, Designated Funds and Restricted Special Assets referenced in Section 2.1, the Clerk-Treasurer may engage one or more agents and service providers. ONE Investment can assist with the investment of the Municipality's MRI, in Legal List Securities, and with the investment of Third-Party Trust Funds, in accordance with the terms of the applicable trust, if permitted, at the request of the Municipality.

4.3 Ethics and Conflicts of Interest

Individuals who are responsible for the Municipality's MRI Investment Portfolio shall comply with the Municipality's Conflict of Interest guidelines and any relevant professional codes of conduct (e.g., the CPA Code of Professional Conduct).

ONE JIB, in its capacity as a joint municipal service board, in addition to being a local board of each member Municipality is subject to a Code of Conduct as required by the Act. This Code of Conduct applies to the Chair and the other Members of ONE JIB acting in their capacity as Members of ONE JIB.

5. INVESTMENT

5.1 MRI

The Municipality's MRI is described in this IPS consists of money that is needed to meet the short-term financial obligations of the Municipality and are controlled and managed by the Clerk-Treasurer.

5.1.1 Investment Objectives

The main focus of the investment of MRI is cash management, and the interest income generated by the investment of these monies contribute to municipal revenues. To the extent possible, the Municipality shall attempt to match its investments with anticipated obligations.

Capital preservation is the paramount objective for MRI investments, and these investments need to be highly liquid. Consequently, only high-quality investments that are also Legal List Securities will be held in this portfolio. The Municipality may invest in fully liquid money market securities and deposit accounts. The Municipality aims to maximize returns subject to the constraints set out in Part I of the Regulation, as amended from time to time, with a view to preserving capital and to further manage risk through diversification by issuer and credit quality.

The investment objectives for MRI, ranked in priority, are as follows:

a) Security of Principal

The primary objective for MRI is to ensure the security of principal. To minimize the risk of loss, investments shall be subject to minimum credit ratings and shall be diversified by maturity, type of investment and issuer. Investing activities will be reviewed on a regular basis as actual, revised and forecasted operating and capital plans are completed. Maturity dates should be structured so that investment cash inflows occur when needed.

b) Liquidity Requirements

Liquidity is measured by the ease with which securities can be converted to cash to meet forecasted spending. The investments that are eligible under the Regulation possess different features and thus market prices will vary depending on market conditions, as well as the particular features of the type of investment.

To ensure adequate liquidity, the Municipality's investments shall be diversified by holding securities of various terms to maturity and by various types of investments and issuers and to the extent possible, the term of such investments shall match the forecasted requirements for such monies to meet expenditures.

c) Rate of Return

The Municipality's money shall be invested to maximize the rate of return within acceptable risk levels while respecting the security of principal, legal constraints and the liquidity needs of each investment portfolio.

The composition of each portfolio, including its term to maturity and type of investments, shall be adjusted within the guidelines of this IPS to take advantage of market opportunities. Such changes shall be made with the periodic interest rate outlook and target portfolio structure approved by the Treasurer.

5.1.2 MRI: Eligible Investments

MRI may be invested in high quality, investments that are also Legal List Securities available from banks, dealers and other financial institutions. Investments issued or

guaranteed by approved institutions will be permitted by this IPS, as deemed eligible by the Regulation or as authorized by subsequent provincial regulations. Investments will be limited to securities issues maintaining a minimum credit rating by an appropriate credit rating agency.

Eligible investments include, but are not limited to, the following offerings by ONE Investment:

- ONE Investment High Interest Savings Account; and
- ONE Investment Canadian Government Bond Portfolio

Investment in the foregoing is subject to the Municipality entering into the prescribed Agency Agreement with LAS and CHUMS.

5.2 MNRI

The Municipality's MNRI is described in Section 3.1. In accordance with the ONE JIB Agreement and this IPS, ONE JIB has exclusive control and management of the MNRI and the investments made therewith.

From time to time, the Municipality may require money immediately to meet financial obligations and may require ONE JIB to liquidate one or more investments in order to generate money to meet those obligations. ONE JIB will select the investment(s) to be liquidated. The timing of such liquidation will be determined by ONE JIB in consultation with the Clerk-Treasurer.

5.2.1 MNRI: Investment Objectives

In setting the objectives noted below, the Municipality has taken into account the following considerations:

- Preservation of capital;
- Adequate liquidity that takes into account the needs of financial obligations and reasonably anticipated budgetary requirements;
- Diversification by asset class, market, sector, issuer, credit quality and term to maturity;
- Income and capital appreciation; and,
- Macro risks, such as inflation, economic growth and interest rates.

Investment of MNRI is managed by ONE JIB in a way that balances investment objectives, expected returns, and risk to develop asset allocations that achieve the Municipality's financial objectives within stated risk tolerances.

The overall MNRI portfolio investment horizon shall be in line with the nature of the Municipality's forecasts and underlying liabilities. The portfolio should balance risk and the benefits of higher expected returns over a longer investment horizon.

Investment of MNRI is to be managed by ONE JIB in a way that balances the investment objectives with a level of risk that is appropriate for the municipality. The MNRI invested

with ONE JIB will be broadly diversified to help reduce the volatility of investment returns. Returns have an impact on revenues, as well as a longer-term impact on future years' budgets and should, at a minimum, keep pace with inflation. To the extent possible, the MNRI's investment horizons are aligned with the Municipality's obligations and cash flow requirements and may consist of liquid and non-liquid securities based on future cash flow requirements.

5.2.2 MNRI: Eligible Investments

Eligible investments for MNRI include any Pooled Fund or other collective investment vehicle or institutional investment management product approved or selected by ONE Investment for the Prudent Investment Program (OCIO Offering), provided always that the products and the selection of products comply in all material respects with the IPS.

