

**By-law Number 2024-021**  
**of The Regional Municipality of Durham**

Being a by-law to authorize The Regional Municipality of Durham to invest its money and investments that it does not require immediately in the Prudent Investment Program of ONE Joint Investment Board (“ONE JIB”) pursuant to section 418.1 of the Municipal Act, 2001, to approve various documents, the entering into of specific agreements and the delegation of certain powers and duties.

Whereas section 418.1 of the Municipal Act, 2001 (the “**Act**”) permits a municipality that meets certain requirements to invest money that it does not require immediately in any security in accordance with the Act and the related regulations in any securities provided that it exercises the care, skill, diligence and judgment that a prudent investor would exercise in making such an investment;

Whereas section 418.1 of the Act provides that a municipality may, pursuant to subsection 418.1 (2) of the Act, pass a by-law to have section 418.1 apply to the municipality (the “**Prudent Investor Enabling By-law**”) provided that the municipality satisfies the prescribed requirements on the day the municipality passes the by-law and the Act further provides that subsection 418.1(2) will apply to the municipality as of the effective date set out in the by-law;

And Whereas paragraph 3 of section 15 of O. Reg. 438/97 (Part II) (the “**Regulation**”) requires that a municipality that intends to invest pursuant to section 418.1 of the Act through a Joint Investment Board that was established by other municipalities must have entered into an agreement with the Joint Investment Board and any other municipalities investing through the Joint Investment Board before it passes its Prudent Investor Enabling By-law;

And Whereas section 18 of the Regulation provides that the council of a municipality shall adopt and maintain an investment policy in relation to investing under section 418.1 of the Act, and section 25 of the Regulation provides that a municipality may enter into an agreement described in paragraph 3 of section 15 and may adopt an investment policy under section 18 of the Regulation before a municipality passes a Prudent Investor Enabling by-law;

And Whereas the treasurer of The Corporation of the Regional Municipality of Durham (the “**Municipality**”) completed a draft Municipal Client Questionnaire, in the form attached hereto as Schedule “A” (the “**Municipal Client Questionnaire**”) and prepared the draft investment policy statement attached hereto as Schedule “B”, which is referred to as its Investment Policy Statement (the “**IPS**”) and the Municipality intends to approve the completed draft Municipal Client Questionnaire and adopt the IPS, in accordance with section 18 of the Regulation;

And Whereas effective on May 19, 2020 The Corporation of the Town of Bracebridge, The Corporation of the Town of Huntsville, The Corporation of the Town of Innisfil, The Corporation of the City of Kenora, The District Municipality of Muskoka and The Corporation of the Town of Whitby (collectively the “**Founding Municipalities**”) established a Joint Investment Board pursuant to an Initial Formation Agreement as a joint municipal service board pursuant to section 202 of the Act (the “**Initial Formation Agreement**”), which Joint Investment Board is called ONE Joint Investment Board (“**ONE JIB**”) and all of the Founding Municipalities agreed under the Initial Formation Agreement to invest through ONE JIB;

And Whereas ONE JIB and the Founding Municipalities have entered into an

agreement that provides that ONE JIB will invest under section 418.1 of the Act on behalf of the Founding Municipalities under that agreement (the “**ONE JIB Agreement**”) and that ONE JIB will also invest under that agreement on behalf of other Ontario municipalities from time to time (each such municipality, including each Founding Municipality is a “**Participating Municipality**”, collectively the “**Participating Municipalities**”) on the basis that: (i) before any new Participating Municipality passes its Prudent Investor Enabling By-law it will have entered into the ONE JIB Agreement with ONE JIB and with all of the other Participating Municipalities on the day such new Participating Municipality passes its Prudent Investor Enabling By-law; and (ii) ONE JIB has met the criteria set out in subsection 17 (3) of the Regulation, and will, in accordance with section 418.1 of the Act, the Regulation and the ONE JIB Agreement, invest on behalf of the Participating Municipalities;

And Whereas pursuant to the ONE JIB Agreement, all Participating Municipalities, consent to other municipalities entering into the ONE JIB Agreement from time to time so long as they comply with the applicable requirements and criteria under the Act and the Regulation;

And Whereas ONE JIB is subject to all applicable provisions of the Act, including having: (i) a code of conduct established by the councils of each of the municipalities for which it is a local board (ii) an Integrity Commissioner and Closed Meeting Investigator appointed by the councils of the municipalities for which it is a local board; and (iii) a records retention by-law that establishes retention periods during which the records of ONE JIB must be retained and preserved in accordance with the Act;

And Whereas it has been determined by ONE JIB that it would be prudent to have one code of conduct, one Integrity Commissioner and one Closed Meeting Investigator for ONE JIB, rather than one from each of the Founding Municipalities and one from each of the other municipalities that subsequently enter into the ONE JIB Agreement;

And Whereas each of the Founding Municipalities and Participating Municipalities that subsequently entered into the ONE JIB Agreement pursuant to an authorizing by-law that is substantially in the same form as this By-law (“**Authorizing By-law**”), established the code of conduct for ONE JIB that is attached to the ONE JIB Agreement as part of the Terms of Reference (the “**Code of Conduct**”) and authorized ONE JIB to make future changes to the Code of Conduct;

And Whereas after consultation with ONE Investment staff the Founding Municipalities directed ONE JIB’s agent, ONE Investment, to undertake a Request for Proposals (“**RFP**”) process to retain the services of both an Integrity Commissioner and a Closed Meeting Investigator for ONE JIB. After completion of the RFP process the recommended candidate was submitted to ONE JIB for its consideration and ONE JIB appointed the recommended candidate as its Integrity Commissioner and its Closed Meeting Investigator;

And Whereas each Founding Municipality, pursuant to an Authorizing By-law, delegated to ONE JIB the authority to appoint its initial Integrity Commissioner and its initial Closed Meeting Investigator and their respective successors, from time to time, in accordance with the process set out in the Terms of Reference which form part of the ONE JIB Agreement;

And Whereas a records retention by-law was passed by ONE JIB on February 28, 2024 (the “**Records Retention By-law**”) and at that time more than a majority of the Participating Municipalities in their capacity as “affected municipalities” as that term is used in sections 254 and 255 of the Act, approved the establishment of the retention periods during which the records of ONE JIB must be retained and preserved and all of

the Participating Municipalities at that time delegated the necessary powers and duties in respect of the records of ONE JIB to the Secretary of ONE JIB in accordance with the Records Retention By-Law;

And Whereas the Municipality is required to have entered into the ONE JIB Agreement before the Municipality can pass its Prudent Investor Enabling By-law;

And Whereas after ONE JIB confirms its acceptance of the Municipality as a Participating Municipality under the ONE JIB Agreement and after the Municipality, ONE JIB and ONE Investment have signed the ONE JIB Agreement ONE JIB, through its agent ONE Investment, and the Municipality will agree upon on an effective date which date will be the effective date of the Municipality's authorization of the application of section 418.1 of the Act to it, which effective date will also be known as the "**Prudent Effective Date**";

Now therefore, the Council of The Regional Municipality of Durham hereby enacts as follows:

1. The Municipality ratifies, confirms and approves the completion and execution by the treasurer of the Municipal Client Questionnaire for and on behalf of the Municipality.
2. The Municipality adopts the IPS and acknowledges and agrees that control and management of its money and investments that it does not require immediately will be given to ONE JIB pursuant to the ONE JIB Agreement as at the Prudent Effective Date described in section 8 of this By-law.
3. The Municipality authorizes the entering into of the ONE JIB Agreement after ONE JIB has accepted the Municipality as a Participating Municipality under the ONE JIB Agreement, substantially in the form attached hereto as Schedule "C", pursuant to which ONE JIB will be given the control and management of the Municipality's money and investments that it does not require immediately together with that of all of the other Participating Municipalities as at the day this By-law is passed with an effective date that is the Municipality's Prudent Effective Date as described in section 8 of this By-law and the Regional Chair and the treasurer are authorized to execute the ONE JIB Agreement for and on behalf of the Municipality.
4. Pursuant to the ONE JIB Agreement which the Municipality has authorized under this By-law, the Municipality agrees to the establishment of the Code of Conduct for ONE JIB as a local board of the Municipality on the basis that each municipality that invests through ONE JIB will similarly agree to the establishment of the Code of Conduct for ONE JIB in its capacity as a local board of that municipality and the Municipality hereby authorizes ONE JIB to make future changes to the Code of Conduct without further approval from the Municipality.
5. In accordance with the process for appointing an Integrity Commissioner and a Closed Meeting Investigator and their respective successors from time to time that is described in the Terms of Reference which form part of the ONE JIB Agreement the Municipality acknowledges that ONE JIB has appointed its initial Integrity Commissioner and its initial Closed Meeting Investigator and the Municipality approves such initial appointments by ONE JIB and the delegation to ONE JIB of the authority to appoint their respective successors from time to time.
6. The Municipality acknowledges that ONE JIB as a local board of the Municipality has established the retention periods during which it must retain and preserve its records in accordance with the Act and that more than a majority of the

Participating Municipalities at the time approved or shortly thereafter approved the establishment of such retention periods and the Municipality approves of the retention periods set out in the Records Retention By-law and hereby delegates to the Secretary of ONE JIB the necessary powers and duties in respect of the records of ONE JIB as described in the Records Retention By-law.

7. The delegation to ONE JIB of the power to appoint the successors of the initial Integrity Commissioner and of the initial Closed Meeting Investigator and the delegation to the Secretary of ONE JIB of the aforesaid powers and duties in respect of the records of ONE JIB will not be revoked prior to the end of the term of the council of the Municipality that made such delegations. These delegations may be revoked at any time thereafter. These delegations remain in effect unless and until such revocation occurs.
8. The Municipality hereby authorizes the application of section 418.1 of the Act to it after the ONE JIB Agreement has been signed by the Municipality, ONE JIB and ONE Investment on the basis that the effective date of the ONE JIB Agreement vis à vis the Municipality as a Participating Municipality will be at a date to be agreed upon by ONE Investment and the Municipality, and included in the Prudent Effective Date agreement and the treasurer of the Municipality is hereby authorized to execute such agreement on behalf of the Municipality.
9. Any one or more of the Regional Chair, the treasurer and the clerk are, for and on behalf of the Municipality, each hereby authorized to do all things and to execute all other documents, instruments and papers in the name of the Municipality necessary or desirable to give control and management of its money and investments that it does not require immediately to ONE JIB and to deliver all documents, instruments and papers as required and as authorized by this By-law and such execution shall be conclusive evidence that such documents, instruments and papers so executed are the documents, instruments and papers authorized by this By-law.
10. Sections 1 to 7 inclusive and sections 9 and 10 of this By-law shall take effect on the day of passing and section 8 of this By-law shall take effect on the Municipality's Prudent Effective Date.

This By-law Read and Passed on the 24<sup>th</sup> day of April, 2024.

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J. Henry, Regional Chair and CEO

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A. Harras, Regional Clerk



## 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 Regional Municipality of Durham

Address: 605 Rossland Road East Whitby, Ontario, L1N8Y9

#### *Treasurer Information*

Name: Nancy Taylor, BBA, CPA, CA

Phone Number: 905-668-4113 Extension: 2300

Email: Nancy.Taylor@durham.ca

#### *Primary Day to Day Contact Information\**

*Check if same information as Treasurer above*

Name: Duane Ramkissoon

Phone Number: 365-688-9753 Extension: n/a

Email: duane.ramkissoon@durham.ca

\*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

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?

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

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

Duane Ramkissoon, Manager Investment Portfolio - Holds a CPA designation and has completed the CSC. Gained knowledge and experience in municipal investments as the Manager, Investment Portfolio at the Region of Durham for the last 2 years and Senior Investment Analyst at the Town of Whitby in the 4 years prior to that. Also gained investment knowledge in various positions at RBC Wealth Management and a small institutional investment firm.

Sujeev Jegatheeswaran, Senior Investment Analyst holds CFA and FRM designations. He was a Junior Trader for approximately three years, where he was responsible for developing trading strategies and executing trades across different asset classes including Fixed Income. He held the Treasury manager role at Mizuho Bank Canada for approximately one year, where he was in charge of Asset Liability management of CAD portfolio.

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 Risk Tolerance

This section of the MCQ asks about your Municipality's **Money that it Does Not Require Immediately (MNRI)**.

In general, investors can expect a higher annualized rate of return if the investor is also willing to accept volatility or fluctuation in the market value of their investments. For example, investors can expect that the average annual rate of return over a five-year period will be higher where the portfolio's returns are varied when measured on a year-by-year basis, with some years possibly having negative returns.

A portfolio which has a steady return year over year, with little possibility of negative returns in any year, will most likely have a lower annualized return when measured on a rolling five-year average.

4. In relation to MNRI, which of the following best reflects your Municipality's longer-term investment objectives (return), risk tolerance (volatility of returns) and shorter-term tolerance for losses (actual or unrealized)?

Description	Investment Objective	Risk Tolerance	Tolerance for short-term (3 year) losses*
<b>Lower risk / return</b> <input type="checkbox"/>	Capital preservation is the main objective.  Willingness to accept lower returns to reduce the likelihood of losses.	Small chance of loss of capital over a 5-year period	Less than 5% decline
<b>Moderate risk / return</b> <input checked="" type="checkbox"/>	Balanced growth (combination of growth and income) is the main objective.  Willingness to accept moderate level of risk to achieve moderate growth without excessive risk to capital.	Moderate chance of loss of capital over a 5-year period	5-15% decline
<b>Higher risk / return</b> <input type="checkbox"/>	Growth of capital is the main objective.  Willingness to accept higher risk, including risk of loss of capital, for potentially higher returns.	Higher risk of loss of capital over a 5-year period	More than 15% decline

\* These percentages are for illustrative purposes only, to determine sensitivity to potential capital loss, and do not represent a guarantee by ONE JIB or ONE Investment.



## Municipal Client Questionnaire (MCQ)

5. *If applicable*, is there any other information about your Municipality's investment objectives and risk tolerance for its MNRI that is relevant to your Investment Policy Statement or Investment Plan?

N/A

6. How sensitive is your municipality to recognizing investment gains and losses from portfolio adjustments and market fluctuations?

Short-Term (3-5 years) - Risk tolerance is low (5% maximum annual loss)

Medium-Term (6-10 Years) - Risk tolerance is low to moderate (7.5% maximum annual loss)

Long-Term (>10 years) - Risk tolerance is moderate (10% maximum annual loss)

**Sections 4 and 5** of this MCQ below ask about your Municipality's MNRI, cash flow and other financial assets that may be applicable. It is intended to assist ONE Investment in obtaining an understanding of your Municipality's financial circumstances, including its cash flow needs.

### ***Section 4 – Financial Information***

7. Please provide your municipality's **MNRI** (*see note below*) by reserve (or reserve categories) with expected investment time horizons. This information can be provided in the template provided, or in a separate document.

**Note:** MNRI can be determined by time, source of funds, purpose of funds, or such other means as your Municipality may decide is appropriate. It is defined for your municipality in the Investment Policy Statement approved by your Council. For example, the 'less than 3 years' column of MNRI in the template might not be applicable for all municipalities.



Information has been provided as an attachment to this MCQ





## Municipal Client Questionnaire (MCQ)

8. Please provide your Municipality’s current **Cash Flow Projections for MNRI** by year. This information informs the ONE JIB about potential drawdowns /additions to MNRI that you anticipate in coming years. Supporting documentation may be provided as needed.

	Next Year	2 years	3 to 5 years	5 to 10 years	Greater than 10 years
Anticipated MNRI Drawdowns			105,921,407	84,717,581	2,845,919,993
Anticipated MNRI Contributions					
Net change in MNRI	0	0	105,921,407	84,717,581	2,845,919,993

*Other information or comments (if applicable)*

9. Does the MNRI drawdown forecasts in Question 8 above reflect:

- Drawdowns of current reserve balances
- Drawdowns of current reserve balances inclusive of projected future budgetary contributions

10. What **assumptions or factors** does your municipality include in the reserve cash flow projections? For example: inflation assumptions on capital projects, assumptions on future tax-based reserve contributions, forecasted development charge revenue etc.

1) Includes projected interest revenue  
 2) Includes future projected Development Charge receipts (we do not assume indexing of DC rates yet we do assume the phasing/freezing and exemption impacts re Bill 23 and related legislation)  
 3) Includes future projected Tax levy/User Rate contributions for those contributions that are part of the Region’s base budget – we do not include projected tax levy/user rate contributions that result from surplus etc.  
 4) Does not include inflationary assumptions on planned capital expenditures



## Municipal Client Questionnaire (MCQ)

11. If your Municipality has completed a **capital budget forecast**, how many years does this forecast extend?

- Less than 3 years   
  3-5 Years   
  5-10 Years   
  10 years or more

12. If your Municipality has completed an **asset management plan**, how many years does this forecast extend?

- Less than 3 years   
  3-5 Years   
  5-10 Years   
  10 years or more

13. To what extent has your Municipal asset management plan been integrated into the capital budget process?

To some extent. The Asset Management Plan identifies projected investment needs to ensure the Region's assets are maintained in a state of good repair. The Plan identifies additional annual investments that are needed to meet service levels.

### Funding/Expenditure Analysis

14. How does your Municipality manage unanticipated requests for funding? What is the probability that your municipality may unexpectedly need to draw down MNRI to fund unexpected budget shortfalls?

The Region's current low debt levels and modest reserve/reserve fund balances provides the Region with the flexibility to respond to unanticipated capital expenditures as well as leverage external funding opportunities when available.

15. Is there a particular year(s) in your Capital Forecast or Asset Management Plan when your Municipality anticipates unusual or large capital expenditure(s)?

- Yes   
  No



## Municipal Client Questionnaire (MCQ)

*If yes, please explain the timing and nature of the expenditure(s)*

The Region is projecting significant capital investments over the next 10 years (front-end loaded in the first five years) due in part to significant growth pressures to achieve provincial housing targets. The capital expenditures are required to provide servicing in advance of the growth as well as infrastructure to provide ongoing municipal programming for new households. The 2024 Capital Budget and Nine-Year Forecasts for both Water/Sewer Services and Property Tax Services provides information on projected capital spending levels by year. These expenditures are subject to change based on actual rates of growth.

16. Do you anticipate any decisions / factors within the **next 24 months** that could have a material impact on your MNRI forecasts – either positive or negative? (e.g., projects contingent on unsecured grants, potential significant changes to your debt financing strategy, significant acquisitions or disposals/divestments).



Yes



No

*If yes, please provide details*

In addition to the infrastructure needed to service growth and maintain the Region's existing assets in a state of good repair, there are a number of major capital projects that the Region is actively considering that will have significant impacts on the Region's capital expenditures over the next five to seven years including:

- i. Electrification of the Durham Region Transit fleet
- ii. Construction of a new Long-term Care Home
- iii. Redevelopment of a number of Durham Regional Local Housing Corporation Properties
- iv. Development of new Social Housing Facilities
- v. Construction of four new GO Transit Stations
- vi. District Energy Centre

The Region is actively pursuing a number of external funding opportunities for the above projects including grant funding (i.e., FCM, federal sustainable Transit Fund and ZETF), debt financing (CIB, FCM, and directly from capital markets) and potentially internal borrowings.



## Municipal Client Questionnaire (MCQ)

### Section 5 – Portfolio Information

17. Please provide the breakdown of your MNRI, In-Kind securities and LDC securities by Investment type

Description	As of Date (MM/DD/YY)	Value*
Invested in ONE JIB Outcomes as of <i>Date</i> (A)	12/29/23	\$202,647,245
Expected contributions (withdrawals) of MNRI and <i>Date</i> MNRI to be transferred / received (B)		1,849,232,412
<b>Total MNRI to be invested in ONE JIB Outcomes (A + B)</b>		2,051,879,657
In-Kind securities (Bonds, GICs, PPNs etc.) as of <i>Date</i> (C)	12/29/23	To be confirmed
<b>Total Current MNRI, expected contributions to MNRI and In-Kind securities (A + B + C)</b>		2,051,879,657
LDC securities as of <i>Date</i> (D)		0
<b>Total Municipal MNRI, In-Kind securities and LDC securities (A + B + C + D)</b>		\$2,051,879,657

\* The market value of In-Kind securities may change between the date control and management is given to ONE JIB and the date they mature after which the cash proceeds can be invested by ONE JIB.

*Other information or comments (if applicable)*

The value of any in-kind securities will be minimized before the prudent effective date as securities comprised of MNRI are sold or reach maturity.

### Section 6 – Existing Investments

18. Your Municipality may have given control and management of In-Kind securities and LDC securities to ONE JIB with its MNRI (*refer to Section 5 above*). If applicable, please identify below any details of In-Kind securities and LDC securities that your municipality may have. A template and sample have been provided on the next page for your reference, or you may attach a copy of your statement(s). If your Municipality has no such In-Kind securities/LDC securities *proceed to Section 7 of the MCQ*.



## Municipal Client Questionnaire (MCQ)

The applicable information is provided as an attachment to the MCQ:

<i>Security/Investment</i>	<i>Type</i>	<i>Manager/Institution</i>	<i>Book Value</i>	<i>Market Value</i>	<i>Maturity Date (If applicable)</i>
SAMPLE CIBC Global Blue Chip Growth Deposit Notes, Series 12	PPN	CIBC	\$5,000,000	N/A	February 2030
SAMPLE London 3.2% May 9, 2026	Bond	N/A	\$1,000,000	\$1,098,000	May 9, 2026
SAMPLE Canada 2 7/8 July 2, 2028	Bond	N/A	\$2,000,000	\$1,945,000	July 2, 2028

<i>Security/Investment</i>	<i>Type</i>	<i>Manager/Institution</i>	<i>Book Value</i>	<i>Market Value</i>	<i>Maturity Date (If applicable)</i>

*Other information or comments (if applicable)*

The final value of in-kind securities being transferred will be determined closer to the prudent effective date and shared with ONE Investment. The municipality will endeavor to maximize the cash and cash equivalents portion of MNRI before the prudent effective date.



## Municipal Client Questionnaire (MCQ)

### *Section 7 – Other Information*

19. If there have been major changes in circumstances since the last MCQ updates (if applicable) that you would feel would require a reallocation of MNRI for your Municipality. Please advise what has changed since the last MCQ update.

N/A

20. Please provide any additional information or context that you consider relevant to ONE JIB's understanding of your municipality's MNRI, In-Kind securities and LDC securities.

N/A

### *Section 8 – Investment Restrictions*

21. Are your Municipality's investments subject to any prohibited investment or other similar restrictions that are not fully disclosed in your Municipal Investment Policy Statement?

Yes

No



## Municipal Client Questionnaire (MCQ)

*If yes, please specify*

### ***Section 9 – 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)



# 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 and In-Kind securities (and possibly LDC securities) 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)



**Regional Municipality of Durham**  
 Finance Department  
 Finance Policy and Procedures

<b>Title: Investment Policy Statement</b>		
<b>Policy #: n/a</b>	<b>[ Issued: December, 2007]</b>	<b>Page #: 1 of 25</b>
<b>Revised and Restated: April 2024</b>		
<b>Approved by: Regional Council</b>		
<b>Responsibility: Commissioner of Finance/Treasurer</b>		<b>Section: Investment Portfolio</b>

## 1. Policy Statement

The Investment Policy Statement (“IPS”) governs the investment of surplus funds of The Regional Municipality of Durham (“Region”) that are described as its investment portfolio (“Region’s Investment Portfolio”) in accordance with the Municipal Act, 2001 (“Act”) and Ontario Regulation 438/97, Parts I and II (“Regulation”), as amended.

## 2. Purpose

This IPS governs the investment of the Region’s Investment Portfolio, which includes its Long-Term Funds or Money that is Not Required Immediately (“MNRI”) and Short-Term Funds or Money that is Required Immediately (“MRI”). This IPS is intended, among other things, to direct the 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 pursuant to which the Region authorized the establishment of guidelines for the prudent financial management of its MNRI pursuant to Section 418.1 of the Act.

The goals of this IPS are to:

- Define and assign responsibilities for investment of MRI and MNRI;
- Describe the Region’s responsibilities with respect to any third-party trust funds
- Facilitate full compliance with the applicable legislation;
- Provide direction to ONE JIB as to the Region’s investment goals and risk tolerance for its MNRI;
- Provide guidance and limitations regarding the investments and their underlying risks;
- Establish a basis of evaluating investment performance and the underlying risks; and
- Establish procedures and standards related to reporting on the Region’s Investment Portfolio to Council.

## 3. Scope

3.1 This IPS applies to:

- i. The operating and capital cash flows, reserves, reserve funds, sinking funds and all other monies forming part of the Region's Investment Portfolio and includes any new fund(s) created by the Region unless specifically exempted.

and is intended to apply to the decisions and actions of

- ii. All Regional employees.
- iii. ONE JIB and the employees of ONE Investment and any agent or advisor providing services to ONE JIB in connection with the investment of the Region's Investment Portfolio, it being understood that any such agent or advisor shall accept and adhere strictly to this IPS.

#### 4. Definitions

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

**Agent:** means any administrator, Custodian, payment servicer, portfolio manager, 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.

**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.

**Asset Backed Securities:** means financial instruments whose returns are secured or collateralized by a pool of assets such as loans, leases, credit card debt, royalties or receivables.

**Asset Class:** means a specific category of assets or investments, such as cash, fixed income, equities, alternative investments, real estate and such other categories or classes of investments as are in common and accepted use in the investment management industry at the relevant time.

**Asset Mix (or Asset Allocation):** means the proportion of each asset class in an investment portfolio. For example, the Asset Mix of a portfolio may include allocations to cash, money market securities, bonds and equities.

**Authorizing By-law:** means a by-law of a municipality, including the Region, which authorizes: the approval of the Client Questionnaire, the adoption of the IPS, and the entering into of the ONE JIB Agreement.

**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 of a portfolio 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.

**Credit Risk:** means the risk to an investor that an issuer will default in the timely payment of interest and/or principal on a security.

**Credit Union:** means a financial institution that is organized and carries on business on a cooperative basis and is a corporation incorporated or continued as a credit union or caisse populaire under the Credit Unions and Caisses Populaires Act, 1994.

**Custodian:** means a specialized financial institution that is responsible for safekeeping and safeguarding a municipality's financial and other assets and the proceeds from same. Global custodians hold investments for their clients in multiple jurisdictions around the world, using their own local branches or other local custodian banks ("sub-custodians" or "agent banks").

**Diversification:** means a process of allocating and placing investment assets among a range of Asset Classes and security types selected on the basis of industry sector, geography, remaining term to maturity, expected yield, credit quality and such other factors as may be considered relevant by ONE JIB or any Agent of ONE JIB with responsibility for investing any part of the Region's Investment Portfolio.

**Derivative:** means a contract between two or more parties whose value is based on an agreed-upon underlying financial asset (like a security) or commodity or selection of assets (like an index). Common underlying assets for derivative contracts include bonds, commodities, currencies, interest rates, market indices and sub-indices, and individual stocks.

**Environmental, Social and Governance (ESG) Integration Investing:** means investing while considering and integrating ESG factors into the investment process, and is intended to be contrasted to an investment approach that eliminates from eligibility certain investments or Asset Classes based on ESG factors alone. Integrating ESG information can lead to more comprehensive analysis of a company.

**External Portfolio Managers:** means external third-party investment management firms whose investment and advisory services and product offerings can be accessed by ONE JIB directly (including via the OCIO Offering) or through services provided to a Pooled Fund. External Portfolio Managers are agents who may be authorized by ONE JIB in accordance with Part II of the Regulation.