Additionally, nothing in this IPS prevents MNRI from being held in cash, short term money market instruments, including treasuries or overnight deposits.

5.2.3 MNRI: Sinking Funds

Not Applicable to this Municipality

5.2.4 Local Distribution Corporation (LDC) and Municipal Services Corporation (MSC) Securities

Not Applicable to this Municipality

5.2.5 Restricted Special Assets

With the exception of the Municipality's investments held in the ONE Investment Legal List Portfolios specified below, all existing assets, listed in Schedule A of this IPS and held by the Municipality on the Prudent Effective Date, shall be considered to be Restricted Special Assets, and shall *not* be held by ONE JIB as MNRI. The Treasurer may choose to liquidate these investments and determine that the proceeds are MNRI, to be invested as per this IPS and the approved ONE JIB Investment Plan.

For certainty, Restricted Special Assets are not MNRI of the Municipality, and such assets are not under the control or management of ONE JIB.

The ONE Investment Legal List Portfolio Investments, held by the Municipality, shall be considered to be MNRI and transferred to ONE JIB to be invested as MNRI, unless deemed by the Municipality to be MRI.

5.3 Third-Party Trust Funds and Designated Funds

In addition to the Municipality's own money, the Municipality is from time to time entrusted with Third-Party Trust Funds, and the Municipality's responsibilities and obligations with respect thereto may be subject to other legislation and governed by other agreements and instruments. To the extent that there is any conflict or inconsistency between the provisions of this IPS and the terms and conditions contained

in such other legislation, agreements or instruments applicable to Third-Party Trust Funds, the latter shall prevail.

The Municipality's Third-Party Trust Funds, the Designated Funds are listed in Schedule B.

For certainty, the Third-Party Trust Funds and the Designated Funds are not MNRI of the Municipality, and such assets are not under the control or management of ONE JIB.

5.4 Investment Management

5.4.1 Investment Management of MRI

The investment of MRI shall be controlled and managed by the Clerk-Treasurer.

5.4.2 Investment Management of MNRI

The investment of MNRI shall be controlled and managed by ONE JIB in accordance with this IPS and the ONE JIB Agreement.

The selected Sub-Investment Manager shall enter into an agreement with ONE Investment related to the OCIO Offering, that complies with this IPS and Part II of the Regulation and will provide compliance and performance reports to ONE JIB and One Investment. ONE JIB shall make any investment management changes deemed in the best interest of the Municipality.

5.5 Transition to Prudent Investor Regime / OCIO Offering

Until the Prudent Effective Date, the Municipality will continue to control and manage its MRI, MNRI and investments in Legal List Securities. Some Legal List investments were made with MRI and some with MNRI.

During the transition to the OCIO Offering the Chair and Vice-Chair of ONE JIB have discretionary power to approve temporary investments recommended by the Sub-Investment Manager that may not be expressly described in this IPS but are, in the opinion of the Chair and Vice-Chair, in the best interests of the Municipality and are entirely consistent with their fiduciary obligations to the Municipality.

All MNRI that is not Third-Party Trust Funds, Designated Funds or Restricted Special Assets shall be provided to ONE JIB on the Prudent Effective Date.

5.6 Investment Constraints

5.6.1 Environmental, Social and Governance (ESG) Investing

The Municipality supports ESG investing for MRI and MNRI. The Municipality believes that well-managed companies are those that demonstrate high ethical and environmental standards and respect for their employees, human rights, and the communities in which they do business, and that these actions contribute to long term financial performance.

For the investment of MRI, the Municipality has chosen to monitor the developments of ESG factors and will reconsider its approach to ESG investing for the MRI Investment Portfolio as and when appropriate to do so.

For the investment of MNRI, ONE JIB is required to explore and consider how the OCIO is implementing responsible investing principles at the time of hiring and during periodic reviews. It may report on results periodically, if requested.

5.6.2 *Securities Lending*

For the investment of MRI, Securities Lending is not permitted.

For the investment of MNRI, the Municipality may invest in pooled funds, and other investment funds that are managed by the Sub-Investment Manager who may engage in Securities Lending if the policies of the OCIO permit such an action.

5.6.3 *Derivatives*

Derivatives shall not be used for the investment of MRI.

For the investment of MNRI, futures and forwards contracts, options and other derivative instruments may only be used to (a) create an asset mix position that does not leverage the portfolio, (b) replicate the performance of a capital market index, or (c) reduce risk as part of a hedging strategy

5.6.4 *Use of Leverage*

Nothing in this IPS prevents the use of leverage, provided it is prudent to do so. Leverage is inherent in the use of certain types of investment strategies and instruments. Where leverage is employed, ONE JIB (for MNRI) and the Clerk-Treasurer (for MRI) shall have in place monitoring procedures to manage overall exposure to any counterparty. Leverages should not be exercised for speculative purposes but may be used as a hedging tool.

5.6.5 *Pooled Funds*

Investments in open-ended pooled funds, closed-ended pooled funds, limited partnerships and other specialist corporate structures (e.g. LLCs), are permitted provided that the assets of such funds are permissible investments under this IPS or provided that any non-permitted investments are disclosed by the Sub-Investment Manager. Within pooled funds, the External Portfolio Manager's policies will take precedence over this IPS.

5.6.6 *Currency Hedging*

The MRI Investment Portfolio will not utilize currency hedging.

The Municipality's funding requirements are in Canadian dollars. However, some exposure to foreign currencies in the MNRI Investment Portfolio may be advantageous to provide diversification and potentially enhance returns. Therefore, it shall not be a violation of this IPS for investments in global mandates to be unhedged, in whole or in

part, where the diversification benefits embedded in the currency exposure are considered to be beneficial or desirable by ONE JIB.

5.6.7 *Alternative Asset Classes*

The applicable legislation does not prevent the direct / indirect placement of the MNRI in Alternative Assets Classes; this IPS restricts investments in alternative investments for the purpose of management of MNRI under ONE JIB.

Alternative Asset Classes, such as infrastructure or real estate, may have uncorrelated return characteristics with traditional Asset Classes that may improve diversification within the portfolio, which may lead to better risk adjusted returns. Typically, these investments may not be fully liquid, and are only appropriate for inclusion in portfolios with long investment horizons.

5.6.8 *Prohibited Investments*

Not Applicable

5.7 Performance Monitoring, Rebalancing and Management

5.7.1 *MRI*

The performance benchmarks may vary from time to time, as decided by the Treasurer, subject to the investment constraints listed in the IPS. The Clerk-Treasurer shall monitor the performance, rebalance asset mix and manage MRI in a manner that achieves the investment objectives set out in this IPS.

5.7.2 *MNRI*

For the investment of MNRI, ONE JIB shall establish parameters for monitoring investments and rebalancing through policy or directly within the Investment Plan.

Investments are expected to achieve returns at least equal to their benchmarks measured over a rolling five-year period. At minimum, ONE JIB shall provide reporting described in Section 6.7 below that shows the Municipality's holdings, confirms compliance with this IPS, and reports on the Sub-Investment Manager's performance.

6. ADMINISTRATIVE POLICIES

6.1 Flow of Money and Annual Municipal Budget

6.1.1 *Transfer to ONE JIB as Part of Annual Review Process*

On an annual basis, as part of the Municipality's Annual Review process, the Municipality shall identify the amount, if any, of MNRI that it holds. Any MNRI not already under the control and management of ONE JIB shall be transferred to ONE JIB as soon as practicable.

6.1.2 Transfer to Municipality as Part of Annual Review Process

On an annual basis, ONE JIB shall be notified by the Clerk-Treasurer as to the amount, if any, required by the Municipality from the MNRI then under the control and management of ONE JIB for the Municipality's operational purposes. Such amount shall be deemed to be MRI and shall be returned to the Municipality in a lump sum or by way of periodic payments, as directed by the Clerk-Treasurer.

6.2 Flow of Money Otherwise than through the Budget Process

6.2.1 Surplus Funds

The MRI captures revenues received by the Municipality during each year after the approval of the Municipality's budget for the year. Any amounts deemed to be MNRI by the Treasurer at any such time during the year shall be transferred to ONE JIB to be under its management and control as MNRI. Amounts so transferred will be recorded annually in the Investment Plan and allocated by ONE JIB in accordance with the Investment Plan.

6.2.2 Contingencies

The Clerk-Treasurer is authorized to direct ONE JIB to return any amounts determined by the Clerk-Treasurer to be required to meet expenditures for unexpected contingencies not anticipated by the Municipality's budget in force for that year, provided however that the aggregate of the amounts to be returned to the Municipality under this Section 6.2.2 during the year shall not exceed 25% of the MNRI under the control and management of ONE JIB as at the date that the Municipality approved its budget for the year (the Budgeted MNRI). In determining the Budgeted MNRI for purposes of calculating the 25% limit, any MNRI to be transferred to the control and management of ONE JIB in accordance with that year's Annual Review pursuant to Section 6.1.1 above shall be included and any amount to be returned by ONE JIB to the Municipality pursuant to Section 6.1.2 shall be excluded. ONE Investment should be made aware of material transactions in advance to ensure the orderly sale of securities to fund withdrawals.

6.3 Valuation of Investments

Investments shall be valued according to the values provided by the Custodian(s). For the investment of MNRI, values of unitized vehicles shall be valued according to the unit values published by the Custodian. Other investments shall be valued at their market value when that is available from regular public trading. If a market valuation of an investment is not available, then a fair value shall be supplied by the Sub-Investment Manager to ONE Investment no less frequently than quarterly.

6.4 Voting Rights

The Sub-Investment Manager shall assume the responsibility of exercising voting rights in respect of the Municipality's MNRI and will report its voting policies to ONE JIB annually. The Municipality may access these policies at any time.

6.5 Internal Controls

The Clerk-Treasurer shall establish an annual process of review of all investments made under this IPS. This review will provide internal control by assuring compliance with governing legislation and with policies and procedures established by the Clerk-Treasurer. To the extent ONE JIB's input is needed, these requirements will be communicated in advance to ONE JIB.

6.6 Custodians

All municipal investments and assets of the investment portfolios may be held by a Custodian and any of the Custodian's sub-custodians or nominees. For MNRI, the Custodian shall be acceptable to ONE Investment. For MRI the Custodian shall be acceptable to ONE Investment, if ONE Investment is administering the investment of the Municipality's MRI; otherwise, the Custodian shall be acceptable to the Municipality.

6.7 Reporting

6.7.1 MRI

For the investment of MRI, the Clerk-Treasurer shall report at least annually to Council, the report to be in a form and contain such content as Council may request. The report to Council shall include investment performance during the period covered and any other information required under the Regulation and that the Clerk-Treasurer may consider to be pertinent.

6.7.2 MNRI

The Regulation provides that ONE JIB shall submit an investment report to Council in respect of the investment of MNRI at least annually. This report shall include the following.