**Interest Rate Risk:** means the risk associated with declines or increases in interest rates that cause an investment in a fixed-income security to increase or decrease in value.

**Investment-Grade Securities:** means securities issued by an issuer whose credit ratings are rated BBB or above by Dominion Bond Rating Service (DBRS), or equivalent from other bond rating agencies.

**Investment Officer:** means the Manager, Investment Portfolio, Senior Investment Analyst or other staff as designated by the Commissioner of Finance and Treasurer or Director of Financial Solutions, Utility Finance and Portfolio Management to implement the investment mandate.

**Investment Plan:** means the investment plan applicable to the Long-Term Funds and adopted and maintained 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 Region's Investment Portfolio and other investments as adopted and maintained by the Council of the Region for Long-Term Funds under the Regulation, and for Short-Term Funds, as the same may be amended from time to time.

**JIB:** means the Joint Investment Board referred to in the Regulation and 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 Investments:** means the eligible 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 the risks of investing by magnifying potential gains as well as losses.

**Liquidity:** means a measure of an asset's convertibility to cash.

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

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

**Long-Term Funds:** means money and investments that the Region has defined as long-term and characterized as money that is not required immediately (MNRI) by the Region as described in section 8.2. Monies that are Long-Term Funds will be invested in accordance with the Prudent Investor Standard.

**Managed Assets:** means, with respect to a participating municipality, the assets of the participating municipality managed and controlled by ONE JIB pursuant to, and subject to, the terms and conditions set out in the ONE JIB Agreement.

**Market Risk:** means the risk that the value of a security will rise or decline consistent with general market movements or as a result of changes in market conditions.

**Market Value:** means the current market price of a security.

**Maturity:** means the date on which payment of a financial obligation is due. The maturity date can trigger the repayment of bond principal, cash payments for deposit securities or other agreed upon settlement terms.

**Money Not Required Immediately (MNRI):** means the long-term funds that will be invested in accordance with the Prudent Investor Standard.

**Money Required Immediately (MRI):** means the short-term funds or money to be used to meet financial obligations within the next three years.

**Municipal Services Corporation (MSC):** means a corporation established by a municipality(ies) under section 203 of the Municipal Act, 2001 to provide a municipal system, service or thing.

**Municipal Finance Officers Association of Ontario (MFOA):** means an entity which, in conjunction with LAS, established ONE Investment.

**OCIO Offering:** means the comprehensive investment program made available through ONE JIB pursuant to which a duly qualified investment manager who is an External Portfolio Manager is engaged by ONE Investment to advise a participating municipality with regard to the investment of the participating municipality's Managed Assets and to invest and manage such Managed Assets in accordance with the terms and conditions set out in the ONE JIB Agreement;

**ONE Investment:** means the not-for-profit corporation founded by CHUMS and LAS which provides certain management, administrative and other services to ONE JIB in connection with the ONE Investment Offering.

**ONE Investment Offering:** means the comprehensive suite of products and services relating to investment by municipalities in Ontario made available through ONE Investment and includes the ONE Pools Offering and the OCIO Offering;

**ONE Investment Pool:** means a pooled investment vehicle managed by ONE Investment whose securities are available to participating municipalities through ONE Investment as part of the ONE Pools Offering;

**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 Region, 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 first approved on May 19, 2020 by ONE JIB pursuant to which participating municipalities invest their MNRI through ONE JIB in accordance with the Prudent Investor Standard;

**ONE Pools Offering:** means the comprehensive investment program made available through ONE JIB pursuant to which ONE Investment advises the participating municipality with regard to the participating municipality's Managed Assets and the underlying investment

products consist of ONE Investment Pools and other investment products offered by ONE Investment from time to time;

**Outsourced Chief Investment Officer (OCIO):** means the External Portfolio Manager, being an asset management firm or investment consultant, to whom the full or partial responsibility for the investment management of a municipality's MNRI is delegated, through a Joint Investment Board and based on an IPS approved by the Council of the municipality.

**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 funds that are invested and managed by an OCIO/External Portfolio Manager. Funds are pooled or combined with funds of other investors.

**Prudent Effective Date:** means the agreed upon effective date of the Region's authorization of the application of Section 418.1 of the Act to it on which the Prudent Investor Standard applies to the Region.

**Prudent Investor Standard:** means the standard that applies when a municipality invests money that it does not require immediately under section 418.1 of the Municipal 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 makes use of Modern Portfolio Theory which means the standard of prudence applies to, and results are measured with respect to, the entire portfolio in respect of a municipality's long-term funds and not to individual securities.

**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.

**Region:** means The Regional Municipality of Durham.

**Regulation:** means Ontario Regulation 438/97.

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

**Schedule I Banks:** means domestic banks authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

**Schedule II Banks:** means foreign bank subsidiaries authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canada Deposit and Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions.

**Schedule III Banks:** means foreign bank branches of foreign institutions that have been authorized under the Bank Act to do banking business in Canada. These branches have certain restrictions.

**Securities Lending:** means loaning 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 on behalf of investors. A Securities Lending program is widely used by institutional investors to generate additional marginal returns on the total portfolio.

**Short-Term Funds:** means money that is required immediately by the Region as described in section 8.1 and which remains under the control and management of the Region. The funds can be invested in appropriate Legal List Investments.

**Sinking Fund:** means securities and/or funds accumulated on a regular basis in a separate custodial account that will be used to retire associated sinking fund debentures at maturity. Sinking Fund contributions and securities are Long-Term Funds and will be invested in accordance with the Prudent Investor Standard under the control and management of ONE JIB in accordance with this IPS.

**Supranational:** means an agency sponsored by either a single or group of highly rated foreign banks or governments that will issue debt to fund loans in developing countries or large infrastructure projects. Supranational institutions may be owned or guaranteed by a consortium of national governments, e.g., International Monetary Fund (IMF).

**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 Region of Durham is the trustee of funds that are to be used for specific purposes by the Region of Durham or any related parties.

**Workout Plan:** means a formal strategy, including expected timelines, for the sale of securities held by a municipality which are not permitted as eligible investments under the Regulation and require divestment. Ineligible securities can be acquired as a result of donations, gifts or security downgrades.

## 5. Legislative Framework

### 5.1 Governing Legislation

Investments of MRI will only be made in Legal List Investments 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 Region to earn improved risk-adjusted rates of return.

The Act provides that the Region, 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 Region'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.

## 5.2 Prudent Investor Standard

For MNRI, the standard of care to be applied by the Region 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 Region'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 Region'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.

## 6. MONEY REQUIRED IMMEDIATELY AND MONEY NOT REQUIRED IMMEDIATELY

### 6.1 Determination of MNRI and MRI

Determination of 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

MNRI will be comprised of money that is to be used to meet financial obligations that become due more than three years from the date of receipt of such money by the Region.

For certainty, all money and investments that have not been identified as MNRI shall be deemed for purposes of this IPS to be MRI.

Determination of MNRI and MRI may be modified at any time and from time to time by action of Council and with respect to specific finds by the Treasurer in accordance with the provisions of Section 9.2.

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

## 6.2 Summary of Portfolios

The Region's portfolios represent funds required for specific purposes. A high-level description of each of these portfolios and their objectives is provided in section 8 below.

- Short-Term Portfolio, comprised of Short-Term Funds, or MRI, which is invested in Legal List Investments; and/or
- Long-Term Portfolio, comprised of Long-Term Funds, or MNRI, which is invested under the Prudent Investor Standard.

## 7. ROLES AND RESPONSIBILITIES

### 7.1 Role of Municipal Staff

This IPS is adopted and approved by Council with input from the Treasurer, and from ONE JIB with respect to MNRI. MRI of the Region, and any third-party trust funds will remain under the control and management of the Treasurer.

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

- The transfer to, or withdrawal from, ONE JIB of control and management of MNRI, under the explicit delegation of authority regarding MNRI set out in the Regulation;
- Investment management of MRI and any third-party trust funds referenced in section 8.3 of this IPS; and
- A system of controls exercised by the Treasurer to regulate the investment activities of Investment Officer(s) of the Region when investing MRI.

In the management of MRI of the Region, and any third-party trust funds, the Treasurer may engage one or more agents and service providers. For example, at the request of the Region, ONE Investment can assist with the investment of the Region's MRI, in Legal List Investments or otherwise, and with the investment of third-party trust funds, in accordance with the terms of applicable trust, to the extent permitted.

### 7.2 Role of ONE JIB

ONE JIB has been appointed by the Region in accordance with the requirements of the Act and Regulation and on the terms and conditions set out in the ONE JIB Agreement as attached to the Authorizing By-law.

ONE JIB exercises control and management of the Region's MNRI and the investments made by it with such MNRI adhering to the objectives and constraints established in this IPS.

No person including, without limitation, ONE JIB, may engage in an investment transaction except as provided under the terms of 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 Agents, including as applicable, an OCIO, External Portfolio Managers, Custodians, administrators and other investment professionals;
- Allocating the money and investments under its control and management among an OCIO and/or External Portfolio Managers;
- Monitoring the performance of the Agents; and
- Reporting to the Region

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

### 7.3 Codes of Conduct and Conflicts of Interest

Individuals who are responsible for the Region's Short-Term Funds (MRI) and any third-party trust funds, shall comply with the Region's Conflict of Interest guidelines and any relevant professional codes of conduct (e.g., CFA Institute's Code of Ethics and Standards of Professional Conduct).

ONE JIB, in its capacity as a joint municipal service board, in addition to being a local board of each participating municipality is subject to a Code of Conduct as required by the Municipal Act, 2001 (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.

## 8. Investment

### 8.1 Short-Term Funds (Money Required Immediately)

The Region's Money Required Immediately, or MRI, consists of money that is required to meet the short-term obligations of the Region coming due within three years and is managed by the Investment Officer(s) under the direction of the Treasurer. This is a reasonable estimate given the nature, size and scope of regional infrastructure projects, the delay between budget approvals and actual expenditures, and the critical need for capital plans and forecasts to meet demands upon infrastructure in the currently evolving municipal context.

#### 8.1.1. Short-Term Funds: Investment Objectives

Short-Term Funds will be actively managed in accordance with any Short-Term Portfolio Term Constraints identified in Appendix B with the goal of achieving a more attractive risk-adjusted return than is available from conventional cash holdings. It is recognized that this will involve a modest increase in risk. This strategy is designed to provide superior short-term investment returns primarily through interest income and moderate capital

appreciation. The returns generated by the investment of these monies will contribute to municipal revenues and to the extent possible, the Region shall attempt to match its investments with anticipated obligations.

The Region 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, maintaining liquidity and managing risk through diversification by issuer and credit quality.

The investment objectives for Short-Term Funds, ranked in priority, are as follows:

i) Eligibility of investments

All investment activities shall be governed by the Act. Investments, unless further limited by Council, shall be those which are eligible under the Regulation, Part I or as authorized by subsequent provincial regulations.

ii) Preservation of Capital

Capital preservation is paramount for short-term portfolios and municipalities as custodians of public funds. Consequently, only high quality, short-term investments that are also Legal List Investments will be held in the short-term portfolio.

iii) Liquidity

The short-term investment portfolio shall remain sufficiently liquid to meet daily operating cash flow requirements, utilizing securities which trade in a reliable secondary market and holding investments with staggered maturities to meet financial obligations and/or unanticipated cash needs.

iv) Competitive Rate of Return

The Region's overall investment approach will emphasize the security of principal and maintenance of ample liquidity. Once these objectives have been satisfied, the Region will then seek the highest available rate of return on eligible investments in accordance with the prescribed legislation.

Diversification of the portfolio is an important contributing factor to overall returns while minimizing risk. With the inclusion of higher yielding, short-term investments, and marginally riskier securities, returns can be enhanced within the constraints of this IPS.

The Region's short-term risk tolerance is low. The Region will employ an investment strategy that seeks to minimize the risk of capital losses by mitigating the impact of credit and interest rate risk where possible, and diversifying investments amongst high credit quality securities issued by different institutions, across different sectors and varying maturities up to and including three years. For example, eligible securities will have constraints to mitigate concentration risk by sector, individual institution, and/or security.

#### 8.1.2. Short-Term Funds: Eligible Investments

Short-Term Funds may be invested in high credit quality investments maturing in three years or less, as permitted by this IPS and the Regulation, Part I.

For a complete listing of Eligible Short-Term Investments under this IPS, refer to the Authorized Investments and Sector Guidelines found in Appendix A. The Investment Officer(s), with the approval of the Treasurer, is permitted to deviate +/- 5% from constraints to take advantage of evolving market conditions.

## 8.2 Long-Term Funds (Money Not Required Immediately)

Money Not Required Immediately, or MNRI, is described in this policy as Long-Term Funds not required by the Region for financial obligations within the next three years and includes

cash and securities held in Sinking Funds. These are not to be interpreted as surplus funds but rather an exercise to match the timing of funds with planned/forecasted expenditures. In accordance with the ONE JIB Agreement and this IPS, ONE JIB has exclusive control and management of Long-Term Funds and the investments made therewith, subject to the constraints outlined in section 8.6 of this IPS.

Long-Term Funds managed by ONE JIB will be used to meet the longer-term liabilities of the Region. Returns generated by investing Long-Term Funds will help to fund capital projects, preserve, and replace asset infrastructure and to cover shortfalls in operating expenses. The risk tolerance for capital losses is very low and risk needs to be balanced while achieving higher expected returns over a long-term investment horizon.

### 8.2.1. Long-Term Funds: Investment Objectives

In setting the objectives outlined below, the Region 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;
- Income and capital appreciation;
- Diversification by asset class, market, sector, issuer, credit quality and term; and
- Macro risks, such as inflation, economic growth and interest rates.

Investment of Long-Term Funds (MNRI) is managed by ONE JIB in a way that balances investment objectives, expected returns, and risk to develop asset allocations that achieve the Region's financial needs within stated risk tolerances.

The investment objectives for Long-Term Funds are as follows:

Outcome	Objective	Risk Tolerance*	Investment Horizon
Short-Term	-Preservation of capital; -High liquidity	Low risk (5% maximum annual loss)	3 – 5 years

Medium-Term	-Contributions toward capital projects, mitigating inflation impacts and meeting target funding requirements; -Liquidity	Low to moderate risk (7.5% maximum annual loss)	6 – 10 years
Long-Term	-Contributions toward capital projects, mitigating inflation impacts and meeting target funding requirements; -Emphasis on long-term inflation-adjusted growth	Moderate risk (10% maximum annual loss)	> 10 years

total equity exposure across all long-term investments shall not exceed 40%.

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

To the extent possible, long-term investment horizons will be aligned with the Region’s obligations and cash flow requirements and may consist of liquid and non-liquid securities based on future cash flow requirements.

8.2.2. Long-Term Funds: Sinking Fund Investment Objectives

Sinking Funds established by the Region to retire sinking fund debentures as they become due are MNRI and will be managed separately by ONE JIB. Sinking Funds shall not be combined with other funds, and all investments, bank accounts, reporting and audits will be separate and distinct from other investments made with MNRI. Sinking Fund investments will be tracked separately and may require separate custodial accounts for additional transparency.

Annual contributions will be based on the required return to retire outstanding sinking fund debentures at maturity. For effective asset-liability matching, the expected return, net of fees, of the relevant Sinking Fund should, at a minimum, keep pace with the required return of the underlying debt to avoid the need for additional contributions. The funded status (Market value of Assets – Market value of Liabilities) will be reviewed annually by the Treasurer. Annual deficits experienced in each respective Sinking Fund must be funded within 12 months by the Region.

The Sinking Fund Portfolio shall predominantly be invested in fixed income securities rated A (low) or better by Dominion Bond Rating Service (“DBRS”), or equivalent credit rating per Appendix D, to match the risk characteristics of the underlying debentures. Low risk, fixed income securities will be maintained for the portfolio to minimize volatility and the possibility of annual deficits. Total equity exposure in each Sinking Fund comprising the Sinking Fund Portfolio shall not exceed 5%.

The Region will consider permitting additional asset classes in the Sinking Fund Portfolio through this IPS as its borrowing program matures.

ONE JIB and the Region must adhere to Section 409 of the Act and Section 4 of the Regulation when managing investments for the Sinking Fund Portfolio.

#### 8.2.3. Durham Region (Own) Debt

The Region currently holds debt securities issued by the Region that were acquired at the time of their issuance. These securities are long-term investments to be held to maturity and shall be included as in-kind assets for purposes of calculating MNRI under the Prudent Investor Standard.

As part of the Region's overall debt strategy, additional debt securities issued by the Region with maturities over three years may be acquired from time to time. In these circumstances, the acquired securities will be considered MNRI and transferred in-kind to ONE JIB for management under the Prudent Investor Standard.

### 8.3 Third-Party Trust Funds

In addition to the Region's own money, the Region is from time to time entrusted with third party trust funds, and the 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 Region's third-party trust funds are listed in Appendix C.

For certainty, third-party trust funds are MRI of the Region, and such funds are not under the control or management of ONE JIB.

### 8.4 Investment Management

#### 8.4.1. Investment Management of Short-Term Funds

The Short-Term Funds shall be controlled and managed by the Treasurer as it consists of funds required by the Region to meet its operating requirements.

#### 8.4.2. Investment Management of Long-Term Funds

The investment of Long-Term Funds shall be controlled and managed by ONE JIB in accordance with this IPS.

An Outsourced Chief Investment Officer ("OCIO") and/or External Portfolio Managers shall be appointed by ONE JIB, and they shall each enter into an agreement with ONE Investment that complies with this IPS and Part II of the Regulation and provide for delivery of compliance and performance reports. In accordance with the applicable

regulatory requirements, ONE JIB shall make any OCIO and/or External Portfolio Managers changes deemed in the best interest of the participating municipalities. ONE Investment shall agree on a set of operational guidelines including constraints, discretion limits, diversification and quality standards, and performance expectations, which are documented in the OCIO's and/or External Portfolio Managers' guidelines.

## 8.5 Transition to Prudent Investor Regime

Until the Prudent Effective Date, the Region will continue to control and manage its MRI, MNRI and investments in Legal List Investments. Some existing Legal List Investments have been made with MRI and some with MNRI.

Upon and after the Prudent Effective Date, the control and management of money and investments that are determined to be not required immediately shall be transferred to ONE JIB. Investments made with MNRI may be held, and continue to be held, under the control and management of ONE JIB in instruments such as term deposits, guaranteed investment certificates or principal protected notes issued by a financial institution until maturity. Investments need not be liquidated or disposed of and may be invested in new securities upon receipt of cash proceeds at maturity.

Management of third-party trust funds are not affected by the Prudent Effective Date.

## 8.6 Investment Constraints

### 8.6.1. Environmental, Social and Governance ("ESG") Investing

The Region supports ESG investing for Short-Term and Long-Term Funds. The Region 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.

The Region has chosen to monitor the developments of ESG factors and will consider its approach to ESG investing for the Short-Term Portfolio as and when appropriate to do so by incorporating the International Capital Market Association's ("ICMAs") Green, Social and Sustainability principles and guidelines.

For the investment of Long-Term Funds, ONE JIB is required to explore and consider how the OCIO and/or other External Portfolio Managers are implementing responsible investing principles during periodic reviews and to report to the Region on its findings periodically, as requested. The Region may then provide direction to ONE JIB with respect to further implementation of ESG and Green, Social and Sustainable Development principles and guidelines.

### 8.6.2. Securities Lending

For investments made with Short-Term Funds, the Region may engage in the practice of securities lending as provided in Section 418 of the Municipal Act to enhance returns on the custodial portfolio by lending certain securities to approved borrowers for a fee.

For the investment of Long-Term Funds, the Region may invest in pooled funds, and other investment funds that are managed by an OCIO and/or External Portfolio Managers who may engage in Securities Lending if the policies of the OCIO and/or External Portfolio Managers permit such activities.

#### 8.6.3. Derivatives

Derivatives shall not be utilized for speculative purposes but as a risk management and mitigation tool to insure against or to protect investments against undesired market and credit risk exposure.

The Region may enter into Forward Rate Agreements (“FRAs”), to reduce the cost or risk associated with short-term investments due to fluctuations in interest rates in accordance with the applicable legislation.

For Long-Term Funds, derivatives may be used for hedging purposes only.

Bond Forward Agreements may be used by the Investment Officer(s) to mitigate the cost of debt issuances in accordance with the applicable legislation.

#### 8.6.4. Pooled Funds

All investment strategies may be pursued directly through holdings of corporate and government issues or indirectly via pooled funds and investment funds or any combination thereof as approved in this IPS.

#### 8.6.5. Currency Hedging

The Short-Term Portfolio will not utilize currency hedging.

The Region’s funding requirements are in Canadian dollars. However, some exposure to foreign currencies in the Long-Term Portfolio may be desirable and provide diversification and potentially increase returns. Therefore, investments in global mandates may be unhedged, fully or in part, where the diversification benefits of the currency exposure are considered beneficial by ONE JIB.

#### 8.6.6. Alternative Asset Classes

The Legislation does not prevent the direct/indirect placement of the Long-Term Funds in Alternative Asset Classes. However, this IPS restricts investments in alternative investments due to the inherent risks of this asset class.

As the Region’s Long-Term investment strategy evolves, the merits of Alternative Asset Classes, will be considered as a way to further enhance returns and protect against downside risk. Alternative Asset Classes may have uncorrelated return characteristics when compared with the performance of the broader capital markets, and may thereby be a prudent component of a well-diversified portfolio.

### 8.6.7. 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) shall have processes and procedures to manage, monitor and report counterparty risk exposure. Leverage should not be exercised for speculative purposes but may be used as a hedging tool.

## 8.7 Municipal Service Corporations and Others

### 8.7.1. Municipal Service Corporations

The ownership in Municipal Services Corporations (“MSCs”) established under section 203 of the Act, such as Durham OneNet, Inc., and any future facilities that the Region establishes for providing municipal services do not qualify as investments under the Regulation.

### 8.7.2. Local Distribution Corporation (“LDC”) Securities

The direct investment in LDC shares and/or promissory notes, as may be applicable, acquired after the Prudent Effective Date, shall be included as part of the Long-Term Funds/MNRI. Specific details of this investment shall be approved by Council in its sole and absolute discretion, and ONE JIB shall adhere to all terms and conditions as directed by the Region. More specifically, ONE JIB shall be prohibited from selling, transferring, assigning, or pledging any LDC securities.

LDC shares are considered restricted, special assets and LDC securities are to be viewed as separate standalone investments with the subject matter expertise and administrative functions remaining under the purview of the Region. Council would retain direct, de facto control of the LDC and, more specifically, Council would control all acquisition and disposition decisions related to any future LDC assets. Any voting related to LDC shares would be undertaken solely by the Region.

Investments in LDC shares would not be included in calculations regarding asset mix/allocations or other constraints that apply to the Long-Term Funds.

### 8.7.3. Durham Region Municipal Insurance Pool (“DMIP”)

The DMIP was established to protect the member municipalities, or subscribers, from increasing insurance premium costs. The DMIP provides an integrated insurance program which effectively combines the insurance and risk management requirements of the member municipalities into a single common “pool”.

Contributions to the pool are restricted for insurance purposes of its subscribers and do not qualify as MNRI.

### 8.7.4. Durham York Energy Centre (“DYEC”)

The DYEC Co-owners Agreement establishes terms to ensure clarity around the Region's and The Regional Municipality of York's shared obligations with respect to the operation of the waste management facility including site servicing and owner obligations and responsibilities with respect to the executed Project Agreement with Covanta.

The Region's share of ownership in the DYEC does not qualify as MNRI.

#### 8.7.5. York Durham Sewage System ("YDSS")

Under the YDSS Co-Owners Agreement, York and Durham Regions share the cost of operating and maintaining the co-owned assets, and investment in new assets to service growth. An operating agreement outlines the roles and responsibilities for York Region and Durham Region (the Co-owners) and Durham Region (the Operator) of the York Durham Sewage System Primary System to ensure regulatory requirements are met.

The Region's share of ownership in the YDSS does not qualify as MNRI.

### 8.8 Performance Monitoring, Rebalancing and Management

#### 8.8.1. Short-Term Funds

The performance benchmarks may vary from time to time, as agreed upon by the Investment Officer(s) and the Treasurer, subject to the investment constraints listed in the IPS.

#### 8.8.2. Long-Term Funds

For the investment of Long-Term Funds, 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.

## 9. ADMINISTRATIVE POLICIES

### 9.1 Flow of Funds and Annual Municipal Budget

#### 9.1.1. Transfer to ONE JIB as Part of Review Process

As part of the Region's annual review process, the Region shall identify the amount, if any, of Long-Term Funds that it holds. Any Long-Term Funds not already under the control and management of ONE JIB shall be transferred to ONE JIB as soon as practicable.

#### 9.1.2. Transfer to the Region as Part of Budget Process

On an annual basis, as part of the Region's budget process, ONE JIB shall be notified by the Treasurer as to the amount, if any, required by the Region from the Long-Term Funds then under the control and management of ONE JIB for the Region's operational

purposes. Such amount shall be deemed to be Short-Term Funds and shall be returned to the Region in a lump sum or by way of periodic payments, as directed by the Treasurer.

## 9.2 Flow of Funds Otherwise than through the Budget Process

### 9.2.1. Surplus Funds

The Short-Term Funds capture revenues received by the Region during each year after the approval of the Region's budget for the year. On an annual basis, any surplus funds allocated to the reserve and reserve funds and deemed to be MNRI by the Treasurer shall be transferred to ONE JIB to be under its management and control as Long-Term Funds. Amounts so transferred will be recorded annually in the Investment Plan and allocated by ONE JIB in accordance with the Investment Plan.

### 9.2.2. Contingencies

The Treasurer is authorized, from time to time after the approval of the Region's budget, to direct ONE JIB to return any amounts determined by the Treasurer to be required to meet expenditures for unexpected contingencies not anticipated by the Region's budget in force for that year. Provided, however that the aggregate of the amounts to be returned to the Region under this Section 9.2.2 during the year shall not exceed 25% of the Long-Term Funds under the control and management of ONE JIB as at the date that the Region approved its budget for the year (the Budgeted Long-Term Funds). In determining the Budgeted Long-Term Funds for purposes of calculating the 25% limit, any Long-Term Funds to be transferred to the control and management of ONE JIB in accordance with that year's budget pursuant to Section 9.1.1 shall be included and any amount to be returned by ONE JIB to the Region pursuant to Section 9.1.2 shall be excluded. The OCIO and/or External Portfolio Managers should be made aware of material transactions in advance to ensure the orderly sale of securities to fund withdrawals.

## 9.3 Valuation of Investments

Investments shall be valued according to the values used by the Custodian(s). For the investment of Long-Term Funds, values of unitized vehicles shall be valued according to the unit values published daily 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 OCIO and/or External Portfolio Managers to the Custodian no less frequently than quarterly.

## 9.4 Voting Rights

Subject to the provisions of 8.2.3, where an OCIO and/or External Portfolio Managers have been appointed, such agents of ONE JIB may assume the responsibility of exercising voting rights and will report their voting policies to ONE JIB annually. The Region may access these policies at any time.

## 9.5 Internal Controls

The 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 Treasurer and will occur in conjunction with the development of the monthly and/or annual investment report. To the extent ONE JIB's input is needed, these requirements will be communicated in advance to ONE JIB.

## 9.6 Custodians

All investments and assets of the investment portfolios shall be held by a Custodian and any of the Custodian's sub-custodians or nominees. For Long-Term Funds, the Custodian shall be acceptable to ONE Investment. For Short-Term Funds the Custodian shall be acceptable to ONE Investment if ONE Investment is administering the investment of the Region's Short-Term Funds, otherwise the Custodian shall be acceptable to the Region. All Custodians shall provide monthly reporting showing at the minimum all securities held, their book values, market values and all income received.