- Investment performance during the period covered by the report;
- Asset mix of the total portfolio;
- A listing of individual investments held at the fund level at the end of the reporting period showing, where appropriate, book value, market value, realized/unrealized gains/losses and actual income received;
- A list of all transactions including the security name, trade date, and the purchase and/or sale price;
- A statement by the Clerk-Treasurer as to whether all investments were made in accordance with the IPS and as to whether all investments were made in accordance with the Investment Plan; and
- Any other pertinent information in the opinion of the Clerk-Treasurer.

All MNRI or MRI invested on behalf of the Municipality by ONE JIB or with the assistance of ONE Investment shall be held for safekeeping in the name of the Municipality by a Custodian.

7. APPROVAL, SUBSEQUENT MODIFICATIONS AND EFFECTIVE DATE

7.1 Revocation / Amendment of Previous Investment Policy

This IPS amends, and restates as so amended, the existing Investment Policy Statement approved by Council on December 20, 2023.

7.2 Modifications to the IPS

At least annually, Council shall review the IPS and update it, if required. In the course of reviewing the IPS, Council may request comments from the Clerk-Treasurer with respect to the investment of MRI and from ONE JIB with respect to the investment of MNRI.

Following the Council’s review of the IPS, ONE JIB shall review the Investment Plan and update it, if required.

At a minimum, the annual IPS review will consider:

- the adequacy of funding for capital works;
- the Municipality’s ability to reduce other spending;
- flexibility of the timeframe to payout; and
- sensitivity to loss.

7.3 Effective Date

This IPS is adopted by Council of the Municipality effective January 21, 2026. The Treasurer is directed to sign a copy of this IPS to evidence approval and to deliver a copy of this IPS to ONE JIB.

Signed by:

[Title:]

Date

Schedule A

Restricted Special Assets

Debt Securities

Not Applicable

Own Debt Securities

Not Applicable

LDC and other MSC Securities

Not Applicable

Other

Not Applicable

Schedule B**Third-Party Trust Funds and Designated Funds****Third-Party Trust Funds**

Care and maintenance trust funds under the *Funeral, Burial and Cremation Services Act, 2002* which are to be invested pursuant to the *Trustee Act*.

Designated Funds

Not Applicable

Appendix 1: ONE JIB Agreement

Municipal Client Questionnaire (MCQ)

The MCQ needs to be updated and reviewed annually in conjunction with your review of your Investment Policy Statement.

Additionally, update the MCQ within 90 days if you experience any significant changes, including:

- a. A significant change in your municipality’s financial circumstances, or
- b. A significant change in the amount of your municipality’s “money that it does not require immediately”

For changes between annual reviews, provide written notice of changes by using the mid-year MCQ update form on the last page of this document.

Section 1 – Client Information

Name of Municipality: The Corporation of the Municipality of Neebing

Address: 4766 Highway 61, Neebing, ON P7L 0B5

Treasurer Information

Name: Erika Kromm

Phone Number: (807) 474-5331 Extension: _____

Email: clerk@neebing.org

*Primary Day to Day Contact Information**

Check if same information as Treasurer above

Name: Laura Jones

Phone Number: (807) 474-5331 Extension: _____

Email: deputyct@neebing.org

*Primary day-to-day contact should have a comprehensive understanding of your Municipality’s financial position and investment needs.



Municipal Client Questionnaire (MCQ)

Section 2 - Investment Knowledge and Experience

2.1 Which statement best describes the Municipal staff (person most responsible for managing investments)'s level of investment knowledge and experience with financial markets and products? check one

- Very limited knowledge
- Basic knowledge and minimal experience
- Good knowledge and some experience
- Strong knowledge and experience
- Advanced knowledge and extensive experience

2.2 If Municipal staff have strong or advanced knowledge, please describe where this knowledge was acquired (e.g., education, designations experience).

N/A

2.3 Please indicate if your municipality has used / held any of the following investment types within the past five years. *check all that apply*

- Canadian money market securities
- Locked-in Investments (e.g., GICs, PPNs etc.)
- Local Distribution Corporation Securities (LDC securities)
- Securities held in third party trusts (i.e., cemetery trust, legacy fund etc.)
- Fixed income (government and/or corporate bonds)
- Equities
- Other – Please Describe



Municipal Client Questionnaire (MCQ)

Section 3 – Investment Objectives and Liquidity Needs

This section of the MCQ asks about your Municipality’s **Money that it Does Not Require Immediately** (MNRI), the purpose or investment objective and the expected investment horizon or when funds may be required to meet forecasted municipal obligations.

3.1 What is the Municipal *funding objective(s), investment horizon(s) and purpose(s)* for the MNRI?

Description (i.e. Funding Objective, Investment Purpose, or Municipal Reserve)	Total MNRI (\$)	Investment Horizon < 5 Years (\$)	Investment Horizon 5-10 Years (\$)	Investment Horizon >10 Years (\$)
Capital Projects	\$ 1,410,077	\$ 1,213,400	\$ 196,677	
Long Term Contingencies	\$ 1,806,027	\$ 30,000	\$ 0	\$ 1,776,027
Total MNRI	\$ 3,216,104	\$ 1,243,400	\$ 196,677	\$ 1,776,027

Additional details have been included as an attachment to this MCQ (optional).

A reserve transfer spreadsheet and 10 year capital plan

3.2 What *assumptions or factors* does your municipality include in the cash flow projections? For example, but not limited to, inflation assumptions on capital projects, assumptions on future tax-based reserve contributions, forecasted development charge revenue etc.



Municipal Client Questionnaire (MCQ)

3.3 Based on *current* municipal forecasts, do you anticipate drawing down MNRI or increasing MNRI in the upcoming years?