## 9.7 Reporting

Regulation 438/97 of the Municipal Act, 2001 requires the Treasurer or delegate to provide an annual report of investments made by the Region to Council.

### 9.7.1. Short-Term Funds

For the investment of Short-Term Funds, the Treasurer shall report at least annually to Council, such report to be in such form and contain such content as Council may request. The report to Council shall include investment performance during the period covered and such other information as the Treasurer may consider to be pertinent, subject to the requirements of the Regulation.

### 9.7.2. Long-Term Funds

The Regulation provides that ONE JIB shall submit an investment report to Council in respect of the investment of Long-Term Funds at least annually. Such 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 end of the reporting period showing, where appropriate, their average term to maturity and yield relative to the benchmark, book value, market value, realized/unrealized gains/losses and actual income received;
- A list of all transactions including the trade date, settled date and the purchase/sale price;
- A statement by the 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 Treasurer.

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

## **10. Approval, Subsequent Modifications and Effective Date**

### **10.1 Revocation / Amendment of Previous Investment Policy**

This IPS amends, and restates as so amended, the existing Statement of Investment Policy and Goals approved by Council on January 26, 2022.

### **10.2 Modification 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 Treasurer with respect to the investment of Short-Term Funds and from ONE JIB with respect to the investment of Long-Term Funds.

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 review will consider:

- The adequacy of funding for capital works;
- The Region's ability to reduce other spending;
- Flexibility of the timeframe to payout; and
- Sensitivity to loss.

## **11. Appendices**

- Appendix A - Authorized Investments and Sector Guidelines
- Appendix B - Short-Term Portfolio Term Constraints
- Appendix C - Third-Party Trust Funds
- Appendix D - Credit Ratings

### Appendix A: Authorized Investments and Sector Guidelines

Security or Institution	Minimum Credit Rating	Money Market Rating	Maximum % of Portfolio <sup>1</sup>	Issuer % Limit <sup>1</sup>
Government of Canada Debt <sup>2</sup>	n/a	n/a	100%	n/a
Provincial Government Debt <sup>3</sup>	A (low)	n/a	75%	25%
Region of Durham Debt	n/a	n/a	25%	25%
Other Canadian Municipal Debt <sup>4</sup>	A (low)	n/a	30%	10%
Applied Arts, Housing Corporations, Education & Hospitals	AAA	n/a	15%	5%
Other Country Debt	AAA	n/a	10%	5%
Supranational Debt	AAA	n/a	10%	5%
Canadian Corporate Debt	A (low)	n/a	25%	5%
Schedule I Banks <sup>5,6,7</sup>	A (low)	R-1 (low)	50%	25%
Schedule II Banks <sup>5,6,7</sup>	A (low)	R-1 (mid)	10%	5%
Schedule III Banks <sup>5,6,7</sup>	A (low)	R-1 (mid)	5%	2%
Loan or Trust Corporations <sup>5,6,7</sup>	A (low)	R-1 (mid)	10%	5%
Credit Unions <sup>5,6,7</sup>	n/a	n/a	10%	5%
Asset Backed Securities (< 1 year) <sup>9</sup>	n/a	R-1 (high)	10%	10%
Asset Backed Securities (> 1 year) <sup>9</sup>	AAA	n/a	10%	10%
Commercial Paper (< 1 year) <sup>9</sup>	n/a	R-1 (mid)	10%	10%
ONE Investment High Interest Savings Account <sup>7</sup>	n/a	n/a	10%	10%
ONE Investment 'Other' <sup>10</sup>	n/a	n/a	10%	5%

Notes:

- 1 - e.g. Other Canadian Municipal Debt maximum share of the total par value of the portfolio is 30%, and no individual municipality can exceed 10% of the Portfolio.
- 2 - Includes Agents of the crown, such as Export Development Canada and Canada Housing Trust
- 3 - Includes Agent crown corporations of provinces where the debt is fully guaranteed by the province
- 4 - Includes BC Municipal Financing Authority, School Boards, Local Boards & Conservation authorities.
- 5 - Applies to Debt or Deposit securities, subject to the requirements of the Regulation
- 6 - Debt securities issued by Schedule I, II and III banks and Loan or Trust Corporations under 2 years must be rated AA (low).
- 7 - Aggregate exposure of the total portfolio par value cannot exceed 50%.
- 8 - Where total Deposit securities exceed \$250,000, additional Deposit securities maturing beyond 2 years must satisfy the financial indicators prescribed in O. Reg. 438/97. All Debt securities must satisfy the financial indicators prescribed in O. Reg. 438/97.
- 9 - Investment in these securities is contingent upon the Region maintaining a credit rating at or above AA (low).
- 10 - ONE Investment 'Other' includes the Canadian Government Bond, Canadian Corporate Bond & Money Market portfolios or any other new investment products developed and offered by ONE Investment where the term of the investments should not exceed three years

The purchase of eligible securities under Part I of the Regulation not identified in Appendix A above and/or denominated in a foreign currency requires prior approval from the Treasurer.

**Appendix B: Short-Term Portfolio Term Constraints**

Term Limitation	Percentage	
	Minimum	Maximum
Less than 1 year	25%	100%
1 Year - 2 Year	0%	50%
2 Year - 3 Year	0%	50%

**Appendix C: Third-Party Trust Funds**

Balance as at December 31, 2022:

1. Fairview Lodge Trust	\$ 99,658.88
2. Hillsdale Estates Trust	\$ 39,604.73
3. Hillsdale Terraces Trust	\$ 46,238.94
4. Lakeview Manor Trust	\$ 43,204.48
5. Department of Social Services Trust	\$ 455,218.48

### Appendix D: Credit Ratings

- Part I of the Regulation specifies that certain eligible securities must have a minimum credit rating provided by: Dominion Bond Rating Service (“DBRS”), Moody’s, Standard and Poor’s (“S&P”) or Fitch Ratings. A summary is provided in Table 2 below.
- Credit ratings for securities held in the Region’s Investment Portfolio will be monitored and, for instruments falling below approved credit qualities (listed in Table 1), disposed of, in accordance with the internal control procedures established in this Policy and the requirements of the Regulation.

#### Credit Rating Guide\*

Credit Quality	DBRS		Moody's		Standard & Poor's		Fitch	
	Long-term	Short-term	Long-term	Short-term	Long-term	Short-term	Long-term	Short-term
Superior	AAA	R-1 (high)	Aaa	P-1	AAA	A-1+	AAA	F1+
	AA (high)	R-1 (high)	Aa1	P-1	AA+	A-1+	AA+	F1+
	AA	R-1 (mid)	Aa2	P-1	AA	A-1+	AA	F1+
	AA (low)	R-1 (mid)	Aa3	P-1	AA-	A-1+	AA-	F1+
Good	A (high)	R-1 (low)	A1	P-1	A+	A-1	A+	F1
	A	R-1 (low)	A2	P-1	A	A-1	A	F1
	A (low)	R-1 (low)	A3	P-2	A-	A-2	A-	F2
Adequate	BBB (high)	R-2 (high)	Baa1	P-2	BBB+	A-2	BBB+	F2
	BBB	R-2 (mid)	Baa2	P-2	BBB	A-3	BBB	F3
	BBB (low)	R-2 (low)	Baa3	P-3	BBB-	A-3	BBB-	F3
Speculative	BB (high)	R-3 (high)	Ba1	Not Prime	BB+	B	BB+	B
	BB	R-3 (high)	Ba2	Not Prime	BB	B	BB	B
	BB (low)	R-3 (high)	Ba3	Not Prime	BB-	B	BB-	B
Highly Speculative	B (high)	R-3 (mid)	B1	Not Prime	B+	B	B+	B
	B	R-3 (mid)	B2	Not Prime	B	B	B	B
	B (low)	R-3 (low)	B3	Not Prime	B-	B	B-	B
	CCC	R-3 (low)	Caa	Not Prime	CCC	C	CCC	C

\* Credit rating scales for bond rating agencies may change over time.

**MASTER COPY**  
**ONE JOINT INVESTMENT BOARD AGREEMENT**

Between

**ONE JOINT INVESTMENT BOARD**

and

**ONE INVESTMENT**

and

**Each of the Municipalities Listed in Schedule A hereto  
(PARTICIPATING MUNICIPALITIES)**

and

**[NAME OF MUNICIPALITY]**

**THE APPLICANT MUNICIPALITY**

Approved on May 19, 2020

Dated as of July 2, 2020

As updated to December 15, 2023

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## ONE JOINT INVESTMENT BOARD AGREEMENT

This Agreement Amended and Restated as of December 15, 2023 made between

**ONE JOINT INVESTMENT BOARD**

and

**ONE INVESTMENT**

and

**Each of the Municipalities Listed in Schedule A hereto**

and

**[NAME OF MUNICIPALITY]**

**THE APPLICANT MUNICIPALITY**

### RECITALS:

- A. ONE Joint Investment Board was established by the Founding Municipalities as a Joint Investment Board under section 202 of the *Municipal Act, 2001* (the Act) and in accordance with Part II of Ontario Regulation 438/97 (the **Regulation**);
- B. The Regulation provides that ONE Joint Investment Board (**ONE JIB**) is a joint municipal service board established under section 202 of the Act for the purposes of Part II of the Regulation;
- C. The Founding Municipalities have entered into the Initial Formation Agreement pursuant to which they agreed to establish and invest through ONE JIB and they have agreed to invest through ONE JIB in accordance with this Agreement;
- D. The Applicant Municipality wishes to make investments pursuant to the provisions of section 418.1 of the Act, and in connection therewith, the Applicant Municipality proposes to pass a by-law (the **Prudent Investor Enabling By-law**) to have section 418.1 of the Act apply to it;
- E. Under the Regulation, the Applicant Municipality, provided that it is not a Founding Municipality, must have entered into an agreement with the parties hereto before the day that the Applicant Municipality passes its Prudent Investor Enabling By-law;
- F. ONE JIB is committed to performing its duties and responsibilities in a manner that is consistent with the Municipal Legislation, as defined below;

**NOW THEREFORE**, in consideration of the mutual covenants of the parties hereto, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each of the parties, the parties hereto agree as follows:

## **SECTION 1 - INTERPRETATION**

### **1.01 Definitions.**

In this Agreement

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

**Administrator** means at any time an entity approved by ONE JIB from time to time to provide administrative and recordkeeping services including receiving and implementing investment instructions, keeping records of holdings and providing reports of such holdings;

**Agent** means any Administrator, Custodian, Payment Servicer, External Portfolio Manager, 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;

**Agreement** means this agreement, any schedules attached to this agreement from time to time as the agreement and the schedules may be added, amended, deleted, supplemented, restated, renewed or replaced from time to time;

**Authorized Person** has the meaning set out in Section 14.01;

**Authorizing By-law** means any by-law or other action of the Applicant Municipality (whether or not it is also a Founding Municipality) or a Participating Municipality to authorize such Municipality to enter into and be bound by this Agreement and to do all things in furtherance of this Agreement, including the approval and adoption of such Municipality's IPS, but in the case of a Founding Municipality, an Authorizing By-law does not include the Municipality's Prudent Investor Enabling By-law and in the case of a Participating Municipality that is not a Founding Municipality, an Authorizing By-law can also include such Municipality's Prudent Investor Enabling By-law;

**Banking Day** means a day on which the Payment Servicer and the Custodian are open for business in Toronto, Ontario, other than a Saturday or a Sunday or a statutory holiday in Toronto, Ontario;

**CHUMS** means CHUMS Financing Corporation and its successors;

**Custodian** at any time means a financial institution which at such time has been approved by ONE JIB to provide custodial and other custody related services in connection with the Participating Municipality's investments;

**External Portfolio Managers** means external third-party investment management firms whose investment and advisory services and product offerings are accessed by ONE JIB

directly (including in connection with the OCIO Offering) or through services provided to a ONE Investment Pool. External Portfolio Managers are agents authorized by ONE JIB in accordance with Part II of the Regulation;

**Founding Municipalities** means the municipalities of The Corporation of the Town of Bracebridge, The Corporation of the Town of Huntsville, The Corporation of the Town of Innisfil, The Corporation of the City of Kenora, The District Municipality of Muskoka, and The Corporation of the Town of Whitby, who established ONE JIB pursuant to the Regulation and pursuant to the Initial Formation Agreement;

**Initial Formation Agreement** means the agreement between the Founding Municipalities dated as of May 19, 2020 under which ONE JIB was formed;

**Investment Account** means an account or accounts maintained by an Agent in which the Managed Assets of the Participating Municipality are managed or held;

**Investment Board** means a municipal service board that is established under section 196 of the Act by a municipality for the purposes of Part II of the Regulation and includes for the purposes of Section 13 of this Agreement, the Toronto Investment Board;

**IPS**, with respect to a Participating Municipality, means the investment policy as adopted and maintained by the council of the Participating Municipality under the Regulation;

**Investment Plan**, with respect to a Participating Municipality, means the investment plan as adopted and maintained by ONE JIB for the Participating Municipality under the Regulation;

**Investment Program Agreements** means the agreements entered into, from time to time, by or under the authority of ONE JIB, for and on behalf of the Participating Municipality, with ONE Investment, an Administrator, a Custodian, an External Portfolio Manager and such other persons as ONE JIB considers appropriate for the purpose of carrying out the objectives of the Investment Plan and the IPS;

**Joint Investment Board** means a 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;

**LAS** means Local Authority Services and its successors;

**Managed Assets** means, with respect to a Participating Municipality, the assets of the Participating Municipality managed and controlled by ONE JIB pursuant to, and subject to, the terms and conditions set out in this Agreement;

**Municipal Legislation** means all applicable legislation that applies to ONE JIB including, without limitation, the Act, the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50, as amended from time to time, the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended from time to time, the Regulation and any other applicable regulations made under such Acts, as they may be amended from time to time;

***Municipal Treasurer Representative*** means a member of ONE JIB who has been nominated by ONE JIB and ONE Investment, in consultation with the Participating Municipalities, to represent the views and interests of the municipal treasurers of the Participating Municipalities, and who holds the office of treasurer or duly appointed deputy treasurer of a Participating Municipality;

***NI 31-103*** means National Instrument 31-103 *Registration Requirements, Exemptions and Ongoing Registrant Obligations*, of the Canadian Securities Administrators;

***OCIO Offering*** means the comprehensive investment program made available through ONE JIB pursuant to which a duly qualified investment manager who is an External Portfolio Manager is engaged by ONE Investment to advise a Participating Municipality with regard to the investment of the Participating Municipality's Managed Assets and to invest and manage such Managed Assets in accordance with the terms and conditions set out in this Agreement;

***ONE Investment*** means the not-for-profit corporation founded by CHUMS and LAS which provides certain management, administrative and other services to ONE JIB in connection with the ONE Investment Offering;

***ONE Investment Offering*** means the comprehensive suite of products and services relating to investment by municipalities in Ontario made available through ONE Investment and includes the ONE Pools Offering and the OCIO Offering;

***ONE Investment Pool*** means a pooled investment vehicle managed by ONE Investment whose securities are available to Participating Municipalities through ONE Investment as part of the One Pools Offering;

***ONE JIB*** means the ONE Joint Investment Board, established by the Founding Municipalities as a Joint Investment Board under Part II of the Regulation, as constituted from time to time and acting pursuant to its Terms of Reference as set out in Schedule C;

***ONE JIB Services Agreement*** means the service agreement effective as at May 19, 2020 between ONE JIB and ONE Investment pursuant to which ONE Investment has been appointed an Agent of ONE JIB to, among other things, provide certain management, administrative and other services to ONE JIB;

***ONE Pools Offering*** means the comprehensive investment program made available through ONE JIB pursuant to which ONE Investment advises the Participating Municipality with regard to the investment of the Participating Municipality's Managed Assets and the underlying investment products consist of ONE Investment Pools and other investment products offered by ONE Investment from time to time;

***Participating Municipalities*** means from time to time each of the municipalities for whom ONE JIB acts as the Joint Investment Board under the terms of this Agreement and includes the Founding Municipalities, any other Participating Municipalities from time to time and also, upon execution by the Applicant Municipality of this Agreement, the Applicant Municipality;

***Payment Servicer*** means at any time a Canadian financial institution which at such time has been approved by ONE JIB to facilitate the transfer of assets of a Participating

Municipality between the Participating Municipality's financial institution and an Investment Account;

**Prudent Effective Date** means the effective date set out in the Prudent Investor Enabling By-law as the date on which section 418.1 applies to the Applicant Municipality;

**Prudent Investor Enabling By-law** means, with respect to a Municipality, the by-law under which the Municipality makes section 418.1 of the Act apply to it as of the effective date set out in such by-law; and

**Regulation** means Ontario Regulation 438/97 made under the Act, as it may be amended from time to time;

## **1.02 Governing Law.**

This Agreement is governed by, and is to be construed and interpreted in accordance with, the laws of the Province of Ontario and the laws of Canada applicable in the Province of Ontario.

## **1.03 Headings and Table of Contents.**

The division of this Agreement into sections, subsections, paragraphs, subparagraphs, clauses and schedules, the insertion of headings and the provision of a table of contents are for convenience of reference only and are not to affect the construction or interpretation of this Agreement.

## **1.04 Number and Gender.**

Unless otherwise specified, words importing the singular include the plural and vice versa and words importing gender include all genders.

## **1.05 Severability.**

If any provision of this Agreement is or becomes illegal, invalid or unenforceable in any jurisdiction, the illegality, invalidity or unenforceability of that provision will not affect the legality, validity or enforceability of any of the remaining provisions of this Agreement.

## **SECTION 2 - ONE JOINT INVESTMENT BOARD**

### **2.01 Appointment.**

The Applicant Municipality hereby appoints ONE JIB to be its Joint Investment Board, to invest money and investments that the Applicant Municipality, as a Participating Municipality, does not require immediately on behalf of such municipality and to exercise control and management of such money and investments, in accordance with the Act and the Regulation and subject to the terms and conditions of this Agreement.

### **2.02 Exclusive Appointment.**

The appointment of ONE JIB as the Applicant Municipality's Joint Investment Board is exclusive and during the term of this Agreement, the Applicant Municipality, as a

Participating Municipality, shall not appoint any other Investment Board or Joint Investment Board to have management or control of any of its money that it does not require immediately under section 418.1 of the Act unless it withdraws from ONE JIB in accordance with Section 13.

**2.03 Delegation.**

To the fullest extent required by the Act and the Regulation, the Applicant Municipality hereby gives control and management of its money and investments that it does not require immediately to ONE JIB, and hereby delegates to ONE JIB (i) the Applicant Municipality's powers to make the investments and (ii) the Applicant Municipality's duties under section 418.1 of the Act.

**2.04 Acceptance.**

ONE JIB hereby accepts the foregoing appointment and delegation and hereby agrees to invest money and investments that the Applicant Municipality, as a Participating Municipality, does not require immediately on behalf of such municipality in accordance with the Act, the Regulation and such municipality's IPS and subject to the terms and conditions of this Agreement.

**2.05 Acceptance by Participating Municipalities.**

On execution and delivery of this Agreement and on and after the subsequent Prudent Effective Date, each of the Participating Municipalities shall be deemed to acknowledge and agree that the Applicant Municipality has made the foregoing appointment for ONE JIB to invest money and investments that the Applicant Municipality, as a Participating Municipality, does not require immediately and that the Applicant Municipality is added as a party to this Agreement such that ONE JIB shall act as the Joint Investment Board of such Applicant Municipality, as a Participating Municipality, on and after the Prudent Effective Date.

**SECTION 3 - DUTIES OF ONE JIB**

**3.01 Duties.**

ONE JIB shall have the following duties and responsibilities in connection with investing for and on behalf of the Participating Municipalities:

- (a) review the Participating Municipality's IPS, and at the request of the Participating Municipality, provide advice and recommendations with respect thereto;
- (b) adopt and maintain an Investment Plan for the Participating Municipality in accordance with the terms hereof;
- (c) engage one or more Administrators, Custodians, Payment Servicers, External Portfolio Managers, bankers, brokers, dealers, and other Agents as may be required to implement the Investment Plan in accordance with the IPS;
- (d) monitor the performance of the Agents; and

- (e) report to the Participating Municipality as required by the Act and the Regulation.

### **3.02 Engagement of Agents.**

ONE JIB may authorize an Agent to exercise any of its functions to the same extent that a prudent investor, acting in accordance with ordinary investment practice, would authorize an agent to exercise any investment function. Any such engagement and authorization may be made only pursuant to an Investment Program Agreement with the Agent which includes the following provisions:

- (a) a requirement that the Agent comply with the requirements contained in each applicable IPS and each applicable Investment Plan;
- (b) a requirement that the Agent report to ONE JIB at regular intervals as specified in the written agreement with the Agent; and
- (c) a requirement that the Agent comply with any reasonable directions to the Agent given by ONE JIB.

### **3.03 Role of ONE Investment.**

The Applicant Municipality hereby acknowledges and agrees that in the discharge of its duties and obligations hereunder, ONE JIB requires certain support and administrative services. To obtain such services, ONE JIB hereby engages ONE Investment as its Agent hereunder and under the ONE JIB Services Agreement. Notwithstanding such engagement, ONE JIB confirms that it will at all times be responsible to the Applicant Municipality in the manner contemplated in the Act and the Regulation and as set out herein. The Applicant Municipality further acknowledges and agrees that any fees and expenses payable by it hereunder, directly or indirectly, shall be paid to ONE Investment, who has been duly authorized on behalf of ONE JIB, LAS and CHUMS to collect all such fees and expenses.

### **3.04 Monitoring Performance.**

ONE JIB shall exercise prudence in selecting an Agent, in establishing the terms of the Agent's authority and in monitoring the Agent's performance to ensure compliance with those terms. Prudence in monitoring an Agent's performance includes:

- (a) reviewing the Agent's reports;
- (b) regularly reviewing the agreement between ONE JIB and the Agent and how it is being put into effect, including assessing whether the requirements included in each applicable IPS and each applicable Investment Plan are being complied with;
- (c) considering whether directions should be provided to the Agent or whether the Agent's appointment should be revoked; and
- (d) providing directions to the Agent or revoking the appointment if ONE JIB considers it appropriate to do so.

**3.05 Further Authorizations.**

Except as may be consented to by the Participating Municipalities in accordance with Section 12.02, ONE JIB shall not permit any further authorization (or sub-delegation) of investment functions by any Agent (other than ONE Investment) to third parties unaffiliated with the Agent. The ONE JIB Services Agreement provides that ONE Investment similarly will not permit further authorization (or sub-delegation) of investment functions by any Agent to third parties unaffiliated with the Agent, and ONE JIB shall require ONE Investment to include provisions with substantially similar effect in all agreements with Agents.

**3.06 OCIO Offering.**

Any Participating Municipality may agree with ONE JIB and ONE Investment to have the Participating Municipality's Managed Assets invested pursuant to the OCIO Offering. The provisions of this Agreement, including Section 3.05, shall not be read so as to prevent ONE JIB or ONE Investment from properly delegating by written agreement to any External Portfolio Manager the powers and authorities necessary or desirable to give effect to the OCIO Offering. For the avoidance of doubt, nothing herein derogates from the duties and responsibilities of ONE JIB set out in Section 3.01 hereof.

**SECTION 4 - REPRESENTATIONS AND WARRANTIES****4.01 Representations and Warranties of Applicant Municipality.**

The Applicant Municipality represents and warrants to ONE JIB, ONE Investment and each of the Participating Municipalities that:

- (a) it has prepared a written IPS which complies with the Act and has been approved by council and such IPS has been delivered to ONE JIB and ONE Investment in the manner set out in Section 16.01.
- (b) it has taken all actions necessary to authorize it to enter into this Agreement, including passing an Authorizing By-law substantially in the form attached hereto as Schedule B (which Authorizing By-law also constitutes the Applicant Municipality's Prudent Investor Enabling By-law); and
- (c) under Section 8 of the Applicant Municipality's Authorizing By-law its treasurer has been authorized to determine the Applicant Municipality's Prudent Effective Date in consultation with ONE Investment and to enter into an agreement with ONE Investment confirming its Prudent Effective Date (after the Applicant Municipality has entered into this Agreement and after it has been signed by ONE JIB and by ONE Investment) at which time the Applicant Municipality shall be deemed to be a Participating Municipality under this Agreement.

#### **4.02 Representations and Warranties of Participating Municipalities.**

Each of the Participating Municipalities, provided that it is not a Founding Municipality, represents and warrants to the Applicant Municipality, ONE JIB and ONE Investment that:

- (a) it has taken all actions necessary to authorize it to enter into this Agreement, including passing such Authorizing By-law as the Participating Municipality has deemed necessary (which Authorizing By-law can also constitute the Participating Municipality's Prudent Investor Enabling By-law);
- (b) it has duly passed a Prudent Investor Enabling By-law (which can be included in the Participating Municipality's Authorizing By-law) under which section 418.1 of the Act applies to it as of the specified Prudent Effective Date, and such Prudent Investor Enabling By-law is in full force and effect; and
- (c) this Agreement constitutes a valid and binding obligation of such Participating Municipality.

#### **4.03 Representations and Warranties of Founding Municipalities.**

Each of the Participating Municipalities, which is also a Founding Municipality, represents and warrants to the Applicant Municipality, ONE JIB and ONE Investment that:

- (a) it has taken all actions necessary to authorize it to enter into this Agreement, including passing an Authorizing By-law;
- (b) it has passed a Prudent Investor Enabling By-law under which section 418.1 of the Act applied to it as of the Prudent Effective Date set out therein; and
- (c) this Agreement constitutes a valid and binding obligation of such Municipality.

#### **4.04 Representations and Warranties of ONE JIB.**

ONE JIB represents and warrants to the Applicant Municipality and each of the Participating Municipalities that:

- (a) it was duly established by the Founding Municipalities as a Joint Investment Board which meets the requirements of the Act and the Regulation;
- (b) it has taken all actions necessary to authorize it to enter into this Agreement;
- (c) this Agreement constitutes a valid and binding obligation of ONE JIB; and
- (d) on the date of the Applicant Municipality's Authorizing By-law, all other Participating Municipalities are parties to this Agreement.

#### 4.05 Representations and Warranties of ONE Investment.

ONE Investment represents and warrants to the Applicant Municipality and each of the Participating Municipalities that:

- (a) it is a duly incorporated not-for-profit corporation formed by LAS and CHUMS for the purpose of facilitating the ONE Investment Offering;
- (b) it has taken all actions necessary to authorize it to enter into this Agreement; and
- (c) this Agreement constitutes a valid and binding obligation of ONE Investment.

### SECTION 5 - INVESTMENT POLICY AND INVESTMENT PLAN

#### 5.01 Investment Policy.

- (a) Without limiting the provisions of Section 4.01, the Applicant Municipality acknowledges that in the formulation of its IPS, the Applicant Municipality is required to obtain the advice that a prudent investor would obtain under comparable circumstances. The Applicant Municipality further acknowledges that in planning its investments, it is required to consider, in addition to any other criteria that are relevant in the circumstances, the following:
  - (1) general economic conditions;
  - (2) the possible effect of inflation or deflation;
  - (3) the role that each investment or course of action plays within the Applicant Municipality's portfolio of investments;
  - (4) the expected total return from income and the appreciation of capital; and
  - (5) needs for liquidity, regularity of income and preservation or appreciation of capital.
- (b) The Applicant Municipality confirms that its IPS has been arrived at after careful consideration of the foregoing and that it has been adopted by an Authorizing By-law of the council of the Applicant Municipality in compliance with the Act. The IPS includes the Applicant Municipality's (i) objectives for return on investment and risk tolerance; (ii) need for liquidity including, for greater certainty, anticipated needs for funds for planned projects and needs to have funds available for unanticipated contingencies; and (iii) other requirements with respect to investment matters that the council of the Applicant Municipality considers to be in the interests of the Applicant Municipality. For certainty, notwithstanding any assistance that the Applicant Municipality may have sought and obtained in the preparation of its IPS, including through consultations with ONE JIB or ONE Investment, the Applicant Municipality acknowledges and agrees that its IPS, and the entire contents thereof, is solely the responsibility of the Applicant Municipality and can only be amended or modified by the Applicant Municipality.

- (c) The Applicant Municipality, as a Participating Municipality, shall provide written notice to the board secretary of ONE JIB (the **Secretary of ONE JIB**) of any amendment or modification to its IPS. ONE JIB shall be under no obligation to make investments for an Applicant Municipality, as a Participating Municipality, other than in accordance with its written IPS and any amendments thereto made in writing and notified to ONE JIB as provided herein.
- (d) Where ONE JIB in its sole discretion determines that the IPS of a Participating Municipality is inconsistent with the obligations of the Participating Municipality under the Act to exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments, ONE JIB may decline to apply the IPS in whole or in part. If ONE JIB determines to rely on this Section 5.01 (d), ONE Investment shall promptly notify the Participating Municipality. In these circumstances, upon sending such notice, ONE JIB shall thereupon be relieved of its duties and obligations as set out in Section 10.05.

### 5.02 Investment Plan.

- (a) Without limiting the provisions of Section 3.01, ONE JIB acknowledges that the applicable Investment Plan, adopted and maintained by ONE JIB in respect of the Applicant Municipality, as a Participating Municipality, is required to deal with how ONE JIB will invest such municipality's money consistent with such municipality's IPS and is required to set out ONE JIB's projections of the proportions of such municipality's portfolio of investments to be invested at the end of the year in each type of security selected by ONE JIB and may include other requirements. The Investment Plan for the Applicant Municipality shall be delivered to the Applicant Municipality in the manner set out in Section 16.01.
- (b) Amendments to the Applicant Municipality's Investment Plan shall only be made as set out in Sections 5.03 and 5.04.

### 5.03 Amendments.

- (a) ONE JIB and the Applicant Municipality acknowledge that under subsection 18(4) of the Regulation, the council of the Applicant Municipality is required to review, and if necessary, update the IPS of the Applicant Municipality, as a Participating Municipality, at least annually (the **Annual Policy Review**). In connection with such Annual Policy Review, ONE JIB may make recommendations to such municipality to amend, modify, supplement, restate or replace its IPS. The treasurer of the Applicant Municipality, as a Participating Municipality, is responsible for arranging the Annual Policy Review by its council. Such municipality shall advise ONE JIB, on an annual basis, (i) of the date as of which the Annual Policy Review was made; (ii) whether any updates or amendments were made to the IPS, and where applicable, the text of any such update or amendment; and (iii) of other comments or observations regarding the municipality's IPS as the municipality considers to be necessary or desirable. Any amendment to the IPS must be provided to the Secretary of ONE JIB as soon as practicable and in any event within 15 days of approval by the municipality's council.

- (b) ONE JIB and the Applicant Municipality acknowledge that under subsection 19(3) of the Regulation, ONE JIB is required, following the Annual Policy Review, to review, and if necessary, update the Investment Plan of the Applicant Municipality, as a Participating Municipality (the **Annual Plan Review**). ONE JIB shall, within a reasonable period of time, not to exceed 90 days from the date that ONE JIB receives the results of the Annual Policy Review, conduct the Annual Plan Review for the municipality. If, following the completion of the Annual Plan Review, ONE JIB considers that an update or amendment of the Investment Plan is required (whether following from the results of the municipality's Annual Policy Review or otherwise), ONE JIB shall make the appropriate updates or amendments to the municipality's Investment Plan and shall provide a copy of the updated and amended Investment Plan to the municipality.
- (c) In addition to amendments made as a result of the Annual Policy Review, the parties acknowledge that the Applicant Municipality, as a Participating Municipality, may make amendments to its IPS, including for the purposes of adding or withdrawing amounts to be invested as contemplated in Section 5.04, at any time and from time to time by action of the council of the municipality. Amendments to an IPS for adding and withdrawing money and investments to be managed by ONE JIB shall be made in accordance with Section 5.04.
- (d) Notice of any amendment to the IPS of an Applicant Municipality, as a Participating Municipality (other than amendments made as a result of the Annual Policy Review), shall be given in writing to the Secretary of ONE JIB or to such other person as ONE JIB may direct as soon as practicable following authorization or adoption. For purposes hereof, the Applicant Municipality and ONE JIB recognize that an amendment to an IPS may be made by by-law or other decision of council (**Council Action**) that affects or purports to affect the IPS. ONE JIB has no obligation to take notice of any such Council Action, whether or not it was widely publicized, and no obligation to assess the validity of any Council Action. ONE JIB shall under no circumstances be deemed to have knowledge of any amendment to the IPS of a municipality or of any Council Action unless and until written notice thereof has been provided to ONE JIB by the treasurer of the Participating Municipality in accordance with Section 5.03(a), Section 5.03(c), or Section 5.03(d) and the notice provisions set out in Section 16.01.
- (e) On receipt of a notice of amendment to the IPS, where ONE JIB considers in its discretion that an update or modification to the corresponding Investment Plan is necessary or desirable, ONE JIB will update or modify such municipality's Investment Plan so as to provide for consistency between the Investment Plan and the IPS. Such update or modification shall be made and implemented as soon as reasonably practicable, having regard to prevailing economic and market conditions. A copy of any such updated or modified Investment Plan shall be provided to the treasurer of the Participating Municipality.
- (f) Despite any other provision hereof, ONE JIB may make such minor amendments to the Investment Plan of an Applicant Municipality, as a Participating Municipality, as it may consider to be necessary or desirable for the more efficient or effective administration of the assets held in such municipality's Investment Accounts, provided that following such minor amendment, the Investment Plan continues to be consistent with such municipality's IPS.

**5.04 Additions and Withdrawals of Money and Investments.**

- (a) The Applicant Municipality's IPS referenced in Section 5.01 shall include the Applicant Municipality's criteria for identifying the Managed Assets over which ONE JIB is to have management and control hereunder. Such Managed Assets shall be held in one or more Investment Accounts. It is the responsibility of the Applicant Municipality, as a Participating Municipality, to make contributions to the Investment Accounts in accordance with its IPS. The treasurer of the Applicant Municipality, as a Participating Municipality, shall provide ONE JIB with notice of such contributions, and follow such procedures and protocols in connection therewith, as ONE JIB may prescribe from time to time.
- (b) The Applicant Municipality, as a Participating Municipality, may from time to time amend its IPS so as to add to or withdraw amounts from the Managed Assets. No such amendment shall be binding on ONE JIB unless reasonable written notice has been provided to the Secretary of ONE JIB or other authorized person, in form satisfactory to ONE JIB. Without limiting the foregoing, ONE JIB shall have no obligation to return Managed Assets or part thereof to the Applicant Municipality unless a minimum of 30 days' prior written notice of any request for withdrawal, in form and substance satisfactory to ONE JIB, has been provided to ONE JIB, which notice period may be waived by ONE JIB in its discretion.
- (c) Notwithstanding Section 14.01, ONE JIB shall not be obliged to comply with any notice referred to in paragraphs (a) and (b) of Section 5.04 unless received in writing and signed by the treasurer of the Participating Municipality.
- (d) In all circumstances in which the Applicant Municipality, as a Participating Municipality, anticipates a withdrawal of Managed Assets, whether as a result of the planned maturity of any reserve or otherwise, such Municipality and ONE JIB shall co-operate and work together so as to ensure an orderly liquidation where necessary and timely transfer of Managed Assets or proceeds thereof.
- (e) Notwithstanding Section 5.04(b), if the aggregate dollar amount of the Managed Assets requested to be returned by a Participating Municipality is so large as to risk causing prejudice to other Participating Municipalities or requires additional time to effect an orderly liquidation, ONE JIB, ONE Investment and the Participating Municipality shall work together to extend the period for the return so that any negative effects of sudden or untimely liquidation are adequately ameliorated.
- (f) In extraordinary circumstances, including dislocated capital markets, acts of God, war, terrorism and the like which prevent normal trading operations in securities markets, or result in the suspension of trading in securities markets, ONE JIB may, in the exercise of its fiduciary obligations, decline to or delay the return of all or a portion of a Participating Municipality's requested Managed Assets. Any Managed Assets not so returned shall be returned as soon as practicable on the cessation of the events which gave rise to the refusal or delay.

**SECTION 6 - AGENTS****6.01 Authority.**

The Applicant Municipality, as a Participating Municipality, authorizes ONE JIB and ONE Investment to engage Agents on its behalf and to enter into Investment Program Agreements, from time to time, as provided in Section 3.02.

**6.02 Administrator.**

ONE JIB and ONE Investment will enter into an Investment Program Agreement with an Administrator who is a Canadian chartered Schedule I bank or other regulated Canadian financial institution or who has otherwise satisfied ONE JIB that it has the demonstrated ability to provide and maintain accurate recordkeeping and where required, valuation services for the Investment Accounts.

**6.03 Custodian.**

ONE JIB and ONE Investment will only enter into an Investment Program Agreement for custody and safekeeping of Managed Assets with a Custodian who, at the time of entering into the Investment Program Agreement, is a Canadian custodian for purposes of NI 31-103.

**6.04 External Portfolio Managers.**

With respect to

- (a) **Registration** - ONE JIB will not enter into an Investment Program Agreement with an External Portfolio Manager unless the Investment Program Agreement requires the External Portfolio Manager to maintain at all times its status in Ontario as a registered portfolio manager, unless the External Portfolio Manager is exempt from the requirement to be registered under applicable Ontario law.
- (b) **Insurance** - ONE JIB will not enter into an Investment Program Agreement with an External Portfolio Manager unless the Investment Program Agreement requires the External Portfolio Manager to maintain, in full force and effect, bonding or insurance in such amounts and of such types as are required from time to time by regulatory authorities and consistent with industry best practice.

**6.05 No rights to assets.**

None of ONE JIB, ONE Investment, an Administrator, a Custodian, an External Portfolio Manager or any other service provider or Agent shall have any beneficial or personal right, title or interest in or to the Managed Assets in any Investment Account, other than as specifically set out in any Investment Program Agreement.

**SECTION 7 - COMPOSITION AND GOVERNANCE OF ONE JIB****7.01 Appointment and Term of Members.**

The initial individual members (**Members**) of ONE JIB were appointed by the Founding Municipalities under the Initial Formation Agreement on the establishment of ONE JIB under the Regulation.

**7.02 Prohibition re Membership.**

Notwithstanding anything to the contrary contained herein or in any schedule hereto, the following persons may not be appointed to or serve on ONE JIB:

- (a) subject to Section 7.03, an officer or employee of a Participating Municipality;
- (b) a member of council of a Participating Municipality.

**7.03 Municipal Treasurers.**

- (a) Municipal treasurers are to be represented on ONE JIB as permitted by the Regulation. To give effect to such representation, up to 25% of the membership of ONE JIB shall be reserved for Municipal Treasurer Representatives. ONE JIB and ONE Investment, in consultation with Participating Municipalities, shall nominate individuals to serve as Municipal Treasurer Representatives. Such individuals must hold the office of treasurer or duly appointed deputy treasurer of a Participating Municipality. ONE JIB and ONE Investment shall work in good faith with the Participating Municipalities to give voice to the concerns of municipal treasurers through appropriate Municipal Treasurer Representatives.
- (b) In the event that an individual serving as a Municipal Treasurer Representative is a treasurer or duly appointed deputy treasurer of a Participating Municipality, and such Participating Municipality withdraws from ONE JIB pursuant to Section 13, such individual shall be deemed to have resigned as a Member of ONE JIB effective the date of the Participating Municipality's withdrawal. Provided however, that if such individual has been appointed as the treasurer or duly appointed deputy treasurer of another Participating Municipality prior to or at the time of the effective date of withdrawal, and such Participating Municipality agrees, the individual may continue to serve as a Municipal Treasurer Representative.

**7.04 Procedural and Other Matters Relating to ONE JIB.**

Rules, policies and procedures relating to the appointment, qualifications, conduct, removal, term of office, compensation of the Members, calling and holding of meetings and all ancillary matters are set out in Schedule C - *Terms of Reference for ONE JIB* appended hereto and such Terms of Reference form part of this Agreement. ONE JIB is intended to self-governing, subject to the applicable provisions of Municipal Legislation. The parties acknowledge and agree that following the formation of ONE JIB, the Members have authority to amend the Terms of Reference including the exhibits and schedules thereto in accordance with the amendment provisions contained in the Terms of Reference.

**7.05 Paramountcy.**

In the event of any conflict or inconsistency between a Participating Municipality's policies, by-laws, rules and procedures that otherwise apply to such Participating Municipality's local boards and the policies, by-laws, rules and procedures that apply to ONE JIB as provided under this Agreement, the latter shall prevail.

**SECTION 8 - REPORTING****8.01 Annual Investment Report.**

ONE JIB shall prepare and provide to the council of each of the Participating Municipalities, no less frequently than once annually, an investment report that includes a statement about the performance of the Participating Municipality's Managed Assets during the period covered by the report and such other information that the council of the Participating Municipality may require or that, in the opinion of its treasurer, should be included as required by the Regulation.

**8.02 Compliance Reporting.**

ONE JIB shall prepare or arrange for the preparation and delivery of such compliance reports as may be reasonably requested by a Participating Municipality. Such compliance report shall provide information so as to enable the treasurer of the Participating Municipality to state whether or not the Managed Assets have been invested and are held in a manner consistent with the Participating Municipality's IPS and Investment Plan.

**SECTION 9 - FEES AND EXPENSES****9.01 Fees and expenses.**

Participating Municipalities shall pay the fees and expenses as set out in Schedule D appended hereto, and such fees and expenses may be changed from time to time in accordance with Section 12.01(c).

**9.02 Fees Payable to Agents.**

To the extent fees and expenses are directly recoverable from a Participating Municipality, ONE JIB shall establish and disclose to the Participating Municipality, the maximum aggregate fees and expenses payable to the Administrator, the Custodian, the External Portfolio Managers and any other Agents and service providers.

**SECTION 10 - STANDARD OF CARE AND LIMITATION OF LIABILITY****10.01 Standard of Care.**

In the discharge of its duties hereunder, and in investing money of the Participating Municipality, ONE JIB shall exercise the care, skill, diligence and judgment that a prudent investor would exercise in comparable circumstances and in making such investment.

**10.02 Limitation on liability.**

Provided that the standard of care set out in Section 10.01 has been met, neither ONE JIB nor any Members shall incur any liability to a Participating Municipality by reason of acting or not acting or as a result of any error in instructions. Each Participating Municipality acknowledges and agrees that ONE JIB makes no representation or warranty as to performance or attaining any yield or appreciation of the Managed Assets in the Investment Accounts. Neither ONE JIB nor any Member shall be liable to a Participating Municipality for any loss or damage relating to any matter arising out of this Agreement, including any loss or diminution in the value of the Managed Assets so long as they acted in a manner consistent with the standard of care set out in Section 10.01.

**10.03 Indemnification.**

ONE JIB, ONE Investment, and any of their respective members, directors, officers and employees (in each case, an **Indemnified Party**) shall be indemnified by the Participating Municipalities for all liabilities, claims, damages, losses, costs and expenses incurred by them in connection with any action, suit or proceeding that is proposed or commenced or any other claim to which such Indemnified Party may be subject by reason of the management and control of the Managed Assets or otherwise arising out of or in connection with acting on behalf of the Participating Municipalities or in furtherance of the interests of the Participating Municipalities, except that this indemnity shall not apply to (a) losses arising from such Indemnified Party's own wilful misconduct or fraud, or (b) expenses of the Participating Municipalities that the Indemnified Party has agreed to bear. To the fullest extent permitted by law, expenses (including, without limitation, legal fees and expenses) incurred by an Indemnified Party in defending any claim, demand, action, suit or proceeding shall, from time to time, be advanced by the Participating Municipalities prior to the final disposition of such claim, demand, action, suit or proceeding upon receipt by the Participating Municipalities of an undertaking by or on behalf of the Indemnified Party to repay such amount if it shall be determined that the Indemnified Party is not entitled to be indemnified as authorized in this Section 10.03. Amounts required to be paid or advanced to an Indemnified Party under this Section 10.03 shall be paid by Participating Municipalities in such proportion as ONE JIB considers to be fair and equitable in the circumstances.

**10.04 Performance of Trusts.**

ONE JIB shall not be bound to recognize or see to the performance of any trust, express, implied or constructive, or of any charge, pledge or equity to which any of the Managed Assets or any interests therein are or may be subject, or to ascertain or inquire whether a contribution or withdrawal of any such Managed Assets or interests therein by any Participating Municipality or by its treasurer has been duly and properly authorized, or to recognize any person as having any interest in the Managed Assets, but shall be entitled to treat all monies and investments provided to ONE JIB hereunder solely as Managed Assets of the Participating Municipality.

**10.05 Where IPS Imprudent.**

Neither ONE JIB nor any Members shall incur any liability whatsoever to a Participating Municipality where ONE JIB has determined in its sole discretion, acting reasonably, that the IPS of the Participating Municipality is inconsistent with the duty of the Participating

Municipality under the Act to exercise prudence. So long as ONE JIB has provided notice to the Participating Municipality and acts in good faith, ONE JIB may elect to (a) apply the IPS to the best of its ability; or (b) decline to apply the IPS in whole or in part and hold the Managed Assets in cash or cash equivalent instruments pending receipt of an IPS which complies with the Act; or (c) seek direction from legal counsel and act in accordance with such direction. Until such time as ONE JIB has been provided with an IPS which complies with the Act, all of ONE JIB's duties and responsibilities to the Participating Municipality hereunder shall be suspended, and the Participating Municipality shall have no entitlement to have its Managed Assets managed by ONE JIB or to receive any prescribed reports from ONE JIB except to the extent required for ONE JIB to comply with the Act and the Regulation.

## **SECTION 11 - COMPLAINTS HANDLING**

### **11.01 Initial Complaints.**

If a Participating Municipality has a concern or complaint with respect to any aspect of the management of its money and investments by ONE JIB hereunder, including the operation of one or more Investment Accounts, such concern or complaint shall in the first instance be brought to the attention of ONE Investment. Within 30 days of receipt, ONE Investment shall provide the Participating Municipality with written acknowledgement of the complaint and proposed resolution or explanation, if any. If the concern or complaint is one that involves the acts or omissions of an Agent, ONE Investment, on behalf of ONE JIB, shall make the appropriate inquiries of the Agent and otherwise pursue the matter with the Agent.

### **11.02 Escalation.**

In the event that the matter is not resolved to the satisfaction of the Participating Municipality through the procedure set out in Section 11.01, the Participating Municipality may provide written notice to the Chair of ONE JIB, with a copy to the Secretary of ONE JIB and to the Chair of ONE Investment, specifying the nature of the concern or complaint. Upon receipt of such written notice, ONE JIB, under the authority of its Chair, shall arrange for an independent investigation of the matter to be conducted by duly qualified persons who are not employees of ONE JIB or ONE Investment. A written report of the results of such investigation containing an explanation and, where appropriate, an outline of steps to redress the matter, shall be provided to the Participating Municipality and made available to all other Participating Municipalities.

## **SECTION 12 - AMENDMENTS TO THE AGREEMENT**

### **12.01 Amendments not Requiring Approval of Participating Municipalities.**

- (a) ONE JIB may, without the approval of, or notice to the Participating Municipalities, but subject to Section 12.01(b) and Section 12.02, make certain amendments to this Agreement, including amendments which:
  - (1) are necessary to remove any internal inconsistencies in this Agreement and the schedules hereto or to make minor corrections, including the rectification of any ambiguities, defective provisions, errors, mistakes, or

omissions that are, in the opinion of ONE JIB, necessary or desirable and not prejudicial to the Participating Municipalities;

- (2) are intended to ensure compliance with applicable laws, regulations or policies affecting the Participating Municipalities or ONE JIB;
- (3) effect certain changes to the policies, by-laws, codes of conduct, rules and procedures governing ONE JIB as contained in the Terms of Reference, provided that such changes are made in compliance with Section 12.01(b)(3);
- (4) are intended to provide additional protection to the Participating Municipalities;
- (5) are necessary to reflect a change that, in the reasonable opinion of ONE JIB is reasonable, necessary, or appropriate to enable the Participating Municipalities to take advantage of, or not be detrimentally affected by, changes in the Income Tax Act or other taxation laws; or
- (6) are intended or are necessary to facilitate efficient or cost effective administration of invested money or investments ;

provided that such amendment is not reasonably expected to materially adversely affect the interests of the Participating Municipalities.

(b) The following amendments shall only be made as provided below:

- (1) amendments requiring the approval of the Participating Municipalities under Section 12.02 shall be made in accordance with Section 12.02,
- (2) amendments relating to an update or modification of a Participating Municipality's IPS or Investment Plan shall be made in the manner set out in Section 5, and
- (3) amendments to the Terms of Reference (including the exhibits and schedules thereto) shall be made by ONE JIB in accordance with the amending provisions contained therein, as contemplated in Section 7.04;

(c) Subject to Section 12.01(a) and Section 12.02, any other amendment may be made by ONE JIB and shall take effect after not less than 60 days' prior written notice of such amendment has been given to the treasurers of the Participating Municipalities including, without limitation, amendments to fees and expenses made in accordance with Section 9.01.

(d) Notwithstanding anything else contained herein, provided that any such municipality has first executed a counterpart to this Agreement and has agreed to be bound hereby, the inclusion of a municipality as a Participating Municipality, and the corresponding amendment to Schedule A hereto, may be made at the sole discretion of ONE JIB without prior notice to or the consent of any Participating Municipality.

- (e) Subject to the foregoing, in its annual report to each Participating Municipality ONE JIB shall provide a description of any material amendments made to the Agreement in the year to which the report relates and ONE JIB shall, at its sole discretion, determine whether an amendment is material for this purpose.

#### **12.02 Amendments Requiring Approval of Participating Municipalities.**

- (a) No amendment to this Agreement may enlarge the power or authority of ONE JIB in a manner inconsistent with the Act or the Regulation.
- (b) Any amendment to this Agreement (including any schedule hereto) which under applicable law requires the approval of some or all of the Participating Municipalities shall be effective upon ONE JIB's receipt of approvals in writing from the percentage of Participating Municipalities prescribed by the applicable law and the written approval signed by the treasurers of the Participating Municipalities shall be in form and substance appropriate in the circumstances, as determined by the Chair of ONE JIB on the advice of the Secretary of ONE JIB and shall be delivered to ONE JIB and ONE Investment in the manner set out in Section 16.01;
- (c) Any amendment to this Agreement made under this Section 12.02 shall only be effective upon written notice to all Participating Municipalities regardless of whether a Participating Municipality was included in the Participating Municipalities who provided the necessary approval. The form and substance of such notice shall be appropriate in the circumstances, as determined by the Chair of ONE JIB on the advice of the Secretary of ONE JIB.

#### **12.03 Restatements.**

A restated Agreement, setting forth the terms hereof, as amended to the time of execution, may be executed at any time and from time to time by ONE JIB.

### **SECTION 13 - WITHDRAWAL**

#### **13.01 Withdrawal from ONE JIB by Regulation.**

A Participating Municipality may withdraw from investing through ONE JIB if it has become subject to a regulation made under clause 16(d) of section 418.1 of the Act providing that section 418.1 of the Act no longer applies to the Participating Municipality.

#### **13.02 Withdrawal from ONE JIB by a Participating Municipality that is not a Founding Municipality.**

By entering into this Agreement, each of the Founding Municipalities and each of the other Participating Municipalities hereby agree and shall be deemed to agree at all times that any Participating Municipality which is not a Founding Municipality may withdraw from ONE JIB for any reason provided that the Participating Municipality wishing to withdraw has effected one of the following alternatives:

- (a) entered into an agreement with another municipality that has established an Investment Board, that Investment Board and any other municipalities investing through that Investment Board to invest through that Investment Board;

- (b) entered into an agreement with the municipalities that have established a Joint Investment Board, that Joint Investment Board and any other municipalities investing through that Joint Investment Board, to invest through that Joint Investment Board; or
- (c) established an Investment Board on its own or established a Joint Investment Board with one or more other municipalities

and such Participating Municipality has given the Investment Board or Joint Investment Board through which it will be investing the control and management of its investments by delegating to the board

- (d) the Participating Municipality's powers to make the investments; and
- (e) the Participating Municipality's duties under section 418.1 of the Act.

### **13.03 Withdrawal from ONE JIB by a Founding Municipality.**

By entering into this Agreement, each of the Founding Municipalities and each of the other Participating Municipalities hereby agree and shall be deemed to agree at all times that any Founding Municipality may withdraw from ONE JIB for any reason provided that all of the following conditions are met:

- (a) ONE JIB is not dissolved upon the withdrawal;
- (b) the other Founding Municipalities that established ONE JIB have, in the opinion of each of their treasurers, a combined total of at least \$100,000,000 in money and investments that such municipalities do not require immediately;

and the Founding Municipality wishing to withdraw has taken one of the actions described in paragraph (a), (b) or (c) of Section 13.02 and has given the Investment Board or Joint Investment Board through which it will be investing the control and management of its investments by delegating to the board;

- (c) the Founding Municipality's powers to make the investments; and
- (d) the Founding Municipality's duties under section 418.1 of the Act.

### **13.04 Procedures re Withdrawal.**

A Participating Municipality wishing to withdraw from ONE JIB pursuant to Section 13.02 (the **Withdrawing Municipality**) must give the Secretary of ONE JIB a minimum of 90 days' prior written notice of withdrawal. At least 10 days prior to the effective date of withdrawal (the **Effective Date**), ONE JIB must have received a direction (the **Transfer Direction**) duly authorized by a by-law of the council of the Withdrawing Municipality, passed in compliance with the Act, in form and substance satisfactory to ONE JIB. The Transfer Direction shall instruct ONE JIB to (i) pay to ONE JIB, ONE Investment or any Agents any and all fees and expenses payable or accrued to the Effective Date, and (ii) thereafter, to transfer and deliver to the successor Investment Board or Joint Investment Board named in the Transfer Direction, as at the Effective Date, all of the Withdrawing Municipality's money, investments and assets over which ONE JIB has control and

management. At the request of the Withdrawing Municipality, ONE JIB shall arrange for the orderly and secure transfer and transmission of such books and records relating to the Investment Accounts of the Withdrawing Municipality as may be reasonable and necessary. Upon such transfer and delivery, ONE JIB shall be relieved and discharged of and from all further obligations to the Withdrawing Municipality with respect to the money and investments of the Withdrawing Municipality. Notwithstanding the withdrawal of the Withdrawing Municipality from ONE JIB, the obligation of such Withdrawing Municipality to indemnify ONE JIB and the Members as set out in Section 10.03 shall be unaffected and shall survive any such withdrawal. The notice periods specified in this Section 13.04 may be waived by ONE JIB in its discretion.