Description	2026	2027-2028	2029	2030	2031-2035
Anticipated MNRI Drawdowns (#)	(\$ 300,000)	(\$ 600,000)	(\$ 330,000)		(\$ 200,000)
Anticipated MNRI Contributions				\$ 50,000	\$ 500,000
Net Change to MNRI	(\$ 300,000)	(\$ 600,000)	(\$ 330,000)	\$ 50,000	\$ 300,000

3.4 Does the municipal forecasts used (above) reflect

- Drawdowns of current reserve balances to address MRI requirements, or
 Drawdowns of current reserve balances inclusive of projected future budgetary contributions to address MRI requirements

3.5 Does your municipality forecast beyond 5 years, if yes, what is the level of accuracy?

Yes, we do a 10 year capital plan which is reevaluated and passed by Council each year. The plan is reviewed and updated by every functional area and by an Asset Management Committee each year. The accuracy of this plan is difficult to determine as we have only been doing long term budgeting for four years.

3.6 Does your municipal forecast include any large (or unusual) capital expenditures, which are outside of normal operations?

- Yes No

3.7 Do you anticipate any *potential* change in *liquidity needs* in the future (within 2 years, within 5 years or beyond 5 years) which may impact the investment time horizon (i.e. large capital infrastructure project with timing TBD, grant funding pending etc.)? If yes, please elaborate.

A natural disaster such a major flood or a forest fire could impact time hoizons.



Municipal Client Questionnaire (MCQ)

3.8 How does your Municipality manage unanticipated requests for funding? Can you characterize the probability that your municipality may need to draw down MNRI to fund unexpected budget shortfalls?

The Municipality has a \$200,000 line of credit it can draw upon. Neebing also has a contingency MRI Reserve Funds of roughly \$450,000. It is unlikely Neebing will have an unplanned draw-down of MNRI in 2026.

3.9 Are there any *other unique circumstances* to your municipality that may impact your cash flow MNRI forecast, return objectives and risk tolerance that the Investment Plan should consider?

A major disaster may trigger the need to unexpectedly draw on MNRI.



Municipal Client Questionnaire (MCQ)

Section 4 – Municipal MNRI Information

This section summarizes the current MNRI under the management and control of the ONE JIB and the projected increase / decrease as a result of the annual review. *The total value should equal the total MNRI shown in Question 3.1.*

Description	As of Date (DD/MMM/YY)	Value
Invested in ONE JIB as of <i>Date</i> (A)	06-Jan-26	\$ 3,216,104
Additional contributions or withdrawal of MNRI and <i>Date</i> fund to be remitted / paid (B)		
Total MNRI under the management and control of ONE JIB (A + B)		\$ 3,216,104

Additional details have been included as an attachment to this MCQ (optional).

Section 5 – Acknowledgement

I confirm that information provided to ONE Investment in this form is complete and accurate to the best of my knowledge as at the date below.

Dated this 13 day of January, 2026

Laura Jones Digitally signed by Laura Jones
Date: 2026.01.13 13:50:02
+05'00'
Name and Signature of Treasurer

Second Signature (if required)



Municipal Client Questionnaire (MCQ)

Appendix 1 – Midyear MCQ Updates Form

Please provide details below that explain the nature of your requested change. This should describe: the money involved, the timing of transactions required, and any other context to support the change request. This will allow ONE JIB to understand how this update may change the cashflow characteristics or investment horizons of MNRI relative to your current MCQ and Investment Plan.

Acknowledgement

I confirm that information provided to ONE Investment in this form is complete and accurate to the best of my knowledge as at the date below.

Dated this _____ day of _____, 20_____

Name and Signature of Treasurer

Second Signature (if required)

Attachment 3
INVESTMENT PLAN FOR

The Municipality of Neebing

DATE: February 26, 2026

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DEFINITIONS

Definitions applicable to this Investment Plan can be found on the ONE Investment webpage under Education & Training / Glossary.

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PURPOSE

As required under the prudent investor regime authorized by the Municipal Act, 2001 (Act), and Ontario Regulation 438/97 (Regulation), this Investment Plan (Plan) establishes how ONE JIB will invest the Municipality of Neebing's Money Not Required Immediately (MNRI) as defined in section 3.1 of Neebing's Investment Policy Statement (IPS).

This Plan applies to all investments controlled and managed by ONE JIB on behalf of the Municipality of Neebing.

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RESPONSIBILITY FOR PLAN

This Plan is the responsibility of ONE JIB, which has authorized its agent, ONE Investment, to exercise its administrative investment functions in accordance with the Regulation. ONE JIB oversees ONE Investment staff using procedures, reports, and regular reviews to monitor compliance with the Act, the Regulation and the Municipality of Neebing's IPS.

ONE Investment has engaged PH&N Institutional to provide OCIO services. PH&N Institutional is the business division of RBC Global Asset Management responsible for managing assets for Canadian institutional clients. PH&N Institutional will be involved in implementing the Investment Plan, monitoring and reporting investments, and providing ancillary services to support the OCIO Offering.

RBC GAM's investment professionals are committed to providing each client with investment solutions that are appropriately tailored to address the client's investment situation. This means understanding macroeconomic trends and strategies and the diverse and evolving investment needs of clients.

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INVESTMENT GOALS AND OBJECTIVES

The Municipality of Neebing's investment needs, as described in its IPS, provide Council's guidance to ONE JIB in determining investment allocations. Further guidance from the MCQ and dialogue with the Treasurer inform ONE JIB about Neebing's current goals, objectives, circumstances, and risk tolerance, and help determine investment allocations. The allocation of Neebing's MNRI in this Plan is consistent with the details as disclosed in Neebing's IPS and MCQ. Section 5.2.1 of Neebing's IPS provides specific information that characterizes the objectives for MNRI, as detailed in Table 1 below:

Table 1: The investment objectives for MNRI.

Category	Objective & Risk Tolerance
Objectives for overall MNRI	<ul style="list-style-type: none"> • Preservation of capital • Provide adequate liquidity that takes into account the needs of financial obligations and reasonably anticipated budgetary requirements • Diversification by asset class, market sector, issuer, credit quality, and term to maturity • Achieve capital appreciation and income while managing risk to an appropriate level.

The MNRI invested with ONE JIB will be broadly diversified across asset class, market, sector, issuer, credit quality, and term to maturity to help reduce investment return volatility. Returns impact revenues and have a longer-term impact on future years' budgets and should, at a minimum, keep pace with inflation. The MNRI shall be invested to obtain a progressively higher rate of return for longer-term investment horizons, commensurate with stated risk tolerances.

The MNRI balances will be invested primarily to achieve capital growth over time. Achieving returns above inflation is a key investment objective, while also considering the Municipality's liquidity needs.

Neebing expects to have a mid-year drawdown of \$300,000 within the next 12 months to help fund the purchase of firefighting vehicles. This drawdown has been contemplated in this Investment Plan, and when a midyear MCQ update is received from the Treasurer, pooled funds will be liquidated to satisfy this drawdown request.

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INVESTMENT PORTFOLIO

Asset allocations are typically expected to be relatively stable until the next annual review. Any contributions or withdrawals of MNRI must be communicated to ONE JIB formally as outlined in the ONE JIB Withdrawals of Money Not Required Immediately (MNRI) Policy

5.1 Account Structure

MNRI Investment Horizon	Risk Tolerance / Model Assigned	Allocation
Consolidated MNRI Holdings	Model E (50% Equity) assigned.	\$3,216,104

Other considerations:

- Neebing will neither contribute nor withdraw MNRI as part of the Investment Plan update this year.
- Road maintenance is one of Neebing's major municipal expenses due to the ongoing work to 'chipseal' the roads. These expenses are difficult to accurately predict, creating uncertainty with expected future cash flows.
- Neebing's approved IPS does not permit the use of longer-term alternative investments.
- A mid-year drawdown of \$300,000 is anticipated and has been incorporated into this Investment Plan.
 - This drawdown will be used to help fund the purchase of a tanker firetruck. MRI will also be utilized for the truck purchase.
 - When the Treasurer submits the required mid-year update form, pooled funds will be sold to provide these funds to the municipality.
- The Treasurer expects further MNRI drawdowns through 2029, after which MNRI balances will increase.
- While more than \$1.2 million MNRI may need to be withdrawn in the next 3 years, the remaining MNRI has an investment horizon that exceeds 10 years.
- Neebing's circumstances and financial outlook are largely unchanged vs last year, and the assigned investment allocation remains unchanged.

5.2 Allocations

50% EQUITY MODEL (E)			
Asset Classes	Minimum (%)	Target Weight	Maximum (%)
Cash & Equivalent	0	0%	10
Canadian Fixed Income	25	37.5%	45
Global Fixed Income and Credit	0	12.5%	25
Canadian Equities	15	25%	35
Global Equities	15	25%	35
Alternatives	0	0%	0
Total		100%	

* Further details on holdings and benchmarks for this model are detailed in a ONE JIB report approved on September 4, 2025. ([Model Portfolio Review 2025](#)).

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APPLICABLE ONE JIB POLICIES

The Plan adheres to the following ONE JIB Policies subject to periodic review and updating and are posted to the ONE Investment website.

- ONE Anti-Money Laundering Policy
- ONE JIB Fund Deviation Policy
- ONE JIB Principles of Good Benchmarks Policy
- ONE JIB Withdrawals of MNRI Policy
- ONE JIB In-Kind Securities Policy
- ONE JIB Responsible Investment Policy
- ONE JIB Policy for Reviewing the External Sub-Investment Manager
- ONE JIB OCIO Compliance Monitoring Policy

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ELIGIBLE FUNDS

The eligible funds are listed under Schedule “A” of the Investment Management Agreement between RBC Global Asset Management Inc. and ONE Investment, which may be reviewed and updated periodically.

In asset classes where more than one fund is eligible for investment, the OCIO will be responsible for determining which fund(s) to include in the client portfolio after due consideration for (1) the individual characteristics of the fund, (2) prevailing market conditions impacting the fund’s liquidity and capacity, and (3) its alignment with the City’s investment objectives and philosophy.

The Manager shall manage the RBC GAM Fund(s) according to the pooled fund investment mandate including the investment guidelines contained therein developed by the Manager in respect of each RBC GAM Fund (each, an “Investment Mandate”).

Asset Classes	Sub-Asset Classes	Eligible Fund Names (Schedule “A” of IMA)
	Fixed Income	
Cash & Equivalent	Money Market	PH&N Canadian Money Market Fund
Canadian Fixed Income	Short-Term Bonds	PH&N Short Term Bond & Mortgage Fund RBC Vision Fossil Fuel Free Short Term Bond Fund
	Universe Bonds	PH&N Bond Fund PH&N Enhanced Total Return Bond Fund RBC Vision Bond Fund RBC Vision Fossil Fuel Free Bond Fund
	Corporate Bonds	PH&N Corporate Bond Trust*
	Private Placement Corporate Debt	PH&N Private Placement Corporate Debt Fund*
	Commercial Mortgages	PH&N Mortgage Pension Trust* RBC Commercial Mortgage Fund*
Global Fixed Income and Credit	High-Yield Bonds	RBC High Yield Bond Fund PH&N High Yield Bond Fund
	Global Multi-Asset Credit	BlueBay Total Return Credit Fund
	Global Bonds	RBC Global Bond Fund
	Emerging Markets Bonds	RBC Emerging Markets Bond Fund