## **SECTION 14 - DIRECTIONS, INSTRUCTIONS AND NOTICES**

### **14.01 Certificate re Authorized Persons.**

Each Participating Municipality shall from time to time and upon the written request of ONE JIB, furnish the Secretary of ONE JIB with a certificate signed by its treasurer setting forth the name(s) and title(s) of the authorized officer(s) of the Participating Municipality, which shall include the treasurer and of any other person(s) or representative(s) authorized to act on behalf of the Participating Municipality (**Authorized Persons**), together with specimen signatures of all such Authorized Persons and ONE JIB shall be entitled to rely upon the identification of such Authorized Persons as the person(s) entitled to act on behalf of, and provide directions, instructions and notices for, the Participating Municipality for the purposes of this Agreement until a replacement certificate respecting the same is delivered to ONE JIB.

### **14.02 Reliance on Authorized Persons.**

Provided ONE JIB has complied with its standard of care set forth in Section 10.01, ONE JIB shall:

- (a) not be responsible for:
  - (1) the proper application by any Participating Municipality of any part of its Managed Assets so long as payments to the Participating Municipality have been made in accordance with written directions of such Participating Municipality or an Authorized Person or Authorized Persons as herein provided;
  - (2) the adequacy of the Managed Assets to meet and discharge any and all payments and liabilities in respect of a Participating Municipality; or
  - (3) the compliance by any Participating Municipality with the Act, the Regulation or any Municipal Legislation with respect to the formulation, adoption, or amendment of its IPS, or any decision with respect to additions or contributions to the Managed Assets or withdrawals from the Managed Assets or any other determination as to monies or investments which constitute Managed Assets;

- (b) be fully protected in acting upon any instrument, certificate or other writing believed by it to be genuine and to be signed or presented by an Authorized Person or Authorized Persons;
- (c) be under no duty to make any investigation or inquiry as to any statement contained in any such writing but may accept the same as conclusive evidence of the truth and accuracy of the statements therein contained; and
- (d) be entitled to decline to take any actions unless it has clear instructions.

#### **14.03 Reliance on Experts and Others.**

ONE JIB may rely and act upon any statement, report or opinion prepared by or any advice received from the auditor of the ONE Investment Pools, solicitors or other professional advisers with respect to the Managed Assets and shall not be responsible or held liable for any loss or damage resulting from so relying or acting if the advice was within the area of professional competence of the person from whom it was received, ONE JIB acted in good faith in relying thereon, and the professional adviser was aware that ONE JIB was receiving the advice in its capacity as fiduciary with respect to the Managed Assets. ONE JIB shall in no way be responsible for, nor incur any liability based on, the action or failure to act or for acting pursuant to or in reliance on instructions of the Participating Municipality, a Custodian, Administrator, Payment Agent or External Portfolio Manager or any Agent to whom its responsibilities are properly delegated.

### **SECTION 15 - TERM AND TERMINATION**

#### **15.01 Termination of Agreement.**

Two or more Founding Municipalities may dissolve ONE JIB if no other Participating Municipalities are investing through ONE JIB and each such Founding Municipality has effected one of the following alternatives:

- (a) entered into an agreement with another municipality that has established an Investment Board, that Investment Board and any other municipalities investing through that Investment Board to invest through that Investment Board;
- (b) entered into an agreement with the municipalities that have established a Joint Investment Board, that Joint Investment Board and any other municipalities investing through that Joint Investment Board, to invest through that Joint Investment Board; or
- (c) established an Investment Board on its own or established a Joint Investment Board with one or more other municipalities

and each such Founding Municipality has given the Investment Board or Joint Investment Board through which it will be investing the control and management of its investments by delegating to the board

- (d) the Founding Municipality's powers to make the investments; and
- (e) the Founding Municipality's duties under section 418.1 of the Act.

## 15.02 Participating Municipalities may not Dissolve ONE JIB.

Participating Municipalities do not, either alone or collectively, have the power to dissolve ONE JIB.

## SECTION 16 - GENERAL

### 16.01 Notice.

- (a) **Address for notices.** Any notice or other communication required or permitted to be given under this Agreement shall be in writing and shall be delivered or sent by registered mail, postage prepaid or email to the addresses or facsimile numbers set out in Schedule A in respect of each Participating Municipality and in the case of ONE JIB or ONE Investment to:

ONE Joint Investment Board  
155 University Ave., Suite 800  
Toronto, ON M5H 3B7  
Attention: The Secretary with copy to the Chair  
email: secretary@oneinvestment.ca

ONE Investment  
155 University Ave., Suite 800  
Toronto, ON M5H 3B7  
Attention: The Secretary - Treasurer  
email: amajidi@amo.on.ca

Changes to the addresses and facsimile numbers may be made in the manner set out in this Section 16.01.

- (b) **Effective date.** Any such notice or other communication shall be deemed to have been given and received, if delivered, on the day of delivery (or, if the day is not a Banking Day, on the next following Banking Day) or, if mailed, on the second Banking Day following the day on which it is mailed. If a strike or lockout of postal employees is in effect or generally known to be impending on the date of mailing, any such notice or other communication shall be delivered and not sent by mail.

### 16.02 Application of the *Municipal Affairs Act*.

In the event that a Participating Municipality becomes subject to supervision under Part III of the *Municipal Affairs Act*, the duties and responsibilities of ONE JIB hereunder, in respect of such Participating Municipality, may be subject to the special jurisdiction and powers that can be exercised in respect of the Participating Municipality and ONE JIB as a local board of such Participating Municipality.

### 16.03 Further action.

Each party shall at all times promptly execute and deliver and cause to be executed and delivered such documents and take and cause to be taken such action as may be necessary or appropriate to give effect to the provisions of this Agreement.

**16.04 Benefit.**

This Agreement shall enure to the benefit of and be binding upon each party and their respective successors and permitted assigns.

**16.05 Counterparts.**

This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original and all of which together shall constitute one Agreement.

**16.06 Electronic Signatures.**

This Agreement may be executed by the parties electronically in accordance with the *Electronic Commerce Act, 2000*, S.O. 2000, c. 17.

*[Balance of page intentionally blank]*

The parties have executed this Agreement on the dates set out below.

[Municipality]

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

ONE JOINT INVESTMENT BOARD

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

ONE INVESTMENT

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

COUNTERPART OF  
**ONE JOINT INVESTMENT BOARD AGREEMENT**

**BY:** [INSERT FULL LEGAL NAME OF APPLICANT MUNICIPALITY]

**DATE:** \_\_\_\_\_

**BY:** [HEAD OF COUNCIL]

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name)

**BY:** [CLERK]

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name)

**SCHEDULE A  
PARTICIPATING MUNICIPALITIES  
(INCLUDING ADDRESS FOR NOTICES)**

**Town of Aurora**

100 John West Way  
Aurora, ON L4G 6J1  
ATTN: Director,  
Finance – Treasurer  
Phone: (905) 727-1375

**Town of Bracebridge**

1000 Taylor Court  
Bracebridge, ON P1L 1R6  
ATTN: Director of Finance/Treasurer  
Phone: (705) 645-6319 x262

**Town of Innisfil**

2101 Innisfil Beach Rd.  
Innisfil, ON L9S 1A1  
ATTN: Manager, Legal & Clerk  
Services/Clerk  
Phone: (705) 436-3740 x1401  
Email: lparkin@innisfil.ca

**City of Kenora**

1 Main Street South  
Kenora, ON P9N 3X2  
ATTN: Treasurer  
Phone: (807) 467-2013

**The Corporation of the City of Quinte West**

7 Creswell Drive  
Trenton, ON K8V 5R6  
ATTN: Director of Finance/Treasurer

**Town of Whitby**

575 Rossland Rd. E.  
Whitby, ON L1N 2M8  
ATTN: Commissioner,  
Corporate Services/Treasurer  
Phone: (905) 430-4314

**Town of Aylmer**

46 Talbot Street West  
Aylmer, ON N5H 1J7  
ATTN: Director of Financial  
Services/Treasurer  
Phone: (519) 773-3164 x4919

**Town of Huntsville**

37 Main St. East  
Huntsville, ON P1H 1A1  
ATTN: Manager of Finance/Treasurer  
Phone: (705) 789-1751 x2251

**Municipality of Neebing**

4766 Highway 61  
Neebing, ON P7L 0B5  
ATTN: Clerk-Treasurer  
Phone: (807) 474-5331

**The District Municipality of Muskoka**

70 Pine Street  
Bracebridge, ON P1L 1N3  
ATTN: Commissioner,  
Finance & Corporate Services  
Phone: (705) 645-2100 x4255

**City of Thunder Bay**

500 Donald Street E.,  
Thunder Bay, ON P7E 5K4  
ATTN: City Clerk  
Phone: (807) 625-2236

**SCHEDULE B  
FORM OF AUTHORIZING  
AND PRUDENT INVESTOR ENABLING BY-LAW FOR APPLICANT MUNICIPALITIES**

**[MUNICIPALITY FULL LEGAL NAME, INCLUDING THE CORPORATION OF THE XXXX OR UPPER-TIER MUNICIPALITY FULL LEGAL NAME]**

**By-law Number [insert number]**

**A By-law of [Municipality full legal name, including The Corporation of the XXXX or Upper-tier Municipality full legal name] to authorize it to invest its money and investments that it does not require immediately in the Prudent Investment Program of ONE Joint Investment Board (“ONE JIB”) pursuant to section 418.1 of the *Municipal Act, 2001*, to approve various documents, the entering into of specific agreements and the delegation of certain powers and duties**

WHEREAS section 418.1 of the *Municipal Act, 2001* (the “**Act**”) permits a municipality that meets certain requirements to invest money that it does not require immediately in any security in accordance with the Act and the related regulations in any securities provided that it exercises the care, skill, diligence and judgment that a prudent investor would exercise in making such an investment;

WHEREAS section 418.1 of the Act provides that a municipality may, pursuant to subsection 418.1 (2) of the Act, pass a by-law to have section 418.1 apply to the municipality (the “**Prudent Investor Enabling By-law**”) provided that the municipality satisfies the prescribed requirements on the day the municipality passes the by-law and the Act further provides that subsection 418.1(2) will apply to the municipality as of the effective date set out in the by-law;

AND WHEREAS paragraph 3 of section 15 of O. Reg. 438/97 (Part II) (the “**Regulation**”) requires that a municipality that intends to invest pursuant to section 418.1 of the Act through a Joint Investment Board that was established by other municipalities must have entered into an agreement with the Joint Investment Board and any other municipalities investing through the Joint Investment Board before it passes its Prudent Investor Enabling By-law;

AND WHEREAS section 18 of the Regulation provides that the council of a municipality shall adopt and maintain an investment policy in relation to investing under section 418.1 of the Act, and section 25 of the Regulation provides that a municipality may enter into an agreement described in paragraph 3 of section 15 and may adopt an investment policy under section 18 of the Regulation before a municipality passes a Prudent Investor Enabling by-law;

AND WHEREAS the treasurer of The Corporation of the [insert name of the relevant municipality] (the “**Municipality**”) completed a draft Municipal Client Questionnaire, in the form attached hereto as Schedule “A” (the “**Municipal Client Questionnaire**”) and prepared the draft investment policy statement attached hereto as Schedule “B”, which is referred to as its Investment Policy Statement (the “**IPS**”) and the Municipality intends to approve the completed draft Municipal Client Questionnaire and adopt the IPS, in accordance with section 18 of the Regulation;

AND WHEREAS effective on May 19, 2020 The Corporation of the Town of Bracebridge, The Corporation of the Town of Huntsville, The Corporation of the Town of Innisfil, The Corporation of the City of Kenora, The District Municipality of Muskoka and The Corporation of the Town of

Whitby (collectively the “**Founding Municipalities**”) established a Joint Investment Board pursuant to an Initial Formation Agreement as a joint municipal service board pursuant to section 202 of the Act (the “**Initial Formation Agreement**”), which Joint Investment Board is called ONE Joint Investment Board (“**ONE JIB**”) and all of the Founding Municipalities agreed under the Initial Formation Agreement to invest through ONE JIB;

AND WHEREAS ONE JIB and the Founding Municipalities have entered into an agreement that provides that ONE JIB will invest under section 418.1 of the Act on behalf of the Founding Municipalities under that agreement (the “**ONE JIB Agreement**”) and that ONE JIB will also invest under that agreement on behalf of other Ontario municipalities from time to time (each such municipality, including each Founding Municipality is a “**Participating Municipality**”, collectively the “**Participating Municipalities**”) on the basis that: (i) before any new Participating Municipality passes its Prudent Investor Enabling By-law it will have entered into the ONE JIB Agreement with ONE JIB and with all of the other Participating Municipalities on the day such new Participating Municipality passes its Prudent Investor Enabling By-law; and (ii) ONE JIB has met the criteria set out in subsection 17 (3) of the Regulation, and will, in accordance with section 418.1 of the Act, the Regulation and the ONE JIB Agreement, invest on behalf of the Participating Municipalities;

AND WHEREAS pursuant to the ONE JIB Agreement, all Participating Municipalities, consent to other municipalities entering into the ONE JIB Agreement from time to time so long as they comply with the applicable requirements and criteria under the Act and the Regulation;

AND WHEREAS ONE JIB is subject to all applicable provisions of the Act, including having: (i) a code of conduct established by the councils of each of the municipalities for which it is a local board (ii) an Integrity Commissioner and Closed Meeting Investigator appointed by the councils of the municipalities for which it is a local board; and (iii) a records retention by-law that establishes retention periods during which the records of ONE JIB must be retained and preserved in accordance with the Act;

AND WHEREAS it has been determined by ONE JIB that it would be prudent to have one code of conduct, one Integrity Commissioner and one Closed Meeting Investigator for ONE JIB, rather than one from each of the Founding Municipalities and one from each of the other municipalities that subsequently enter into the ONE JIB Agreement;

AND WHEREAS each of the Founding Municipalities and Participating Municipalities that subsequently entered into the ONE JIB Agreement pursuant to an authorizing by-law that is substantially in the same form as this By-law (“**Authorizing By-law**”), established the code of conduct for ONE JIB that is attached to the ONE JIB Agreement as part of the Terms of Reference (the “**Code of Conduct**”) and authorized ONE JIB to make future changes to the Code of Conduct;

AND WHEREAS after consultation with ONE Investment staff the Founding Municipalities directed ONE JIB’s agent, ONE Investment, to undertake a Request for Proposals (“**RFP**”) process to retain the services of both an Integrity Commissioner and a Closed Meeting Investigator for ONE JIB. After completion of the RFP process the recommended candidate was submitted to ONE JIB for its consideration and ONE JIB appointed the recommended candidate as its Integrity Commissioner and its Closed Meeting Investigator;

AND WHEREAS each Founding Municipality, pursuant to an Authorizing By-law, delegated to ONE JIB the authority to appoint its initial Integrity Commissioner and its initial Closed Meeting

Investigator and their respective successors, from time to time, in accordance with the process set out in the Terms of Reference which form part of the ONE JIB Agreement;

AND WHEREAS a records retention by-law was passed by ONE JIB on February 28, 2024 (the “**Records Retention By-law**”) and at that time more than a majority of the Participating Municipalities in their capacity as “affected municipalities” as that term is used in sections 254 and 255 of the Act, approved the establishment of the retention periods during which the records of ONE JIB must be retained and preserved and all of the Participating Municipalities at that time delegated the necessary powers and duties in respect of the records of ONE JIB to the Secretary of ONE JIB in accordance with the Records Retention By-Law;

AND WHEREAS the Municipality is required to have entered into the ONE JIB Agreement before the Municipality can pass its Prudent Investor Enabling By-law;

AND WHEREAS after ONE JIB confirms its acceptance of the Municipality as a Participating Municipality under the ONE JIB Agreement and after the Municipality, ONE JIB and ONE Investment have signed the ONE JIB Agreement ONE JIB, through its agent ONE Investment, and the Municipality will agree upon on an effective date which date will be the effective date of the Municipality’s authorization of the application of section 418.1 of the Act to it, which effective date will also be known as the “**Prudent Effective Date**”;

NOW THEREFORE THE COUNCIL OF **THE CORPORATION OF THE MUNICIPALITY OF XXXX**, HEREBY ENACTS AS FOLLOWS:

1. The Municipality ratifies, confirms and approves the completion and execution by the treasurer of the Municipal Client Questionnaire for and on behalf of the Municipality.
2. The Municipality adopts the IPS and acknowledges and agrees that control and management of its money and investments that it does not require immediately will be given to ONE JIB pursuant to the ONE JIB Agreement as at the Prudent Effective Date described in section 8 of this By-law.
3. The Municipality authorizes the entering into of the ONE JIB Agreement after ONE JIB has accepted the Municipality as a Participating Municipality under the ONE JIB Agreement, substantially in the form attached hereto as Schedule “C”, pursuant to which ONE JIB will be given the control and management of the Municipality’s money and investments that it does not require immediately together with that of all of the other Participating Municipalities as at the day this By-law is passed with an effective date that is the Municipality’s Prudent Effective Date as described in section 8 of this By-law and the [head of council] and the treasurer are authorized to execute the ONE JIB Agreement for and on behalf of the Municipality.
4. Pursuant to the ONE JIB Agreement which the Municipality has authorized under this By-law, the Municipality agrees to the establishment of the Code of Conduct for ONE JIB as a local board of the Municipality on the basis that each municipality that invests through ONE JIB will similarly agree to the establishment of the Code of Conduct for ONE JIB in its capacity as a local board of that municipality and the Municipality hereby authorizes ONE JIB to make future changes to the Code of Conduct without further approval from the Municipality.
5. In accordance with the process for appointing an Integrity Commissioner and a Closed Meeting Investigator and their respective successors from time to time that is described in the Terms of Reference which form part of the ONE JIB Agreement the Municipality acknowledges

that ONE JIB has appointed its initial Integrity Commissioner and its initial Closed Meeting Investigator and the Municipality approves such initial appointments by ONE JIB and the delegation to ONE JIB of the authority to appoint their respective successors from time to time.

6. The Municipality acknowledges that ONE JIB as a local board of the Municipality has established the retention periods during which it must retain and preserve its records in accordance with the Act and that more than a majority of the Participating Municipalities at the time approved or shortly thereafter approved the establishment of such retention periods and the Municipality approves of the retention periods set out in the Records Retention By-law and hereby delegates to the Secretary of ONE JIB the necessary powers and duties in respect of the records of ONE JIB as described in the Records Retention By-law.

7. The delegation to ONE JIB of the power to appoint the successors of the initial Integrity Commissioner and of the initial Closed Meeting Investigator and the delegation to the Secretary of ONE JIB of the aforesaid powers and duties in respect of the records of ONE JIB will not be revoked prior to the end of the term of the council of the Municipality that made such delegations. These delegations may be revoked at any time thereafter. These delegations remain in effect unless and until such revocation occurs.

8. The Municipality hereby authorizes the application of section 418.1 of the Act to it after the ONE JIB Agreement has been signed by the Municipality, ONE JIB and ONE Investment on the basis that the effective date of the ONE JIB Agreement vis à vis the Municipality as a Participating Municipality will be the date that is set out as the Prudent Effective Date in a Prudent Effective Date Agreement substantially in the form attached hereto as Schedule "D" and the treasurer of the Municipality is hereby authorized to execute such agreement on behalf of the Municipality.

9. Any one or more of the [head of council], the treasurer and the clerk are, for and on behalf of the Municipality, each hereby authorized to do all things and to execute all other documents, instruments and papers in the name of the Municipality necessary or desirable to give control and management of its money and investments that it does not require immediately to ONE JIB and to deliver all documents, instruments and papers as required and as authorized by this By-law and such execution shall be conclusive evidence that such documents, instruments and papers so executed are the documents, instruments and papers authorized by this By-law.

10. Sections 1 to 7 inclusive and sections 9 and 10 of this By-law shall take effect on the day of passing and section 8 of this By-law shall take effect on the Municipality's Prudent Effective Date.

ENACTED and PASSED this [COUNCIL MEETING DATE]

\_\_\_\_\_  
[PRINT NAME XXXXX]

\_\_\_\_\_  
[PRINT NAME XXXXX]

\_\_\_\_\_  
[HEAD OF COUNCIL XXXXX]

\_\_\_\_\_  
[CLERK XXXXX]

## SCHEDULE C TERMS OF REFERENCE FOR ONE JIB

### 1. ESTABLISHMENT & PURPOSE

ONE Joint Investment Board (“**ONE JIB**”) was established by the Founding Municipalities to invest, on behalf of each Founding Municipality, money that the Founding Municipalities do not require immediately and to invest money that is not required immediately on behalf of other Ontario municipalities (such other Ontario municipalities, together with the Founding Municipalities, called the “**Participating Municipalities**”) that subsequently enter into the ONE Joint Investment Board Agreement (the “**Agreement**”) and to have control and management of such money, in accordance with the Act and the Regulation.

Each member of ONE JIB (“**Member**”) has a duty to manage and to direct the management of the investments of the Participating Municipalities over which ONE JIB has been given management and control in accordance with the Act and the Regulation.

ONE JIB is a joint municipal service board established under section 202 of the Act.

### 2. DEFINITIONS AND INTERPRETATION

These Terms of Reference are a schedule to the Agreement and thus form part of the Agreement. Except as otherwise defined in this Section 2, or unless the context otherwise requires, defined terms used herein have the meanings ascribed to such terms in the Agreement. In addition to the defined terms found in Section 1.01 of the Agreement, these Terms of Reference repeat the definition for “Act” and contain the following additional defined terms:

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

“**Closed Meeting Investigator**” means an individual appointed as the closed meeting investigator in accordance with the requirements of the Act.

“**Code of Conduct**” means the code of conduct applicable to Members in accordance with the Act, attached as Exhibit A.

“**Integrity Commissioner**” means an individual appointed as the integrity commissioner of ONE JIB in accordance with the requirements of the Act.

“**Procedure By-law**” means the procedure by-law applicable to ONE JIB in accordance with the Act.

All other rules of interpretation set out in the Agreement apply equally to these Terms of Reference.

### 3. DUTIES AND RESPONSIBILITIES

#### 3.1 Compliance with Municipal Legislation

ONE JIB shall conduct its business and discharge its responsibilities in accordance with the Act and any other applicable provisions found in Municipal Legislation.

As a joint municipal service board established under section 202 of the Act, ONE JIB is required to adopt a procedure by-law.

As a joint municipal service board established under section 202 of the Act, ONE JIB is required to have a code of conduct, and the Code of Conduct set out in Exhibit A has been established to apply to ONE JIB and its Members.

As a joint municipal service board established under section 202 of the Act, ONE JIB is required to have procedures for the appointment of an integrity commissioner and, if necessary for the appointment of a closed meeting investigator. The Integrity Commissioner and the Closed Meeting Investigator shall be appointed or engaged in accordance with the process set out in Exhibit E.

### **3.2 Member Responsibility to Comply with Act and Regulation**

Each Member shall perform the functions mandated by, and otherwise comply with, the Act and the Regulation, other applicable legislation including securities legislation and these Terms of Reference. If it is apparent that a Member has failed to comply with the Act, the Regulation, other applicable legislation or these Terms of Reference in any material respect, a majority of the other Members may vote to remove the Member and any such removal shall be final and binding and shall not be subject to any legal challenge by the removed Member or any Participating Municipality. As used herein, “material” non-compliance means an act or omission (or series of acts or omissions) which is deliberate and not inadvertent and which either at occurrence or with the passage of time, can reasonably be expected to result in (i) the Member being subject to regulatory sanction or discipline; (ii) damage or economic loss, including by way of opportunity cost, to a Participating Municipality; (iii) damage to the reputation of ONE JIB or ONE Investment; or (iv) any detrimental effect on the ability of ONE JIB to function effectively.

### **3.3 Enumerated Duties**

ONE JIB shall perform such services, and have such duties and responsibilities, as may be provided in the Act and the Regulation and as the Participating Municipalities may determine and assign to ONE JIB from time to time, including the following:

- (a) Review the Participating Municipality’s Investment Policy, and at the request of the Participating Municipality, provide advice and recommendations with respect thereto, including the Participating Municipality’s investment objectives and strategies;
- (b) Adopt and maintain an Investment Plan for the Participating Municipality in accordance with the Act and the Regulation and consistent with the Participating Municipality’s Investment Policy;
- (c) Engage one or more Administrators, Custodians, Payment Servicers, External Portfolio Managers, investment counsel, bankers, brokers, dealers, and other Agents as may be required to implement the Investment Plan in accordance with the Investment Policy;
- (d) Monitor the performance of the Agents;
- (e) Report to the Participating Municipality as required by the Act and the Regulation;

- (f) Provide advice and observations to each Participating Municipality and its council regarding economic developments including matters affecting the business outlook, the investment environment and similar matters to assist the Participating Municipality and its council in assessing investment performance and planning;
- (g) Review and provide input on investment objectives, policies and procedures and appropriate risk management and mitigation measures with respect to the Participating Municipality's investments;
- (h) Review and monitor the investment performance of the Participating Municipality's investments, including selection of or recommendations as to appropriate benchmarks, peer group and similar metrics; and
- (i) Provide advice and recommendations with respect to such other matters as may be requested from time to time by ONE Investment or a Participating Municipality.

### **3.4 ONE JIB Reports to the Participating Municipalities**

ONE JIB shall, within 90 days of the end of the financial year of the Participating Municipality, prepare and deliver to the council of the Participating Municipality (to the attention of the Treasurer), an investment report (the "**Annual Investment Report**") prepared in accordance with the Regulation that contains:

- (a) a statement about the performance of the Participating Municipality's Managed Assets during the period covered by the report;
- (b) a statement by the Treasurer of the Participating Municipality as to whether or not, in the opinion of the Treasurer, all investments making up the Managed Assets are consistent with the Participating Municipality's Investment Policy and Investment Plan; and
- (c) such other information related to or incidental to the foregoing that the council of the Participating Municipality may reasonably require.

Prior to finalizing the Annual Investment Report, ONE JIB shall provide a draft report to the Treasurer of the Participating Municipality and shall consider any comments on such draft report made by the Treasurer of the Participating Municipality. Where ONE JIB is requested to provide additional information as contemplated herein, ONE JIB may request that the Participating Municipality prepare a draft of the report for ONE JIB's consideration and approval.

### **3.5 ONE JIB Reports to the Municipal Treasurer**

ONE JIB shall as soon as practicable notify the Treasurer of a Participating Municipality where the Managed Assets include an investment which is not consistent with the Participating Municipality's Investment Policy or Investment Plan. Such notice shall be accompanied by a written report of the results of any assessment which includes a description of each instance of a breach of the Participating Municipality's Investment Policy or Investment Plan, of which ONE JIB is aware or has reason to believe has occurred, and recommendations for any actions ONE JIB considers should be made to rectify the non-compliance.

### **3.6 ONE JIB Reports to Securities Regulatory Authorities**

ONE JIB shall, as soon as practicable, notify in writing the Ontario Securities Commission or other applicable securities regulatory authority where ONE JIB becomes aware of the occurrence of a material breach of applicable securities legislation applicable to ONE JIB or to ONE Investment. ONE JIB may also, but is not required to, communicate directly with securities regulatory authorities with respect to any concerns or issues that it may not otherwise be required to report and any other matter, but only if it has first communicated its concerns to ONE Investment and to the relevant Participating Municipality and considered any response received from the Participating Municipality.

### **3.7 Secretary to ONE JIB**

The work of ONE JIB shall be supported by a secretary (the “**Secretary to ONE JIB**”), who may be engaged or employed by ONE Investment, but who shall be appointed by ONE JIB, acting on the advice of ONE Investment, to the office of Secretary to ONE JIB and have a reporting relationship with the Chair of ONE JIB. The Secretary shall advise ONE JIB as to certain procedural and jurisdictional matters, including those matters specified in the Procedure By-Law, and be responsible to provide such secretarial, research, clerical and administrative services as ONE JIB may require in the discharge of its duties. From time to time, ONE JIB, acting on the advice of ONE Investment, may appoint an alternate Secretary or assistant to the Secretary to provide support as may be required in the circumstances.

### **3.8 Legal and Other Advisors**

If ONE JIB determines that it is useful or necessary for ONE JIB to carry out its duties, ONE JIB may engage, or seek advice from, at the expense of the Participating Municipalities, legal counsel, accountants or any other advisors, in each case provided that such person has the requisite knowledge and experience to provide such advice. ONE JIB has the authority to agree to reasonable compensation and proper expenses for any independent legal counsel and other advisors engaged by ONE JIB. ONE JIB may retain advisors selectively, and only to assist, not replace, ONE JIB decision making. Prior to retaining an independent advisor, the Chair of ONE JIB will provide advance notice to ONE Investment.

## **4. CONSTITUTION**

### **4.1 Number and Quorum**

ONE JIB shall be comprised of not fewer than seven and not more than [twelve] Members. The Participating Municipalities may change the size of ONE JIB in accordance with the Agreement, but shall seek the input of the Chair of ONE JIB prior to doing so. A majority of Members shall constitute a quorum for the transaction of business at any meeting of ONE JIB.

### **4.2 Qualification**

Each Member shall have such experience and expertise in investment management, risk management, finance, corporate governance, accounting, law or in such other areas of expertise as may be determined to be appropriate from time to time by ONE JIB or a committee thereof in consultation with ONE Investment.

No person shall be qualified to be a Member if that person is less than eighteen years of age, is of unsound mind and has been so found by a court in Canada or elsewhere, has been sanctioned or disciplined by a securities regulatory authority in Canada or elsewhere within the previous 20 years, or is not an individual or has the status of a bankrupt.

#### **4.3 Appointment of Members and Nominating Committee**

The Founding Municipalities have appointed the initial Members. Subsequent Members, including those appointed to fill vacancies as referred to in Section 4.6, are to be appointed as follows by the then incumbent Members and with the approval of ONE Investment.

ONE JIB in consultation with ONE Investment may form a nominating committee (the “**Nominating Committee**”), made up of no fewer than three and no more than nine persons to identify individuals to fill vacancies on ONE JIB. The Chair of the Nominating Committee shall be a Member. The other persons serving on the Nominating Committee need not be Members and may be senior officers of ONE Investment and/or representatives of the Participating Municipalities. The Nominating Committee, in recommending a new Member or reappointing a Member, shall consider:

- (a) the competencies and skills ONE JIB, as a whole, should possess;
- (b) the competencies and skills of each other Member; and
- (c) the competencies and skills the prospective Member would bring to ONE JIB.

The then incumbent Members and ONE Investment shall give consideration to individuals nominated by the Nominating Committee and a new Member shall be appointed with the affirmative vote of a simple majority of Members, and the approval of ONE Investment. Members may decline to follow the recommendation of the Nominating Committee, in which case the Chair of ONE JIB may form a new Nominating Committee.

Temporary vacancies may be filled by the the Chair of ONE JIB as the Chair may consider to be appropriate in the circumstances, provided that the filling of such vacancy receives the consent of a majority of the Members.

#### **4.4 Consent**

Upon first acting as a Member, every Member appointed in accordance with Section 4.3 shall be deemed to have consented to (a) acting as a Member on the terms and conditions set out herein, and (b) the public disclosure of the existence of ONE JIB, the names of its Members, the matters reviewed by ONE JIB, the recommendations of ONE JIB, the compensation and expenses of the Members, and any other matter that is required to be disclosed pursuant to the terms of applicable legislation and rules or any decision made under applicable municipal law; provided that the Members, acting reasonably and promptly following a request, shall be entitled to review and require changes to the text of any such disclosure.

#### **4.5 Adherence to Code of Conduct**

Every Member shall comply at all times with the Code of Conduct for Members of ONE JIB, as amended from time to time.

#### 4.6 Vacancies of Office

A Member shall cease to hold office:

- (a) if the Member dies, resigns by a written resignation received and accepted by the Chair of ONE JIB in accordance with Section 4.7 or is removed from office in accordance with Section 4.8;
- (b) if the Member is a Municipal Treasurer Representative, and is a Treasurer of a Participating Municipality, and such Participating Municipality withdraws from ONE JIB; provided however, that if such individual has been appointed as the Treasurer of another Participating Municipality prior to or at the time of the effective date of withdrawal, and such Participating Municipality agrees, the individual may continue to serve as a Municipal Treasurer Representative;
- (c) upon the Member accepting employment or other engagement with a financial services provider, unless such employment or engagement has first been approved by the Integrity Commissioner and the Chair of ONE JIB;
- (d) if the Member is of unsound mind as determined by a court in Canada or elsewhere, bankrupt, prohibited from acting as a director or officer of any issuer in Canada, subject to any penalties or sanctions made by a court relating to provincial and territorial securities legislation or a party to a settlement agreement with a provincial or territorial securities regulatory authority;
- (e) if the Member is absent from meetings of ONE JIB for three consecutive regular meetings, without being authorized to do so by a resolution of ONE JIB;
- (f) if the Member's seat on ONE JIB is declared vacant in any judicial process; or
- (g) if the Member's membership is forfeited under the Act or any other act of the Ontario legislature.

Clause 4.6(e) does not apply to vacate the membership of a Member who is absent for 20 consecutive weeks or less if the absence is a result of the Member's pregnancy, the birth of the Member's child or the adoption of a child by the Member.

If a vacancy occurs on ONE JIB, the Members shall fill the vacancy as soon as practicable and a person appointed to fill a vacancy shall continue as a Member for the remainder of the term so replaced.

#### 4.7 Resignations

Unless otherwise agreed to by ONE Investment and a majority of the other Members, a Member shall resign from ONE JIB upon: becoming aware that personal circumstances may have an adverse impact on the reputation of ONE JIB, a material change in employment that may have an adverse effect on the Member's contribution or effectiveness on ONE JIB or accepting a directorship with a financial institution or a company which results in the Member becoming subject to a conflict of interest as described in Section 6.2.

A Member may resign by notice in writing filed with the Secretary and the Chair of ONE JIB. A resignation is not effective if it would reduce the number of Members to less than a quorum.

#### **4.8 Removal of Member**

A Member or Members may be removed from office by a majority vote of the other Members, including in the circumstances described in Section 3.2 or Section 4.6. Removal shall be effected by instrument in writing delivered to such Member or Members specifying the effective date of such removal. If a Participating Municipality recommends to ONE JIB that it remove a Member, ONE JIB shall consider such recommendation, although the final determination shall be in the discretion of ONE JIB.

#### **4.9 Terms**

The term of office of a Member shall be no more than three years and no less than one year, and shall be set by ONE JIB, acting on the recommendation of the Nominating Committee, at the time such Member is appointed. Staggered terms are permitted. A Member may not be reappointed for a term of office that, if served, would result in the Member serving on ONE JIB for longer than nine years unless ONE JIB, on the recommendation of the Nominating Committee, agrees to such reappointment.

#### **4.10 Orientation and Continuing Education**

ONE Investment and ONE JIB shall provide orientation consisting of educational or informational programs that enable a new Member to understand: (a) the role of ONE JIB and its Members collectively; and (b) the role of the individual Member, including the commitment of time and energy that is expected from the Member. ONE JIB may supplement such orientation, and any orientation provided by ONE Investment on the nature and operation of municipal finance with such educational programs that it reasonably deems necessary or desirable. Each Member shall participate in orientation and continuing education programs provided or recommended by ONE JIB or ONE Investment.

#### **4.11 Chair and Vice-Chair**

The Chair and the Vice-Chair of ONE JIB shall be elected for three-year terms by the Members and upon the resignation, death, disqualification or removal of the current Chair or of the Vice-Chair. The Members shall take into account ONE Investment's recommendations, if any, when electing the Chair and the Vice-Chair. Each of the Chair and the Vice-Chair must be a Member. The Chair is responsible for managing the mandate, responsibilities and functions of ONE JIB. The Chair's primary functions are to lead ONE JIB meetings, facilitate the operations and deliberations of ONE JIB, foster communications among Members, and ensure ONE JIB carries out its responsibilities in a timely and effective manner. The Chair shall work with the Secretary, who shall act as board secretary of ONE JIB and set agendas and circulate meeting materials for ONE JIB meetings in accordance with the Procedure By-law, and shall be ONE JIB's primary contact with ONE Investment in preparing for meetings. On an ongoing basis, the Chair shall assess whether ONE JIB has appropriate administrative support, access to senior management of ONE Investment and access to outside advisers for the purpose of ONE JIB fulfilling its mandate.

ONE JIB may, by by-law or resolution, appoint a Member to act in the place of the Chair or other Member designated to preside at meetings in ONE JIB's Procedure By-law when the

Chair or designated Member is absent or refuses to act or the office is vacant, and while so acting such Member has all of the powers and duties of the Chair or designated Member, as the case may be, with respect to the role of presiding at meetings.

#### **4.12 Committees**

In addition to the Nominating Committee provided for in Section 4.3, ONE JIB may authorize any other committee or subcommittee to assist in carrying out any of its functions, except the removal of a Member. Any such committee or subcommittee shall be chaired by a Member, and its members appointed by ONE JIB, but such members of such committee or subcommittee need not all be Members. If any such committee is constituted as an *ad hoc* committee, ONE JIB shall by resolution provide it with a written mandate or terms of reference, and if constituted as a standing committee of ONE JIB, ONE JIB shall amend and supplement these Terms of Reference to include a defined mandate. Any committee or subcommittee formed under this Section 4.12 shall report on its meetings to ONE JIB, generally by way of a report filed at the next following meeting of ONE JIB, and in any case at least annually. A committee or subcommittee formed under this Section 4.12 is authorized to make recommendations to ONE JIB on a matter within its mandate; however the decision to take action based on the recommendation is reserved to ONE JIB. The Procedure By-law applies to proceedings of committees of ONE JIB with necessary modifications.

#### **4.13 Self Assessments**

Annually, ONE JIB must review and assess:

- (a) its effectiveness as a board, as well as the effectiveness and contribution of each of its Members, including a consideration of:
  - (i) the competencies and knowledge each Member is expected to bring to ONE JIB;
  - (ii) the level of complexity of the issues reasonably expected to be raised by Members in connection with the matters under review by ONE JIB;
  - (iii) continuing education activities and industry knowledge of each Member; and
  - (iv) the ability of each Member to contribute the necessary time required to serve effectively on ONE JIB;
- (b) its structural effectiveness, including a consideration of:
  - (i) the frequency of meetings;
  - (ii) the substance of meeting agendas;
  - (iii) the policies and procedures that ONE Investment has established to refer matters to ONE JIB;
  - (iv) the usefulness of the materials provided to Members; and
  - (v) the collective experience and background of the Members.

- (c) The written minutes of ONE JIB meetings at which these assessments take place shall form the basis of the records of such assessments. ONE JIB may also establish a process for and determine the frequency of additional assessments as it sees fit. ONE JIB shall consider how to respond appropriately to address any opportunities for improvement found in a self-assessment.

## **5. MEETINGS OF ONE JIB**

### **5.1 Calling and Place of Meetings**

Meetings of ONE JIB shall be called by the Chair of ONE JIB, in accordance with the Procedure By-law and the schedule of meetings approved by ONE JIB.

Except as may be permitted under the Act, meetings of ONE JIB shall be open to members of the public. Members may participate electronically with all the rights and duties of the other Members under the circumstances set out in the Procedure By-law.

Exhibit B sets out the current limited circumstances under which meetings of ONE JIB may or shall be closed, in accordance with the provisions of the Act.

### **5.2 Notice of Meeting**

Notice of the time and place of each meeting of ONE JIB shall be given by the Secretary as required under the Procedure By-law. The notice shall identify the main matters to be addressed at the meeting. The Secretary shall arrange for the notice of meeting to be posted or publicized as required.

Persons wishing to make deputations or representations to a meeting on any matter to be addressed at a meeting shall make appropriate arrangements to do so through the Secretary.

### **5.3 Persons Entitled to Participate**

When submitting a matter to ONE JIB for its recommendation or approval, ONE Investment and its representatives shall be entitled to be present at meetings of ONE JIB to outline the nature of the question or matter to be reviewed by ONE JIB. Any other person may participate in the meeting in accordance with the Procedure By-law and on the invitation of the Chair of the meeting or with the consent of ONE JIB. ONE JIB may hold at least one segment of one meeting annually at which ONE Investment, any entity related to ONE Investment or any of their representatives are not in attendance.

### **5.4 Conduct of Meetings**

All other procedural matters pertaining to the conduct of meetings, including voting at meetings, are governed by the Procedure By-Law.

### **5.5 Minutes of the Meetings and other Records**

Minutes and closed session records of all meetings of ONE JIB and reports of all ONE JIB committee meetings shall be kept. The Secretary to ONE JIB or the Secretary's designee shall be responsible for taking the minutes of the meeting and otherwise serving as secretary

of the meeting. Procedures relating to approval, adoption and publication of minutes are contained in the Procedure By-law.

The Secretary to ONE JIB shall be responsible for maintaining records of these Terms of Reference, minutes, closed session records and reports of meetings, copies of the agenda and materials provided to ONE JIB, copies of materials and written reports prepared by ONE JIB and copies of ONE JIB's own determinations. ONE JIB may satisfy this recordkeeping requirement by arranging for ONE Investment to keep such records. Other than as set out in Exhibit C, all the foregoing records shall be subject to disclosure in accordance with the Act and the *Municipal Freedom of Information and Protection of Privacy Act*.

## **6. CONFLICTS OF INTEREST**

### **6.1 Application of the Municipal Conflict of Interest Act**

ONE JIB is a local board for purposes of the *Municipal Conflict of Interest Act* (MCIA) and Members are subject to this Act. A Member shall comply with this Act.

### **6.2 Duty to Disclose**

Members of ONE JIB are required to make disclosure of their direct and indirect pecuniary interests in accordance with the requirements of the MCIA and the Code of Conduct. The Code of Conduct contains additional specific provisions relating to disclosure of pecuniary interests. The Secretary to ONE JIB shall be available to assist Members of ONE JIB with the disclosure process.

Furthermore, to the extent not covered by the provisions of the MCIA and the Code of Conduct, a Member shall disclose to ONE JIB and to ONE Investment any circumstances or relationships which exist at the time of appointment or which arise thereafter, which could constitute a conflict of interest. For purposes hereof, a conflict of interest includes circumstances or relationships, including serving on any other boards or commissions, which (a) a reasonable person would consider to constitute a conflict of interest which could interfere with the Member's ability to act in good faith and in the best interests of the Participating Municipalities; or (b) to a reasonable person would be expected to interfere with the Member's exercise of independent judgement.

Having disclosed or declared a conflict of interest, the Member shall thereupon take direction from the Chair of ONE JIB who shall be advised by the Secretary to ONE JIB.

## **7. STANDARD OF CARE AND INDEMNITY**

### **7.1 Standard of Care**

All Members of ONE JIB in exercising their powers and discharging their duties as a Member shall:

- i. act honestly and in good faith with a view to the best interests of each Participating Municipality; and
- ii. exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

## 7.2 Indemnification

All Members, their respective heirs, executors and assigns, (in each case, an “**Indemnified Party**”) shall be indemnified by the Participating Municipalities for all liabilities, claims, damages, losses, costs and expenses incurred by them in connection with any action, suit or proceeding that is proposed or commenced or any other claim to which such Indemnified Party may be subject by reason of the management and control of the Managed Assets or otherwise arising out of or in connection with acting on behalf of the Participating Municipalities or in furtherance of the interests of the Participating Municipalities, except that this indemnity shall not apply to (a) losses arising from such Indemnified Party’s own wilful misconduct or fraud, or (b) expenses of the Participating Municipalities that the Indemnified Party has agreed to bear. To the fullest extent permitted by law, expenses (including, without limitation, legal fees and expenses) incurred by an Indemnified Party in defending any claim, demand, action, suit or proceeding shall, from time to time, be advanced by the Participating Municipalities prior to the final disposition of such claim, demand, action, suit or proceeding upon receipt by the Participating Municipalities of an undertaking by or on behalf of the Indemnified Party to repay such amount if it shall be determined that the Indemnified Party is not entitled to be indemnified as authorized in this Section 7.2. Amounts required to be paid or advanced to an Indemnified Party under this Section 7.2 shall be paid by Participating Municipalities in such proportion as ONE JIB, on the recommendation of ONE Investment, considers to be fair and equitable in the circumstances.

Further, the Members shall not be liable to ONE Investment or the Participating Municipalities or to any person for any loss or damages relating to any matter regarding ONE Investment and its investments, including any loss or diminution in the value of the Participating Municipalities’ investments or assets. To the fullest extent permitted by law, expenses (including, without limitation, legal fees and expenses) incurred in defending any claim, demand, action, suit or proceeding shall, from time to time, be advanced by the Participating Municipalities prior to the final disposition of such claim, demand, action, suit or proceeding upon receipt by the Participating Municipalities of an undertaking by or on behalf of the Member to repay such amount if it shall be determined that the Member is not entitled to be indemnified. The foregoing indemnification applies only if the Member has acted in a manner consistent with the standard of care set out in Section 7.1 above.

## 7.3 Liability

Unless otherwise required by applicable legislation, no Member shall be liable to ONE Investment or the Participating Municipalities or any other person if the Member complied with the standard of care set forth in Section 7.1, including reliance on advice in the manner contemplated in Section 3.8.

## 7.4 Insurance

Each Member shall be entitled to an indemnity by ONE Investment and/or an affiliate of ONE Investment to the fullest extent permitted by applicable law. ONE JIB or ONE Investment may purchase and maintain (or reimburse individual Members for the cost of) insurance in such amounts and on such terms as are commercially reasonable on behalf of the Members against any liability that may be asserted against or expense that may be incurred by Members in connection with, or in any way related to, acting as Members of ONE JIB.

## 8. FEES AND EXPENSES

### 8.1 Compensation

The Founding Municipalities, together with ONE Investment, shall set the initial amount of compensation and expenses of the Members. After the initial compensation and expenses are set, the Members shall be entitled to receive such reasonable compensation and expenses for acting as Members of ONE JIB as ONE Investment, in consultation with ONE JIB, may from time to time determine. Such compensation may, but need not, include an annual retainer amount or stipend for acting as a Member, as well as compensation for attendance at information, continuing education and similar sessions at which no formal business is conducted. The compensation shall be set out in Exhibit D and amended from time to time as provided herein. ONE Investment must consider ONE JIB's most recent assessment of its compensation and ONE JIB's recommendations, if any, of the amount and type of compensation and expenses in setting the compensation of Members. In the event ONE JIB disagrees with ONE Investment's recommendation, ONE JIB shall discuss the issue with ONE Investment in a good faith attempt to reach an agreement. In determining the appropriate level of compensation, ONE Investment must consider:

- (a) the nature and complexity of the investments made by and on behalf of the Participating Municipalities;
- (b) the nature and extent of the workload of each Member, including the commitment of time and energy that is expected from each Member;
- (c) industry best practices, including industry averages and surveys on similar board compensation; and
- (d) the best interests of the Participating Municipalities.

### 8.2 Reimbursement of Expenses

Members shall be entitled to reimbursement for their reasonable expenses incurred in attending meetings of ONE JIB and other out of pocket expenses incurred in connection with acting as a Member. ONE Investment will request production of receipts and documents supporting expenses.

## 9. CONFIDENTIALITY

### 9.1 Maintaining Confidentiality

The definition of Confidential Information is found in the Code of Conduct. Each Member shall, in accordance with the Act and the Code of Conduct, protect the confidentiality, and prevent the unauthorized disclosure or use, of Confidential Information. Each Member shall promptly notify ONE JIB's Chair or ONE Investment of any advertent or inadvertent disclosure, misuse or misappropriation of Confidential Information of which the Member becomes aware.

The Members shall not be subject to any confidentiality obligation in respect of any Confidential Information that is or was (i) information in the public domain; (ii) disclosed to the Member by a third person not subject to a confidentiality obligation to ONE JIB, ONE Investment or a Participating Municipality; (iii) approved by ONE JIB, ONE Investment or a

Participating Municipality for disclosure to another person or the public; or (iv) required by law to be disclosed by the Member.

## **9.2 Public Statements and Dealing with Media**

In the event ONE JIB, or any of its Members, is contacted by the media or a regulator, in respect of any issue related to ONE Investment, the request will be referred to the Chair of ONE JIB or the Chair's designate.

## **10. AMENDMENTS**

### **10.1 General**

A notice or document required to be sent to a Member or to ONE Investment may be sent by prepaid mail addressed to, or may be delivered personally or by courier to, the Member at the Member's latest address provided by the Member to ONE Investment, and to ONE Investment at:

ONE Joint Investment Board  
or ONE Investment  
155 University Ave., Suite 800  
Toronto, ON M5H 3B7  
Attention: The Secretary with copy to the Chair  
email: [secretary@oneinvestment.ca](mailto:secretary@oneinvestment.ca)

or such other address as ONE Investment may notify each Member. A notice or document if mailed to a Member or ONE Investment shall be deemed to have been received at the time it would be delivered in the ordinary course of mail unless there are reasonable grounds for believing that the Member or ONE Investment did not receive the notice of the document at that time or at all.

### **10.2 Amendments**

ONE JIB may amend these Terms of Reference from time to time, in consultation with ONE Investment and in compliance with the provisions of the Agreement, including where applicable, receipt of approval or consent of Participating Municipalities. A decision by ONE JIB to propose to amend these Terms of Reference must be approved at a meeting of ONE JIB. ONE JIB shall provide ONE Investment with at least 30 days' notice of any such proposal to amend these Terms of Reference and ONE JIB must consider ONE Investment's recommendations relating to such proposed amendment. Upon expiry of the 30-day notice period, and subject to receipt of any other consents or approvals as may be required, ONE JIB may approve the proposed amendment at a meeting of ONE JIB, and such amendment shall be effective immediately thereafter. As soon as is practicable, ONE JIB shall notify ONE Investment that the proposed amendment has been approved and is in effect. Where relevant to the Participating Municipality, ONE JIB shall include a description of any material amendments to these Terms of Reference in its annual report to each Participating Municipality. ONE JIB may not amend these Terms of Reference (i) in a manner inconsistent with the Act and the Regulation and any other provisions of applicable Municipal Legislation, (ii) to give ONE JIB functions other than those prescribed by the Act and the Regulation, or (iii) other than as permitted by the Agreement and this Section 10.2.

### **10.3 Electronic Delivery**

Provided the addressees have consented in writing or electronically, the notice requirements may be satisfied by creating and providing an electronic document. An electronic document is deemed to have been received when it enters the information system designated by the addressee (provided that it has been properly addressed) or, if the document is posted on or made available through a generally accessible electronic source, when the addressee receives notice in writing of the availability and location of that electronic document.

### **10.4 Computation of Time**

In computing the time when a notice or document must be given or sent under any provision requiring a specified number of days' notice of any meeting or other event, the day on which the notice or documents is given or sent shall be excluded and the day on which the meeting or other event occurs shall be included.

### **10.5 Omissions and Errors**

The accidental omission to give any notice or send any document or the non-receipt of any notice or document or any error in any notice or document not affecting the substance thereof shall not invalidate any action taken at any meeting held pursuant to such notice or otherwise founded on such notice or document.

**EXHIBIT A  
ONE JOINT INVESTMENT BOARD  
CODE OF CONDUCT**

**POLICY STATEMENT**

This Code of Conduct establishes standards of conduct for Members of the ONE Joint Investment Board (“**ONE JIB**”) in the conduct of their official duties. It is a schedule to the agreement between ONE JIB, each Participating Municipality and ONE Investment under which all Participating Municipalities and ONE JIB agree to the terms pursuant to which ONE JIB will manage and control the money that is not required immediately of the Participating Municipalities (the “**ONE JIB Agreement**”).

Unless the context otherwise requires, defined terms used herein have the meanings ascribed to such terms in the ONE JIB Agreement. In the event of a discrepancy or inconsistency between the provisions contained in the ONE JIB Agreement and those contained in this Code of Conduct, the ONE JIB Agreement shall prevail.

**APPLICATION**

This Code of Conduct applies to the Chair and the other Members of ONE JIB acting in their capacity as Members. This includes, but is not limited to, the conduct of Members in the following circumstances:

- in relation to matters immediately before, and/or solely within the purview of ONE JIB;
- when interacting with ONE JIB and ONE Investment staff and/or another Member;
- in relation to business conducted by ONE JIB;
- while on the premises of ONE JIB, whether such premises are owned, leased or simply occupied by ONE JIB;
- during an event or function of ONE JIB;
- while serving on any board, committee or other body to which the Member was appointed by ONE JIB; and
- during a non-ONE JIB event or function where the Member has been expressly invited or is participating as a representative of ONE JIB.

**PURPOSE**

The purpose of this Code of Conduct is to set a standard of conduct for Members of ONE JIB as required by the *Municipal Act, 2001* (the “**Act**”). Abiding by this standard helps to promote good governance and maintain public confidence in ONE JIB and the Participating Municipalities.

## 1.0 DEFINITIONS

1.1 The following terms shall have the following meanings in this Code of Conduct:

- (a) **“Act”** means the *Municipal Act, 2001*, S.O. 2001, c. 25;
- (b) **“Child”** means a child born within or outside marriage and includes an adopted child and a person to whom a parent has demonstrated a settled intention to treat as a child of her or his family;
- (c) **“Committee”** means a committee or sub-committee established by ONE JIB;
- (d) **“Confidential Information”** means any non-public, proprietary or private information, related to the functions of ONE JIB, ONE Investment, the Participating Municipalities or any of the investment funds managed by ONE JIB or any agent of ONE JIB and, without limiting the foregoing, includes:
  - (i) any such information provided orally, in writing or electronically, and
  - (ii) all or any part of any documented information to the extent that any applicable legislation, including the Act and the *Municipal Freedom of Information and Protection of Privacy Act*, permits or requires such information, including personal information, to be private;
- (e) **“Integrity Commissioner”** means the Integrity Commissioner appointed by ONE JIB;
- (f) **“Member”** means a member of ONE JIB, including the Chair;
- (g) **“MNPI”** means material non-public information;
- (h) **“Non-pecuniary Interest”** means a private or personal interest that a Member may have that is non-financial in nature but that arises from a relationship with a person or entity that would be considered by a reasonable person, apprised of all the circumstances, as being likely to influence the Member’s decision in any matter in which the Non-pecuniary Interest arises;
- (i) **“ONE Investment”** means the not-for-profit corporation founded by CHUMS Financing Corporation and Local Authority Services which provides certain management, administrative and other services to ONE JIB under the ONE Joint Investment Board Services Agreement made between ONE JIB and ONE Investment;
- (j) **“ONE JIB”** means the ONE Joint Investment Board that has been established under subsection 202(1) of the Act in accordance with Part II of O. Reg. 438/97, as constituted from time to time, acting pursuant to the ONE JIB Agreement;
- (k) **“Parent”** means a person who has demonstrated a settled intention to treat a child as a member of that person’s family whether or not that person is the natural parent of the child;

- (l) **“Participating Municipalities”** means the municipalities for whom ONE JIB acts as the Joint investment Board under the terms of the ONE JIB Agreement from time to time;
- (m) **“Pecuniary Interest”** means a direct or indirect interest of a financial nature, including the interest of the Parent or Spouse or any Child of the Member, if known to the Member; and
- (n) **“Spouse”** means a person to whom a person is married or with whom the person is living in a conjugal relationship outside marriage.