	Equities	
Canadian Equities	Canadian Equities	PH&N Canadian Equity Value Fund PH&N Canadian Equity Fund RBC Vision Canadian Equity Fund RBC QUBE Canadian Equity Fund
	Canadian Low Volatility Equities	RBC Vision QUBE Fossil Fuel Free Low Volatility Canadian Equity Fund RBC QUBE Low Volatility Canadian Equity Fund
Global Equities	U.S. Equities	PH&N US Equity Fund RBC QUBE US Equity Fund
	U.S. Low Volatility Equities	RBC QUBE Low Volatility U.S. Equity Fund
	International Equities	RBC International Equity Fund RBC International Equity Index Fund
	Global Equities	RBC Global Equity Focus Fund RBC Global Equity Leaders Fund RBC Vision Global Equity Fund RBC Vision Fossil Fuel Free Global Equity Fund RBC QUBE Global Equity Fund
	Global Low Volatility Equities	RBC QUBE Low Volatility Global Equity Fund
	Emerging Markets Equities	RBC Emerging Markets Equity Fund RBC Emerging Markets Dividend Fund
Alternatives	Real Estate	RBC Canadian Core Real Estate Fund
	Infrastructure	RBC Global Infrastructure Fund

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REBALANCING

The OCIO is authorized to execute trades, as appropriate, to maintain compliance with the Investment Plan.

Rebalancing shall occur in accordance with the Participating City's Investment Policy Statement and Investment Plan.

Rebalancing plans and exact timing should account for upcoming material changes that may impact the Investment Plans, such as updates to the Investment Policy Statement or the Municipal Client Questionnaire.

As appropriate, the size and frequency of trading activities shall be minimized to help reduce the administration and costs of trading.

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IMPLEMENTATION

9.1 Custodian

All marketable investments under the control and management of ONE JIB, shall be held for safekeeping by ONE Investment's Custodian.

9.2 Implementation Plan

Timeline	Implementation Details
No trading required	Not Applicable

9.3 Accommodating Cashflow needs

Income from investments will be automatically reinvested as per the ONE Distribution Policy PI and cashflow needs of Neebing are expected to be financed with the sale of units of the pooled funds. Payment of OCIO Fees and Governance fees will also be financed with the sale of investment pool units.



CAPITAL PLAN DRAFT 2026-2035

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Funding										
Canada Community Building Fund (Gas Tax)	146,786	146,786	152,658	152,658	152,658	152,658		305,316		100000
Gas Tax one-time										
Deferred Grants						660,000				
OCIF	392,000	360,000	360,000					990,000		
Other grants (NOHFC)	800,000									
Other grants applications for BH and CL	150,000									
Other grants										
Other grants										
Reserve fund - Parks and Recreation	50,000									
Reserve fund - Fire Department	600,000	75,000	360,000	100,000	100,000	-				
Reserve fund - Information Tech	2,000	10,000	6,000	4,000	10,500	4,000	4,000	5,000	5,000	-
Reserve fund - Landfill										
Reserve fund - Roads Department		100,000		225,000		200,000	200,000		300,000	
Reserve fund - Rate Stabilization	240,000		250,000	600,000	140,000	40,000	240,000			
Debt financing for Fire Hall	800,000									
FUNDING - Other than taxes	3,180,786	691,786	1,128,658	1,081,658	403,158	1,056,658	444,000	1,300,316	305,000	100,000
* Unfunded, partially funded, or items are tied to grant applications										



CAPITAL PLAN 2026-2035 - Approved Dec 17, 2025

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Funding										
Canada Community Building Fund (Gas Tax)	146,786	146,786	152,658	152,658	152,658	152,658		305,316		100000
Gas Tax one-time										
Deferred Grants						660,000				
OCIF	392,000	75,000	360,000					990,000		
Other grants (NOHFC)	800,000									
Other grants applications for BH and CL	150,000									
Other grants										
Other grants										
Reserve fund - Parks and Recreation	50,000									
Reserve fund - Fire Department	600,000	75,000	360,000	100,000	100,000	-				
Reserve fund - Information Tech	2,000	10,000	6,000	4,000	10,500	4,000	4,000	5,000	5,000	-
Reserve fund - Landfill										
Reserve fund - Roads Department		100,000		225,000		200,000	200,000		300,000	
Reserve fund - Rate Stabilization	240,000	400,000	250,000	350,000	140,000	40,000	240,000			
Debt financing for Fire Hall	800,000									
FUNDING - Other than taxes	3,180,786	806,786	1,128,658	831,658	403,158	1,056,658	444,000	1,300,316	305,000	100,000
* Unfunded, partially funded, or items are tied to grant applications										