## 2.0 STATEMENT OF PRINCIPLES

2.1 The following principles will guide Members and assist with the interpretation of this Code of Conduct:

- (a) Members shall serve the public in a conscientious and diligent manner;
- (b) Members shall always act with integrity, accountability and transparency, and shall avoid the improper use of influence in their office as well as conflicts of interest, both apparent and real;
- (c) Members shall perform their duties and arrange their private affairs in a manner that promotes public confidence and will stand up to public scrutiny;
- (d) Members shall observe and comply with the laws of Canada, Ontario and the laws and policies adopted by ONE JIB, including but not limited to the following:
  - (i) *Criminal Code*,
  - (ii) *Municipal Act, 2001*,
  - (iii) *Municipal Conflict of Interest Act*,
  - (iv) *Municipal Freedom of Information and Protection of Privacy Act*,
  - (v) *Occupational Health and Safety Act*,
  - (vi) *Human Rights Code*,
  - (vii) *Securities Act*,
  - (viii) *ONE JIB Procedure By-law*; and
- (e) Members shall be fair and respectful of differences and have a duty to work together for goodwill, the common good and the public interest.

2.2 The statements set out in Section 2.1 are key principles that are intended to facilitate an understanding, application and interpretation of the Code of Conduct – the principles are *not* operative provisions of the Code of Conduct and are not intended to be enforced independently as such.

### 3.0 GENERAL DUTIES

3.1 In exercising the Member's powers and discharging her or his duties as a Member, each Member shall:

- (a) act honestly and in good faith with a view to the best interests of ONE JIB and the Participating Municipalities;
- (b) exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances;
- (c) refrain from making:
  - (i) any statement known to be false or with the intent to mislead ONE JIB, ONE Investment staff, the Participating Municipalities or the public, and
  - (ii) any disparaging comment or unfounded and speculative accusation about the motives of another Member, ONE Investment staff, the Participating Municipalities or the public.

### 4.0 CONDUCT AT MEETINGS

4.1 Members will conduct themselves at all ONE JIB and Committee meetings with decorum and in accordance with ONE JIB's Procedure By-law and any other applicable procedural rules and policies.

### 5.0 CONFIDENTIAL INFORMATION

5.1 Members receive confidential information from a number of sources as part of their work. This includes information ONE JIB receives in confidence that falls under the privacy provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and other applicable privacy laws as well as information received during closed meetings of ONE JIB or its Committees. It also includes information that a Member is restricted from using or disclosing under the *Criminal Code*, the *Securities Act*, or due to any contractual obligations or policies of ONE JIB or ONE Investment.

- (a) Members are only entitled to information in the possession of ONE JIB that is relevant to matters before ONE JIB or its Committees.
- (b) Members shall not use confidential information for personal or private gain or for the gain of any other person including, without limitation, a Parent, Spouse, Child, grandchild, friend or associate.
- (c) Members shall not directly or indirectly benefit, or aid others to benefit, from knowledge relating to the property and assets of ONE JIB, ONE Investment or any of the Participating Municipalities.

5.2 Without limiting the generality of any provision of Section 5.0, Members acknowledge that in the course of discharging their responsibilities, they may have access to MNPI about securities issuers, including public companies. All such MNPI is considered "confidential information." Any use of MNPI to make an investment decision or recommendation or to

“tip” others who might make an investment decision on the basis of the MNPI is unethical and illegal and could result in civil and/or criminal penalties. If a Member learns of MNPI about an issuer, the Member must refrain from disclosing it (other than to another person with a need to know) or making use of such information in any manner until the information has been publicly disclosed or is no longer material.

5.3 Members shall not disclose the content of any confidential information, or the substance of confidential deliberations, of a closed meeting of ONE JIB or any of its Committees. Each Member has a duty to hold information received at closed meetings in strict confidence for as long and as broadly as the confidentiality applies. Members must not, either directly or indirectly, release, make public or in any way divulge any confidential information or any confidential aspect of closed ONE JIB or Committee deliberations to anyone, unless authorized by ONE JIB or as required by law.

5.4 Members shall not disclose, use or release information in contravention of applicable privacy laws.

## **6.0 STAFF AND ONE JIB RELATIONS**

6.1 ONE JIB, ONE Investment and the Participating Municipalities approve budgets, policies and other governance of ONE JIB through their by-laws, resolutions and other decisions. Individual Members do not direct or oversee the functions of ONE Investment staff.

6.2 Members shall respect the role of ONE Investment staff in the administration of the business affairs of ONE JIB. Members shall respect that:

- (a) staff provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations. Members shall not falsely or maliciously injure the reputation of staff members whether professional or ethical or otherwise;
- (b) staff serves ONE JIB as a whole, and the combined interests of all Members as evidenced through the decisions of ONE JIB. Members shall not:
- (c) make requests or statements or take actions which may be construed as an attempt to influence the independent administration of ONE JIB business, or
- (d) attempt to intimidate, threaten, or influence any staff member from carrying out that person’s duties, including any duty to disclose improper activity;
- (e) staff carry out their duties based on political neutrality and without undue influence from any individual Member. Members shall not invite or pressure any member of staff to engage in partisan political activities or be subjected to discrimination or reprisal for refusing to engage in such activities.

## **7.0 DISCRIMINATION AND HARASSMENT**

7.1 ONE JIB is committed to providing and maintaining a working environment that is based on respect for the dignity and rights of everyone acting in conjunction with ONE JIB and meeting its obligations under the *Human Rights Code* and the *Occupational Health and*

*Safety Act*. It is ONE JIB's goal to provide a healthy, safe, and respectful work environment that is free from any form of harassment or discrimination.

- 7.2 All Members have a duty to treat members of the public, one another and ONE Investment staff with respect and without abuse, bullying or intimidation and to ensure that their work environment is free from discrimination, harassment and violence. This duty applies to all in-person activities and to all electronic communications, including the use of social media.

## **8.0 USE OF ONE JIB PROPERTY**

- 8.1 ONE JIB and ONE Investment are the stewards of ONE JIB's assets. The Participating Municipalities and the community place their trust in ONE JIB to make decisions for the public good in relation to these assets.

- 8.2 By virtue of the Member's office or appointment, a Member shall not:

- (a) use or permit the use of ONE JIB or ONE Investment facilities, equipment, supplies, services, staff or other resources for activities other than ONE JIB's business;
- (b) seek financial gain for themselves, or for any other person including, without limitation the Member's Parent, Spouse, Child, grandchild, friend or associate, from the use or sale of information owned by ONE JIB or ONE Investment or intellectual property, computer programs, web or social media accounts, technological innovations, or other patents, trademarks or copyright held by ONE JIB or ONE Investment;
- (c) use any information the Member may obtain about any proposed trading activity in, or other transaction involving, the investment portfolios of the Participating Municipalities to trade for her or his own account or for the account of any other person including, without limitation, the Member's Parent, Spouse, Child, grandchild, friend or associate in respect of which the Member has trading authority.

## **9.0 CONFLICTS OF INTEREST**

- 9.1 Members shall take appropriate steps to avoid conflicts of interest, both apparent and real and are required to comply with the *Municipal Conflict of Interest Act*. Proactive steps to mitigate conflicts of interest are important to maintaining public confidence in Members, ONE JIB and the Participating Municipalities.

- 9.2 Members shall seek guidance from the Integrity Commissioner if they believe that they may have a conflict between their responsibilities to the public as a Member and any other Pecuniary Interest or Non-pecuniary Interest.

- 9.3 To the extent not covered by the *Municipal Conflict of Interest Act* or the ONE JIB Agreement, a Member shall disclose to ONE JIB and to ONE Investment any circumstances or relationships which exist at the time of appointment or which arise thereafter which could constitute an existing or potential conflict of interest. For this

purpose, a potential conflict of interest includes circumstances or relationships, including serving on any other boards or commissions, which a reasonable person:

- (a) would consider to constitute a conflict of interest which could interfere with the Member's ability to act in good faith and in the best interests of ONE JIB and the Participating Municipalities; or
- (b) would expect to interfere with the Member's exercise of independent judgment.

## **10.0 BUSINESS RELATIONS**

10.1 A Member shall not be a director or hold an executive position with any organization whose objectives and mandate are in conflict with, or may reasonably be perceived to be in conflict with, the objectives and mandate of ONE JIB. Before taking a new executive position, the Member shall inform the Chair and the Integrity Commissioner to obtain advice about the new circumstances.

10.2 A Member shall not act as a paid agent of ONE JIB or provide goods, consulting or other services to ONE JIB directly or indirectly through a partnership, professional or closely-held corporation.

10.3 If a Member becomes aware that an entity in which the Member has a material interest, as a director, employee or agent, may offer or provide goods, consulting or other services to ONE JIB, the Member shall:

- (a) disclose those circumstances to the Chair; and
- (b) seek written advice from the Integrity Commissioner about the application of the *Municipal Conflict of Interest Act* and whether, in consideration of the circumstances, the Member's ongoing membership is in the best interests of ONE JIB.

In providing written advice pursuant to Section 10.3(b), the Integrity Commissioner shall consider the risk of harm to the reputation of ONE JIB and the Participating Municipalities.

10.4 Unless otherwise agreed to by ONE Investment and a majority of the Members, a Member shall resign from ONE JIB upon becoming aware of:

- (a) any personal circumstances that may have an adverse impact on the reputation of ONE JIB;
- (b) a material change in employment that may have an adverse effect on the Member's contribution to ONE JIB; or
- (c) a conflict of interest as described in Sections 9.0 or 10.0 resulting from the Member accepting a directorship with a financial institution or other corporation.

## **11.0 IMPROPER USE OF INFLUENCE**

11.1 Members shall not use the influence of their office or appointment for any purpose other than the exercise of their official duties.

11.2 Members shall not use the status of their position to influence the decision of another person which may affect the Pecuniary Interest or Non-pecuniary Interest of themselves, or of any other person including, without limitation, a Parent, Spouse, Child, grandchild, friend or associate, or for the purpose of creating a disadvantage to another person.

## 12.0 GIFTS AND BENEFITS

12.1 Gifts to Members risk the appearance of improper influence. Gifts may appear to induce influence or create an incentive for Members to make decisions on the basis of relationships rather than in the best interests of ONE JIB or its Participating Municipalities. Members shall not accept a fee, advance, gift, gift certificate, cash or personal benefit connected directly or indirectly with the performance of the Member's duties.

12.2 A gift, benefit or hospitality that is connected directly or indirectly to the performance of the Member's duties provided with the Member's knowledge to a Member's Spouse, Child, Parent, grandchild or to a Member's friend or associate is deemed to be a gift to that Member.

12.3 Notwithstanding Section 12.1, Members shall be entitled to accept any gifts or benefits in their public capacity in the following circumstances:

- (a) compensation authorized by law;
- (b) gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
- (c) gifts or benefits given in recognition of services provided without compensation by Members volunteering their time;
- (d) a suitable memento at a function honouring the Member;
- (e) food, lodging, transportation and entertainment provided by:
  - (i) provincial, regional or local governments or political subdivisions of them,
  - (ii) the federal government,
  - (iii) a foreign government within a foreign country,
  - (iv) Association of Municipalities of Ontario,
  - (v) Local Authority Services,
  - (vi) Municipal Finance Officers' Association of Ontario,
  - (vii) CHUMS Financing Corporation,
  - (viii) ONE Investment, or
  - (ix) a conference, seminar or event organizer where the Member is either speaking or attending in an official capacity;

- (f) participating in or consuming food and beverages at banquets, receptions, sporting events or similar functions, if:
    - (i) attendance serves a legitimate business purpose, or supports a charitable cause in the community, a board of trade or chamber of commerce;
    - (ii) the person extending the invitation or a representative of the organizing entity is in attendance; and
    - (iii) the value is reasonable and the invitations infrequent;
  - (g) gifts of nominal value (e.g. a baseball cap, t-shirt, flash drive, book);
  - (h) any gift or personal benefit, if the Integrity Commissioner is of the opinion, before the gift or personal benefit has been accepted, that it is unlikely that receipt of the gift or benefit gives rise to a reasonable presumption that the gift or benefit was given in order to influence the Member in the performance of the Member's duties.
- 12.4 The exceptions set forth in Section 12.3 do not apply where the gifts or benefits are provided by potential administrators, custodians, payment servicers, portfolio managers, investment counsel, bankers, brokers, dealers or other agents as may be required to implement the Investment Plan in accordance with a Participating Municipality's Investment Policy Statement.
- 12.5 In the case of Sections 12.3 (b), (d), (e) and (f) of, if the value of the gift or benefit exceeds \$500, or if the total value of gifts and/or benefits received from any one source during the course of a calendar year exceeds \$500, the Member shall, within thirty (30) days of receipt of the gift or benefit or reaching the annual limit, file a disclosure statement with the Integrity Commissioner. The disclosure statement will be a matter of public record. The disclosure statement shall provide the following information:
- (a) the nature of the gift or benefit;
  - (b) its source and date of receipt;
  - (c) the circumstances under which it was given or received;
  - (d) its estimated value;
  - (e) what the Member intends to do with the gift or benefit; and
  - (f) whether the gift or benefit will at any point be left with ONE JIB or ONE Investment.
- 12.6 On receiving a disclosure statement, the Integrity Commissioner shall examine it to ascertain whether receipt of the gift or benefit might, in her or his opinion, create a conflict between a private interest and the public duty of the Member. In the event that the Integrity Commissioner makes this preliminary determination, the Integrity Commissioner shall call upon the Member to justify receipt of the gift or benefit.
- 12.7 Should the Integrity Commissioner determine that receipt was inappropriate, the Integrity Commissioner may direct the Member to return the gift or benefit, reimburse the donor for

the value of the gift or benefit if already consumed, or forfeit the gift or benefit or remit the value of the gift or benefit if already consumed to ONE JIB or ONE Investment.

- 12.8 Except in the cases of Sections 12.3 (a) and (e), a Member may not under any circumstances accept a gift or benefit worth in excess of \$750 or gifts and benefits worth in the aggregate in excess of \$750 from one source during a calendar year.

### **13.0 COMMUNICATION**

- 13.1 Members shall seek to advance the public interest with honesty and refrain from making any statement through any medium (including and without limiting the generality of the foregoing, through any social media platform) to Participating Municipalities, other stakeholder groups, the media or the public unless such statement is authorized by the Chair of ONE JIB or the Chair's delegate.

### **14.0 ELECTION ACTIVITY**

- 14.1 Members are required to conduct themselves in accordance with elections legislation as may be amended from time to time, and any ONE JIB policies. The use of ONE JIB resources, including property and ONE Investment staff time, for any election-related activity is strictly prohibited. Election-related activity applies to the Member's campaign and any other election campaigns for municipal, provincial or federal office.

### **15.0 INTEGRITY COMMISSIONER'S ADVICE**

- 15.1 It is the duty of the Member to seek the Integrity Commissioner's written advice on any potential situation where the Member might reasonably be expected to be in contravention of this Code of Conduct.
- 15.2 Any written advice given to a Member by the Integrity Commissioner binds the Integrity Commissioner in any subsequent consideration of the conduct of the Member in the same matter as long as all the relevant facts known to the Member were disclosed to the Integrity Commissioner and the facts remain unchanged.

### **16.0 RESPONSIBILITIES**

- 16.1 Members shall:
- (a) consult with the Integrity Commissioner if they need any advice or clarification regarding their obligations under this Code of Conduct; and
  - (b) adhere to the provisions of this Code of Conduct and ensure compliance with all applicable legislation as well as all procedures, rules or policies of ONE JIB governing their ethical behaviour.
- 16.2 The Integrity Commissioner shall:
- (a) investigate complaints related to a Member's alleged contravention of this Code of Conduct;

- (b) provide written advice to Members with respect to their obligations under the Code of Conduct and the *Municipal Conflict of Interest Act*;
- (c) provide educational information about the Code of Conduct and the *Municipal Conflict of Interest Act*; and
- (d) provide such advice and opinions as may be from time to time requested by ONE JIB.

## 17.0 CONTRAVENTION

- 17.1 The Integrity Commissioner shall establish a complaint protocol to investigate complaints of contraventions by Members of this Code of Conduct and sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act*.
- 17.2 Members shall not act in reprisal or threaten reprisal against a person who makes a complaint, files an application or provides information to the Integrity Commissioner during an investigation.
- 17.3 Members are expected to cooperate with requests for information during investigations relating to the Code of Conduct and the *Municipal Conflict of Interest Act*. Members shall not destroy documents or erase electronic communications or refuse to respond to the Integrity Commissioner where a complaint has been lodged under the Code of Conduct, the *Municipal Conflict of Interest Act* or any process for complaints adopted by ONE JIB.
- 17.4 Where a report is received from the Integrity Commissioner that there has been a contravention of the Code of Conduct, ONE JIB may impose either of the following penalties on the Member as permitted by the *Act*:
- (a) a reprimand; or
  - (b) a suspension of the remuneration paid to the Member in respect of the Member's services on ONE JIB for a period up to 90 days.
- 17.5 ONE JIB may, on the basis of a recommendation from the Integrity Commissioner, also take any or all of the following corrective or remedial actions, and require that the Member:
- (a) provide a written or verbal apology;
  - (b) return property or make reimbursement of its value or of money spent;
  - (c) be removed from or not be appointed to the membership on a Committee;
  - (d) be removed from or not be appointed as chair of a Committee; and
  - (e) comply with any other remedial or corrective action or measure deemed appropriate by the Integrity Commissioner.

**18.0 COMPLAINT PROTOCOL**

- 18.1 The Complaint Protocol is Appendix “A” to this Code of Conduct and applies to Complaints (as defined in Appendix “A”) under this Code of Conduct and the *Municipal Conflict of Interest Act*.

**APPENDIX A  
ONE JOINT INVESTMENT BOARD CODE OF CONDUCT  
COMPLAINT PROTOCOL**

Defined terms used herein, unless the context otherwise requires, have the meanings ascribed to such terms in the Code of Conduct. In the event of a discrepancy or inconsistency between the provisions contained in the Code of Conduct and those contained in this Complaint Protocol, the Code of Conduct shall prevail.

**PART A - INFORMAL COMPLAINT PROCEDURE**

1. Any individual who identifies or witnesses behaviour or activity by a Member that they believe contravenes the Code of Conduct may seek to address the prohibited behaviour or activity themselves in the following manner by following the Informal Complaint Procedure:
  - (a) document the incident(s) where the Member may have contravened the Code of Conduct including dates, times, locations, other persons present, and any other relevant information;
  - (b) advise another person about the concerns regarding the Member's actions, to corroborate the incident;
  - (c) advise the Member that the behaviour or activity appears to contravene the Code of Conduct;
  - (d) identify to the Member the specific provision(s) of the Code of Conduct that may have been contravened;
  - (e) encourage the Member to acknowledge and agree to stop the prohibited behaviour or activity and to undertake to refrain from future occurrences of the prohibited behaviour or activity;
  - (f) if applicable:
    - (i) confirm to the Member that the Member's response is satisfactory, or
    - (ii) advise the Member that the Member's response is unsatisfactory;
  - (g) consider the need to pursue the matter in accordance with the Formal Complaint Procedure set out in Part B, or in accordance with any other applicable judicial or quasi-judicial process or complaint procedure.
2. Individuals are encouraged to pursue the Informal Complaint Procedure as the first means of remedying behaviour or activity of a Member that they believe contravenes the Code of Conduct.
3. The Integrity Commissioner may be requested to assist in an attempt to settle or resolve the issue with the Member and the individual but will participate only if both parties have consented.

4. The Informal Complaint Procedure is not a precondition or a prerequisite to pursuing the Formal Complaint Procedure related to the Code of Conduct set out in Part B.

## **PART B - FORMAL COMPLAINT PROCEDURE**

### **Formal Complaints**

- 5.(1) Any individual who identifies or witnesses behaviour or activity by a Member that they reasonably believe contravenes the Code of Conduct may file a formal complaint (“Complaint”) to request an inquiry by the Integrity Commissioner as to whether a Member has contravened the Code of Conduct in accordance with the following requirements:
- (a) a Complaint shall be in writing on the prescribed form (Formal Complaint Form # 1 attached hereto) and shall be dated and signed by an identifiable individual (the “complainant”);
  - (b) the Complaint must set out reasonable and probable grounds for the allegation that the Member has contravened the Code of Conduct and must be accompanied by a supporting sworn affidavit setting out the evidence in full in support of the allegation; and
  - (c) Members of ONE JIB may also file a Complaint against any of its Members of an alleged contravention of the Code of Conduct by passing a resolution requesting the Integrity Commissioner to undertake an inquiry.
- (2) An elector, as defined in section 1 of the *Municipal Conflict of Interest Act*, or a person demonstrably acting in the public interest (collectively, a “complainant”) may file a formal application requesting that the Integrity Commissioner carry out an inquiry concerning an alleged contravention of section 5, 5.1 or 5.2 of that statute by a Member in accordance with the following requirements:
- (a) an application (also referred to as a “Complaint” herein) shall be in writing on the prescribed form (Complaint Form #2 attached hereto), dated and signed by an identifiable individual;
  - (b) the application shall include a statutory declaration attesting to the fact that:
    - (i) the complainant became aware of the contravention not more than six (6) weeks before the date of the application, or
    - (ii) in the case where the complainant became aware of the alleged contravention during the period of time described in paragraph 1 of subsection 223.4.1(5) of the *Municipal Act, 2001*, that the complainant became aware of the alleged contravention during that period of time;
  - (c) ONE JIB may also pass a resolution requesting the Integrity Commissioner to undertake an inquiry respecting an alleged contravention of section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* by a Member and provide a statutory declaration as required by Section 5(2) to be sworn by a Member of ONE JIB.

- (3) Complainants who file a formal Complaint under Sections 5(1) or 5(2) must provide a full and complete record of evidence to substantiate or support the allegations set out in the Complaint to the Integrity Commissioner who is under no obligation whatsoever to, but may, seek additional information.

### **Filing of Complaint and Classification by Integrity Commissioner**

- 6.(1) The Complaint may be filed with the Integrity Commissioner by hard copy or by e-mail at the following mailing or email addresses:

John Mascarin  
 Aird & Berlis LLP  
 181 Bay Street, Suite 1800  
 Toronto, ON M5J 2T9  
 Email: [jmascarin@airdberlis.com](mailto:jmascarin@airdberlis.com)  
 Tel: 416-865-7721

- (2) The Integrity Commissioner shall initially classify the Complaint to determine if the matter is, on its face, a Complaint with respect to a contravention of the Code of Conduct and not covered by other legislation or other ONE JIB procedures, policies or rules as set out in Section 7 or whether it is a Complaint with respect to an alleged contravention of section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*.

### **Complaints Outside Integrity Commissioner's Jurisdiction or Not for Investigation**

- 7.(1) If the Complaint, including the supporting affidavit or the statutory declaration, is not, on its face, a Complaint with respect to a contravention of the Code of Conduct or the Complaint relates to matters addressed by other legislation under another procedure, policy or rule of ONE JIB or whether it is a Complaint with respect to an alleged contravention of section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Integrity Commissioner shall advise the complainant in writing as follows:

#### ***Criminal Matter***

- (a) if the Complaint is, on its face, an allegation of a criminal nature consistent with the *Criminal Code*, the complainant shall be advised that:
- (i) the Integrity Commissioner will refer it to the appropriate police service, or
  - (ii) the complainant may pursue it with the appropriate police service if the complainant wishes to pursue any such allegation;

#### ***Municipal Freedom of Information and Protection of Privacy Act***

- (b) if the Complaint is more appropriately addressed under the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter must be referred to the Secretary to deal with under any access and privacy policies of ONE JIB under that statute;

***Other Procedure, Policy or Rule Applies***

- (c) if the Complaint appears to fall within the scope of another procedure, policy or rule of ONE JIB, the complainant shall be advised to pursue the matter under such procedure, policy or rule with the appropriate official or staff member; and

***Lack of Jurisdiction***

- (d) if the Complaint is, for any other reason not within the jurisdiction of the Integrity Commissioner (for example, it relates to a decision of ONE JIB as a whole and not one or more individual Members), the complainant shall be so advised and provided with any additional reasons and referrals, if any, as the Integrity Commissioner considers appropriate.
- (2) If it becomes apparent to the Integrity Commissioner at any time that the Complaint with respect to a contravention of the Code of Conduct or with respect to an alleged contravention of section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, relates to any of the following matters, the Integrity Commissioner shall advise the complainant in writing as follows:

***Matter Already Pending***

- (a) if the Complaint is in relation to a matter which is subject to an outstanding complaint under another process such as a court proceeding, a human rights or workplace harassment complaint or similar process, or to a civil matter that is pending before the courts, the Integrity Commissioner may, in his/her sole discretion, suspend any investigation, in whole or in part, pending the result of the other process;

***Similar Matter Already Pending***

- (b) if the Complaint is in relation to a similar matter which is subject to an outstanding Complaint before the Integrity Commissioner, the Integrity Commissioner may, in his/her sole discretion, consider the matter in conjunction with the similar matter or deal with it separately, including not undertaking an inquiry if the matter can be adequately addressed in any report and/or recommendations made with respect to the Complaint in the similar matter; and

***Other Ethical Code or Policy Applies***

- (c) if the Complaint is in relation to a matter which is governed by a code of conduct, ethical code or similar procedure or policy of another body or entity which also governs the Members (for example, another professional or regulatory body to which the Member may belong), the Integrity Commissioner shall consider the most appropriate forum for the Complaint and may, in his/her sole discretion, defer consideration of the matter pending any determination made by the other body or entity and shall so advise the complainant and, if necessary, the Member.
- (3) Nothing in Section 7 precludes the Integrity Commissioner from reporting to ONE JIB any matter that is suspended, summarily dismissed, terminated or not otherwise investigated.

### Limitation Period

- 8.(1) The Integrity Commissioner shall not accept a Complaint under the Code of Conduct for which the event giving rise to the Complaint occurred or came to the attention of the complainant more than six (6) months prior to the date of the filing of the Complaint. The complainant must establish that the event giving rise to the Complaint occurred and/or came to the complainant's attention within six (6) months of the Complaint being filed in accordance with Section 6.
- (2) The Integrity Commissioner shall not accept an application with respect to an alleged contravention of section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* except in accordance with the requirements of subsections 8(2)-(7) of that statute and section 223.4.1 of the *Municipal Act, 2001*.

### Refusal to Conduct Investigation

- 9.(1) The Integrity Commissioner has a discretion as to whether to carry out an investigation. If the Integrity Commissioner is satisfied at any time, after considering the information contained in the Complaint, that the Complaint:
  - (a) is frivolous or vexatious,
  - (b) is not made in good faith,
  - (c) constitutes an abuse of process,
  - (d) discloses no grounds or insufficient grounds for an investigation,
  - (e) does not warrant a full investigation, or
  - (f) is not otherwise in the public interest,

the Integrity Commissioner shall not be required to conduct an investigation and may summarily dismiss the Complaint, and, where this becomes apparent during the course of an investigation, the Integrity Commissioner shall terminate the inquiry and provide notice to the complainant and, if necessary, to the Member. The Integrity Commissioner shall report the refusal to conduct an investigation to ONE JIB.

### Opportunities for Resolution

10. Following receipt and review of a formal Complaint or at any time during an investigation where the Integrity Commissioner, in the discretion of the Integrity Commissioner, believes that an opportunity to resolve the matter may be successfully pursued without a formal investigation, and both the complainant and the Member agree, efforts may be pursued to achieve an informal resolution.