Municipality of Neebing Capital Plan Proposed Reserve Transfers

		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		Proposed Total
		IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT			
BALANCE NEED TO BE UPDATED Annually from Reserve Continuity																						
TBD	Budgeted Balance @ Nov 2025																					
For medical bursary	25,336																					25,336
For forest fire fighting	283,681																					283,681
For Park Purposes	128,295		- 50,000		-		-		-		-		-		-		-		-		-	78,295
For fire department	716,568	90,000	- 600,000	100,000	- 75,000	110,000	- 360,000	120,000	- 100,000	130,000	- 100,000	140,000	-	150,000	-	160,000	-		-		-	641,568
For Information Technology	15,514	4,000	- 2,000	5,000	- 10,000	5,000	- 6,000	5,000	- 4,000	5,000	- 10,500	5,000	- 4,000	5,000	- 4,000	5,000	- 5,000	5,000	- 5,000	5,000	- 5,000	14,014
For sick leave gratuity	44,917				- 14,500		3,000 - 25,000		3,000		3,000		3,000		3,000		3,000		3,000		3,000	29,417
For landfill - future site (Env	744,879	6,000	-	6,000	-	6,000	-	6,000	-	6,000	-	6,000	-	6,000	-	6,000	-	6,000	-	6,000	-	804,879
For Election Material (not ca	11,405			2,000	- 6,000	2,000		2,000			- 6,000	2,000		2,000		2,000			-6000	2,000		7,405
For OMB Hearings/Planning	90,919																					90,919
For Roads Department (Publi	303,267	50,000	-	60,000	- 100,000	60,000	-	80,000	- 225,000	100,000	-	110,000	- 200,000	120,000	- 200,000	120,000	-	130,000	#####	130,000	-	238,267
For Rate Stabilization	1,090,977	30,000	- 240,000	60,000	- 400,000	60,000	- 250,000	60,000	- 350,000	60,000	- 140,000	60,000	- 40,000	60,000	- 240,000	60,000	-	60,000	-	60,000	-	977
For Cannabis Implementatior	23,532																					23,532
For Building Department	120																					120
Sub Total Reserves transfers	3,479,411	180,000	- 892,000	233,000	- 605,500	246,000	- 641,000	276,000	- 679,000	304,000	- 256,500	326,000	- 244,000	346,000	- 444,000	356,000	- 5,000	204,000	#####	366,000	-	2,238,411
NET TRANSFER(NOTE some funds already in MRI)	- 712,000			- 372,500		- 395,000		- 403,000		47,500		82,000		- 98,000		351,000		- 107,000		366,000		

These Reserve transfers are a guideline for future budget discussions. Actual Reserve transfers to be determined

Municipality of Neebing
Reserves and Reserve Funds Continuity 2026

	Opening balance January 2026	2026 Budget Transfers		2026 TD Interest	2026 HISA Interest	2026 PI reinvested income	Closing balance
		OUT	IN				
Reserves	-			- Per stmts	- Per stmts	- Per Stmt	-
Reserve Funds							
For medical bursary	26,356.32		-	-	-	-	26,356.32
For forest fire fighting	295,107.68		-	-	-	-	295,107.68
For Park Purposes	133,462.88	30,000.00	150,000	-	-	-	253,462.88
For fire department	742,410.16	650,000.00	90,000	-	-	-	182,410.16
For Information Technology	9,462.62	2,000.00	4,000	-	-	-	11,462.62
For sick leave gratuity	77,934.94	35,000.00		-	-	-	42,934.94
For landfill - future site	835,277.78		6,000	-	-	-	841,277.78
For Election Material	11,783.96	11,400.00		-	-	-	383.96
For OMB Hearings/Planning	94,580.87			-	-	-	94,580.87
For Roads Department	313,871.43	-	50,000	-	-	-	363,871.43
For Rate Stabilization	1,142,021.28	261,500.00	153,525	-	-	-	1,034,046.28
For Cannabis Implementation	24,479.50			-	-	-	24,479.50
For Building Department	125.33		-	-	-	-	125.33
Balance of Reserve Funds	3,706,874.74	989,900	453,525	-	-	-	3,170,499.74

ONE Joint Investment Board, HISA and TD Bank Reserve Accounts 2026 Investment Continuity

ONE JIB Money Not Required Immediately (MNRI)

Purchase Price March 2025	Market Value at Start of Year	Change (shown on quarterly statements)												Current Value	
		January	February	March	April	May	June	July	August	September	October	November	December		
2,882,827.79	3,186,991.79	3,230,116.63	3,332,906.66	3,224,434.74	3,300,698.14										
2,882,827.79	3,186,991.79	3,230,116.63	3,332,906.66	3,224,434.74	3,300,698.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

As of May 28 2026 the value in PI was shown as: \$ 3,362,573.88

3,756,614.69

(as per Quarterly Statements)

Money Required Immediately

TD Reserve Acct

Value Jan 1, 2026	Interest (shown on monthly statements)												Current Value	
	January	February	March	April	May	June	July	August	September	October	November	December		
51,826.19	101.24	101.43	91.79	101.81										52,222.46
0.00	51,826.19	51,927.43	52,028.86	52,120.65	52,222.46	52,222.46	52,222.46	52,222.46	52,222.46	52,222.46	52,222.46	52,222.46	52,222.46	52,222.46

Interest Rate

2.300% 2.300%

Total TD Interest Earned in 2026 396.27

(as per monthly Statements)

HISA

Value Jan 1, 2026	Interest (shown on monthly statements)												Current Value	
	January	February	March	April	May	June	July	August	September	October	November	December		
410,194.60	966.62	968.60	901.65	1,226.85										521,860.43
0.00	410,194.60	411,161.22	519,731.93	520,633.58	521,860.43	521,860.43	521,860.43	521,860.43	521,860.43	521,860.43	521,860.43	521,860.43	521,860.43	521,860.43

Interest Rate

2.775% 2.775% 2.775% 2.775%

Total HISA Interest Earned in 2026 4,063.72

(as per monthly Statements)

HISA Value at start of year	410,194.60
Total HISA Interest this year	4,063.72
HISA Transactions this year	107,602.11
HISA End	521,860.43
Reserve Funds held in Current Account	
TD Res at start of Year	51,826.19
Total TD Interest this year	396.27
TD Res Transactions this year	-
TD End	52,222.46