### Investigation

- 11.(1) The Integrity Commissioner may proceed as follows, except where the Integrity Commissioner has a full factual record and believes, in the sole discretion of the Integrity Commissioner, that no additional information is required, or where otherwise required by

the *Public Inquiries Act, 2009*, or where the Integrity Commissioner has not otherwise terminated the inquiry:

- (a) provide the Member with a copy of the Complaint but not disclose:
    - (i) the identity of the complainant, or
    - (ii) the identity of any witnesses set out in the Complaint or persons that are to be questioned/interviewed by the Integrity Commissioner,

unless it is essential for the Member to adequately respond to the Complaint, which determination shall be made in the Integrity Commissioner's sole and absolute discretion;
  - (b) request that the Member provide a written response to the allegations in the Complaint to the Integrity Commissioner within seven (7) days;
  - (c) provide a copy of the Member's response to the complainant with a request that any written reply be provided by the complainant to the Integrity Commissioner within seven (7) days.
- (2) If necessary, after reviewing the submitted materials, the Integrity Commissioner may contact and speak to or correspond with any other persons, access and examine any other documents or electronic materials, including any materials on ONE JIB's computers and servers, and may enter any ONE JIB work location relevant to the Complaint for the purpose of investigation and potential resolution.
  - (3) Preliminary or proposed finding(s) may be provided to a Member if the Integrity Commissioner considers that the Member may have contravened the Code of Conduct.
  - (4) The Integrity Commissioner may, but is under no obligation, to provide the Member and the complainant with a draft of the proposed final report on the Complaint.
  - (5) The Integrity Commissioner may make interim reports to ONE JIB where the Integrity Commissioner considers it necessary or required to address any instances of interference, obstruction, intimidation, delay, reprisal or retaliation by the Member or by any other person encountered during the formal Complaint investigation, and may also disclose such information as is necessary in the Integrity Commissioner's opinion for the purposes of the interim report(s).
  - (6) The Integrity Commissioner is entitled to make such additional inquiries and provide such additional reports to ONE JIB where necessary and as required to address any instances of non-compliance with any decision of ONE JIB including the failure to comply with any penalties or corrective measure or actions imposed by ONE JIB.
  - (7) The Integrity Commissioner shall retain all records related to the Complaint and investigation but may provide copies of certain records, in confidence, to ONE JIB's administrative staff who are required to ensure that any such records are securely and confidentially retained.

### **No Complaint Prior to Municipal Election**

- 12.(1) Notwithstanding any other provision of this Complaint Protocol, no Complaint may be filed with the Integrity Commissioner, no report shall be made by the Integrity Commissioner to ONE JIB during the period of time starting on nomination day for a regular municipal election year, as set out in section 31 of the *Municipal Elections Act, 1996* and ending on the voting day in a regular election as set out in section 5 of the *Municipal Elections Act, 1996*.
- (2) If the Integrity Commissioner has received a Complaint and has commenced an inquiry but has not completed the inquiry before nomination day in a regular municipal election year, the Integrity Commissioner shall terminate the inquiry on nomination day but may commence an inquiry in respect of the same Complaint if within six (6) weeks after the voting day in a regular municipal election the individual who made the request makes a written request to the Integrity Commissioner in accordance with subsection 223.4(8) of the *Municipal Act, 2001*.

### **Advice Provided to Member by Integrity Commissioner**

- 13.(1) Subject to Section 13(2), a Member is entitled to rely upon any written advice given by the Integrity Commissioner to the Member respecting the Code of Conduct in any subsequent consideration of the conduct of the Member in the same matter provided that the Member fully disclosed in writing all relevant facts known to the Member to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (2) If the Integrity Commissioner applies to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member contravened section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Member is entitled to advise the judge of any written advice given by the Integrity Commissioner provided that the Member fully disclosed in writing all relevant facts known to the Member to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (3) A Member under investigation by the Integrity Commissioner shall not request advice from the Integrity Commissioner as to the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or generally at law with respect to any specific matter that the Integrity Commissioner is investigating or reviewing with respect to the Member, nor is the Member entitled to rely upon any statement(s) made by the Integrity Commissioner during the course of any investigation or review that may impact the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or generally at law.
- (4) If a Member under investigation by the Integrity Commissioner requests advice, such request shall be delegated in writing to any person other than a Member that the Integrity Commissioner, in consultation with ONE JIB, considers capable of providing informed advice to the Member.
- (5) If the Integrity Commissioner applies to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member contravened section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Integrity Commissioner is entitled to

recommend and advocate for penalties to the judge under subsection 9(1) of the *Municipal Conflict of Interest Act*.

### **Authority to Abridge or Extend**

14. Notwithstanding any timeline or time limit set out in the Code of Conduct or this Complaint Protocol, the Integrity Commissioner shall retain the right to abridge or extend any timeline or time limit therein if the Integrity Commissioner considers it, in the sole and absolute discretion of the Integrity Commissioner, to be in the public interest.

### **Investigation Report**

- 15.(1) The Integrity Commissioner shall report to the complainant and the Member no later than ninety (90) days after the official receipt of any Complaint under the Code of Conduct. If the investigation process is anticipated to or takes more than ninety (90) days, the Integrity Commissioner shall provide a brief interim report to ONE JIB and advise the parties of the approximate date the report will be available. The Integrity Commissioner may also, at the discretion of the Integrity Commissioner, advise any witnesses or other persons of the approximate date the report will be available.
- (2) Where the Complaint is sustained in whole or in part, the Integrity Commissioner shall report to ONE JIB outlining the findings, the terms of any settlement and/or any recommended remedial or corrective measure or action.
- (3) The Integrity Commissioner may provide a copy of the report to the complainant and the Member whose conduct has been investigated in advance of the public release of the report, in strict confidence until the report is publicly released. The Member shall have the right to address the report if it is considered appropriate by ONE JIB.
- (4) Where the Complaint is not sustained, the Integrity Commissioner is not obligated to report to ONE JIB on the result of the investigation or any findings but may do so at the discretion of the Integrity Commissioner and may also include such information as the Integrity Commissioner deems necessary in a report or as part of an annual or other periodic report by the Integrity Commissioner.
- (5) The Integrity Commissioner shall complete the investigation under the *Municipal Conflict of Interest Act* no later than one hundred and eighty (180) days after the official receipt of any application validly made under Section 5(2).

### **Findings**

- 16.(1) If the Integrity Commissioner determines that:
- (a) there has been no contravention of the Code of Conduct, or section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, or
- (b) a contravention occurred but:
- (i) the Member took all reasonable measures to prevent it, including having sought and followed the advice of the Integrity Commissioner;

- (ii) it was trivial,
- (iii) it was committed through inadvertence, or
- (iv) it resulted from an error in judgment made in good faith,

the Integrity Commissioner may so state in the report and may make appropriate recommendations pursuant to the *Municipal Act, 2001*, including, but not limited to, a recommendation of no penalty or remedial measures or corrective actions.

- (2) If the Integrity Commissioner:
  - (a) considers it appropriate, once the Integrity Commissioner has concluded the investigation under Section 5(2), the Integrity Commissioner may apply to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member has contravened section 5, 5.1 or 5.2 of that statute; or
  - (b) does not proceed with an application to the judge, the Integrity Commissioner shall so advise the complainant and the Member in writing.
- (3) The Integrity Commissioner shall provide a written report to ONE JIB providing the reasons for the decision of the Integrity Commissioner under Section 16(2).

### **Report to ONE JIB**

- 17.(1) Upon receipt of a report from the Integrity Commissioner with respect to the Code of Conduct, the Secretary shall place the report on the next regular meeting agenda of ONE JIB for consideration by ONE JIB.
- (2) A report from the Integrity Commissioner may also be considered by ONE JIB in advance of its next regular meeting should ONE JIB agree to hold a special or other meeting before its next regular meeting to consider the report.

### **Duty of ONE JIB**

- 18. ONE JIB shall consider and make a determination on the Integrity Commissioner's report under Section 17 at the same meeting at which the report is tabled.

### **Public Disclosure**

- 19.(1) The Integrity Commissioner and every person acting under instructions of the Integrity Commissioner shall preserve confidentiality where appropriate and where it does not interfere with the course of any investigation, except as required by law and as required by this Complaint Protocol.
- (2) The Integrity Commissioner shall retain all records related to the Complaint and investigation although copies may be provided to ONE JIB's administrative staff, subject to the duty of confidentiality under subsection 223.5 of the *Municipal Act, 2001*.
- (3) The identity of the Member who is the subject of the Complaint shall not be treated as confidential information in the Integrity Commissioner's report to ONE JIB. The identity of

the complainant and of any other person, including any witnesses, may be disclosed if deemed appropriate and necessary by the Integrity Commissioner, if consented to by the complainant or any other person, or such information has already been publicly disclosed.

- (4) All reports from the Integrity Commissioner to ONE JIB shall be made available to the public by the Secretary.

#### **Delegation by Integrity Commissioner**

20. The Integrity Commissioner, in consultation with ONE JIB, may delegate in writing to any person, other than a Member of ONE JIB, any of the Integrity Commissioner's powers and duties under Part V.1 of the *Municipal Act, 2001*.

#### **Complaint Protocol Applicable to Committees**

21. The provisions of this Complaint Protocol shall apply, with modifications as necessary, to all committees or sub-committees of ONE JIB and their members.

**Code of Conduct — Formal Complaint Form # 1**

**AFFIDAVIT**

I, \_\_\_\_\_ (first and last name),  
of the \_\_\_\_\_ in the Province of Ontario.

**MAKE OATH AND SAY (or AFFIRM):**

1. I reside at: \_\_\_\_\_ (full address)  
and may be contacted at telephone: \_\_\_\_\_ and email: \_\_\_\_\_.

2. I have reasonable and probable grounds to believe that:  
\_\_\_\_\_ (name of Member),  
a member of ONE Joint Investment Board has contravened the following section(s) of the Code  
of Conduct of ONE Joint Investment Board: \_\_\_\_\_.

The particulars of which are attached hereto.

3. Facts constituting the alleged contravention (use separate page if required)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

This affidavit is made for the purpose of requesting that this matter be reviewed and/or  
investigated by ONE Joint Investment Board’s Integrity Commissioner and for no other purpose.

SWORN (or AFFIRMED) before me at \_\_\_\_\_ )

the \_\_\_\_\_ of \_\_\_\_\_ )  
on \_\_\_\_\_ (date) )  
\_\_\_\_\_ )  
\_\_\_\_\_ )  
A Commissioner for taking affidavits etc. )

\_\_\_\_\_ )  
(Signature)

Please note that signing a false affidavit may expose you to prosecution under ss. 131 and 132 or 134 of the *Criminal Code*, R.S.C. 1985, c. C-46 and also to civil liability for defamation.

**Municipal Conflict of Interest Act – Complaint Form # 2**

**STATUTORY DECLARATION**

I, \_\_\_\_\_ (*first and last name*),  
of the \_\_\_\_\_ in the Province of Ontario.

I SOLEMNLY DECLARE THAT:

1. I reside at: \_\_\_\_\_ (*full address*) and may be contacted at telephone: \_\_\_\_\_ and email: \_\_\_\_\_.

2. I have reasonable and probable grounds to believe that:  
\_\_\_\_\_ (*specify name of Member*),

a member of ONE Joint Investment Board, has contravened the following section(s) of the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50: \_\_\_\_\_.

3. I became aware of the facts constituting the alleged contravention not more than six (6) weeks ago and they comprise the following: (use separate page if required)

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This declaration is made for the purpose of requesting that this matter be investigated by ONE Joint Investment Board's Integrity Commissioner and for no other purpose.

DECLARED before me at )  
the \_\_\_\_\_ of \_\_\_\_\_ )  
on \_\_\_\_\_ )  
\_\_\_\_\_ (date) )  
\_\_\_\_\_ )  
\_\_\_\_\_ )  
A Commissioner for taking affidavits etc. )

\_\_\_\_\_ )  
(Signature)

Please note that signing a false declaration may expose you to prosecution under ss. 131 and 132 or 134 of the *Criminal Code*, R.S.C. 1985, c. C-46 and also to civil liability for defamation

## **EXHIBIT B CLOSED MEETINGS PERMITTED OR REQUIRED**

The provisions of the Act, as amended from time to time, currently provide that except as provided in section 239 of the Act, all meetings shall be open to the public.

A meeting or part of a meeting may be closed to the public in accordance with section 239 of the Act if the subject matter being considered is,

- the security of the property of ONE JIB;
- personal matters about an identifiable individual, including ONE JIB employees;
- a proposed or pending acquisition or disposition of land by ONE JIB;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting ONE JIB;
- advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which ONE JIB may hold a closed meeting under another Act;
- information explicitly supplied in confidence to ONE JIB by Canada, a province or territory or a Crown agency of any of them;
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to ONE JIB, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- a trade secret or scientific, technical, commercial or financial information that belongs to ONE JIB and has monetary value or potential monetary value;
- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of ONE JIB;

A meeting of ONE JIB or of a committee of ONE JIB may be closed to the public if the meeting is held for the purpose of educating or training the members provided no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of ONE JIB or committee.

A meeting may be closed to the public during a vote if the meeting is one that is closed to the public in accordance with this Exhibit B and if the vote is for a procedural matter or for giving instructions to officers, employees or agents of ONE JIB or a committee of ONE JIB or persons retained by or under a contract with ONE JIB.

A meeting or part of a meeting shall be closed to the public in accordance with section 239 of the Act if the subject matter being considered is,

- a request under the *Municipal Freedom of Information and Protection of Privacy Act* if ONE JIB is the head of an institution for the purposes of that Act; or
- an ongoing investigation respecting ONE JIB by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13(1) of the Act, or the investigator referred to in subsection 239.2(1) of the Act.

**EXHIBIT C**  
**ONE JIB MAY REFUSE DISCLOSURE OF A RECORD**

The provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, as amended from time to time, currently provide that ONE JIB may refuse to disclose a record:

- that reveals the substance of deliberations of a meeting of ONE JIB or a committee of ONE JIB if a statute authorizes holding that meeting in the absence of the public.
- if the disclosure would reveal advice or recommendations of an officer or employee of an institution or a consultant retained by an institution.
- that reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly, if the disclosure could reasonably be expected to,
  - (a) prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
  - (b) result in similar information no longer being supplied to ONE JIB where it is in the public interest that similar information continue to be so supplied;
  - (c) result in undue loss or gain to any person, group, committee or financial institution or agency; or
- that contains,
  - (a) trade secrets or financial, commercial, scientific or technical information that belongs to an institution and has monetary value or potential monetary value;
  - (b) information whose disclosure could reasonably be expected to prejudice the economic interests of an institution or the competitive position of an institution;
  - (c) information whose disclosure could reasonably be expected to be injurious to the financial interests of an institution;
  - (d) positions, plans, procedures, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of an institution;
  - (e) plans relating to the management of personnel or the administration of an institution that have not yet been put into operation or made public;
  - (f) information including the proposed plans, policies or projects of an institution if the disclosure could reasonably be expected to result in premature disclosure of a pending policy decision or undue financial benefit or loss to a person.

**EXHIBIT D  
COMPENSATION FOR ONE JIB MEMBERS**

- The Chair of ONE JIB will receive an annual \$15,000 retainer and \$1,100 per board meeting.
- The Vice Chair of ONE JIB will receive an annual \$10,000 retainer and \$1,100 per board meeting.
- Board members of ONE JIB will receive an annual \$5,000 retainer and \$1,100 per board meeting.
- All Board members of ONE JIB will also be remunerated \$500 for attending business meetings of ONE JIB.
- Subject to the member complying with all relevant requirements of the member's municipality, the Municipal Treasurer members, who are municipal employees, will have the annual retainer and Board and Business meeting fees paid directly to the municipality for which they are employed.

**EXHIBIT E**  
**PROCESS TO APPOINT INTEGRITY COMMISSIONER AND CLOSED MEETING**  
**INVESTIGATOR**

**Initial Appointment of Integrity Commissioner and Closed Meeting Investigator**

1. Prior to the effective date of the ONE JIB Agreement (July 2, 2020) the Founding Municipalities directed ONE Investment to conduct a Request for Proposal (“RFP”) process to retain the services of an initial Integrity Commissioner and an initial Closed Meeting Investigator for ONE JIB.
2. The Secretary to ONE JIB worked with a member of ONE Investment staff and two representatives of the Founding Municipalities’ clerks (the “Initial Appointment Subcommittee”) on the RFP. The results of the RFP were shared with the Founding Municipalities.
3. The candidates recommended by the Initial Appointment Subcommittee were submitted to ONE JIB during its initial meeting on May 19, 2020 and thereafter ONE JIB appointed an initial Integrity Commissioner in accordance with section 223.3 of the Act and an initial Closed Meeting Investigator in accordance with section 239.2 of the Act.

**Successor Integrity Commissioner and Successor Closed Meeting Investigator**

4. In the event that ONE JIB determines that the appointment of a successor Integrity Commissioner or Closed Meeting Investigator is required it shall direct ONE Investment to conduct an RFP process in consultation with a committee comprised of the Secretary to ONE JIB, a member of ONE Investment staff and two representatives of the Participating Municipalities’ clerks (the “Successor Appointment Committee”), to retain the services of a successor Integrity Commissioner and a successor Closed Meeting Investigator, the results of which RFP shall be shared with the Participating Municipalities.
5. ONE JIB shall consider the candidate(s) recommended by the Successor Appointment Committee at its first meeting after receipt of such recommendation(s).
6. ONE JIB shall appoint a successor Integrity Commissioner and/or successor Closed Meeting Investigator and enter into appropriate agreements with each such successor and subsequently notify the Participating Municipalities of the identity of the successor Integrity Commissioner and/or the successor Closed Meeting Investigator, as applicable.

## SCHEDULE D FEES AND EXPENSES

### Approach to Fees and Expenses

As a not-for-profit entity, the ONE Investment structures fees so as to recover its operating costs and set aside appropriate reserves for future investment. Such costs include the design, implementation and continuing operations of the ONE Prudent Investment Offering made available to Participating Municipalities. Fees also cover the cost of adherence to legal and regulatory requirements, including most importantly the proper discharge of the responsibilities of ONE JIB. Neither ONE JIB nor ONE Investment will charge fees directly to Participating Municipalities. Rather, these fees are charged as management fees and expenses of the investment products themselves, or are paid out of the Managed Assets, as described below. The fees indirectly charged by ONE Investment under the ONE Prudent Investment Offering to recover the foregoing costs, expenses and reserves are called the “Governance Fees.”

By entering into the ONE JIB Agreement, a Participating Municipality agrees that the Managed Assets (subject to exceptions as set out in the Participating Municipality’s IPS and Investment Plan) will be invested in (i) the **ONE Pools Offering** – meaning investment in ONE Investment Pools as selected by ONE JIB on the advice and recommendation of ONE Investment; or (ii) the **OCIO Offering** – meaning investment in products selected by the ONE Investment OCIO. All Managed Assets, whether in the ONE Pools Offering or the OCIO Offering, are invested in accordance with, and as set out in, the Participating Municipality’s IPS and Investment Plan.

The “ONE Prudent Investment Offering” currently refers to the ONE Pools Offering and the OCIO Offering. To provide for consistency of client experience, as well as simplified and streamlined client onboarding and reporting, ONE Investment intends to transition all Participating Municipalities to the OCIO Offering, where the OCIO Offering will include investment products substantially similar to the ONE Investment Pools found in the ONE Pools Offering. Once such transition is complete, the “ONE Prudent Investment Offering” will mean the OCIO Offering.

### ONE Pools Offering

Participating Municipalities invest in the ONE Pools Offering and pay a single integrated fee (the “**fund fee**”), charged as an expense of the ONE Investment Pools, on the following basis. The ONE Investment Pools are subject to management fees and other expenses, which are described below. Except for taxes, ONE Investment expects to bundle such fees and expenses into a single fee, where the rate of such fee will differ depending on the ONE Investment Pool. In the ONE Pools Offering, fees representing the expenses associated with the operations of ONE JIB and ONE Investment are not charged separately, but are instead integrated into the fund fees. Such fees are approved by the ONE Investment Board and are reviewed, at least annually. The details of the fee structure will be publicly available.

The following is a representative example of the fund fees as at January 1, 2024:

	Cdn Gov’t Bond	Corp. Bond	Global Bond	Global Equity	Canadian Equity
Single Fund Fee	35.0 bps	40.0 bps	45.0 bps	75.0 bps	45.0 bps

## Management Fee Discounts

Charging fees on a cost recovery basis makes it difficult to offer Participating Municipalities significant discounts. Any discounts that may apply will be offered solely at the discretion of the ONE Investment Board of Directors and paid directly by ONE Investment to the Participating Municipality to offset fees charged to the ONE Investment Pools.

Name of Discount	Discount in Basis Points (bps)	Description
Founding Municipality Discount	4 bps	In effect for 10 years from the ONE JIB establishment date (July 2, 2020)
Managed Asset Tier \$50 million	6 bps	For Participating Municipality with Managed Assets in excess of \$50 million in ONE Investment Pools. This rebate is cumulative with any other Managed Asset tier discount.
Managed Asset Tier \$100 million	3 bps	For Participating Municipality with Managed Assets in excess of \$100 million in ONE Investment Pools. This rebate is cumulative with any other Managed Asset tier discount.
Managed Asset Tier \$200 million	3 bps	For Participating Municipality with Managed Assets in excess of \$200 million in ONE Investment Pools. This rebate is cumulative with any other Managed Asset tier discount.
Managed Asset Tier \$300 million	3 bps	For Participating Municipality with Managed Assets in excess of \$300 million in ONE Investment Pools. This rebate is cumulative with any other Managed Asset tier discount.

## Understanding Fees and Expenses

The single fund fees outlined above will cover costs associated with External Management Fees and Operating Expenses as described below. Each ONE Investment Pool incurs certain trading costs and expenses, as well as HST, and may incur interest charges. These costs are also further explained below.

All fees and expenses reduce the potential returns available from the applicable ONE Investment Pool. Effectively, the aggregate fees indirectly incurred by each Participating Municipality will be a proportion of the amount invested. The aggregate fees indirectly incurred by each Participating Municipality are also influenced by the allocation of the investments among the ONE Investment Pools.

### External Management Fees

External management and performance fees (if any) charged by external portfolio managers are included in the single fund fee.

The rate of management fees charged by external managers is generally directly related to the total value of the assets managed by such manager. As assets under management (AUM) increase, the rate of management fees can be expected to fall. As a result, ONE Investment investors can expect to benefit from lower management fees in comparison to investing alone.

### Operating Expenses

Each ONE Investment Pool is responsible for its own operating expenses. In addition to the services supplied by ONE Investment to each of the ONE Investment Pools, there are services supplied by third parties. Third party services include custody, unitholder recordkeeping, fund accounting, trustee services, legal, audit and other professional services. These operating expenses are generally paid by ONE Investment on behalf of the ONE Investment Pools and subsequently recovered by ONE Investment through the ONE administration fee.

ONE Investment charges each ONE Investment Pool a ONE administration fee, which is included in the single fund fee. The ONE administration fee compensates ONE Investment for its overhead and other expenses, including recovery of expenses incurred for or on behalf of the ONE Investment Pools. The ONE administration fee allows ONE Investment to provide compensation to, and pay the expenses of, the members of ONE JIB.

This ONE administration fee is not applied at the same rate for all ONE Investment Pools.

ONE Investment intends to monitor the amount of the ONE administration fee to ensure that net revenues remain appropriate, taking into account ONE Investment's not for profit status. Growth of AUM may result in a reduction in the ONE administration fee rate over time, and the quantum and rate of such fee will be evaluated on at least an annual basis.

### Trading Costs and Expenses

In the normal course of implementing their investment mandates, the ONE Investment Pools will incur transaction costs. Such transactions costs include trading commissions, exchange fees and duties, interest, regulatory fees and similar ancillary expenses that are associated with the implementation, execution and settlement of portfolio transactions. As is normal industry practice, these transaction costs are borne by the applicable ONE Investment Pool.

### Taxes and Interest

Management fees and expenses normally attract HST/GST. All such taxes are excluded in the above fee illustrations. Any interest expense incurred or payable by a ONE Investment Pool is charged as an expense of the applicable ONE Investment Pool.

All fees and expenses will be accrued daily and paid by the ONE Investment Pools.

### **OCIO Offering**

For the OCIO Offering, Participating Municipalities are charged management fees in the form of the OCIO Fee and separately, the Governance Fee, as described below. The Managed Assets are held in investments selected by the OCIO and are subject to management fees and other expenses, which are described below. The OCIO calculates a single OCIO Fee, where the rate of such fee will differ depending on the asset mix of the Managed Assets. Both the OCIO Fee and the Governance Fee are paid from the Managed Assets. The Participating Municipality provides

a direction to ONE Investment to apply cash or redeem investments in order to pay the OCIO Fee and the Governance Fee.

### OCIO Fee

Under the OCIO Offering, the ONE Investment OCIO selects the investments which make up the Participating Municipality's investment portfolio, as set out in the Participating Municipality's IPS and Investment Plan. It is expected that the Participating Municipality's Managed Assets will be held in pooled funds and other collective investment vehicles (**OCIO Products**) managed by the OCIO or one of its affiliates. OCIO Fees are payable quarterly in arrears based on the market value of the Managed Assets on the last business day of the quarter. The OCIO calculates the applicable OCIO Fee for each quarter.

The level of fees generally depends on the asset class and investment strategy. Typically, money market and equivalent products attract the lowest fees, and move higher with short term bond funds and mortgage funds, then global fixed income products, then North American equities, global equities, and assets such as real property and infrastructure at the highest end of the fee scale. In addition, the OCIO Fees are generally tiered, so that the rate of fees declines as assets under management increase.

### Operating Expenses

Each OCIO Product is responsible for its own operating expenses, which include regulatory filing fees and other day-to-day operating expenses, annual fees, meeting fees and reimbursement for expenses to members of the Independent Review Committee ("**IRC**"), recordkeeping, accounting and fund valuation costs, custody fees, audit and legal fees, and the costs of preparing and distributing annual and semi-annual reports, prospectuses, fund facts and statements and investor communications. These expenses are charged to the OICO Product in the form of a fixed administrative services fee which is included in, and forms part of, the OCIO Fee.

An illustrative example for the calculation of the OCIO Fees is available from ONE Investment on request.

### Base Governance Fee

As stated, the Governance Fee for the OCIO Offering is charged separately from the OCIO Fee. The base Governance Fee is 0.25% of the net asset value of the investment portfolio, and will be reduced as described in "Governance Fee Discounts" below.

### Governance Fee Discounts

The base Governance Fee declines with increases in the net asset value of the Participating Municipality's Managed Assets, as follows:

<b>Discount</b>	<b>Discount in Basis Points (bps)</b>	<b>Description</b>
On first \$10 million	0 bps	Net assets up to \$10,000,000
On next \$40 million	2 bps	\$10,000,001 to \$50,000,000
On next \$50 million	6 bps	\$50,000,001 to \$100,000,000

On next \$100 million	15 bps	\$100,000,001 to \$200,000,000
On next \$300 million	19 bps	\$200,000,001 to \$500,000,000
On next \$500 million	20 bps	\$500,000,001 to \$1,000,000,000
On assets above \$1 billion	25 bps	In excess of \$1,000,000,000

### Trading Costs and Expenses

In the normal course of implementing their investment mandates, the OCIO Products will incur transaction costs. Such transactions costs include trading commissions, exchange fees and duties, interest, regulatory fees and similar ancillary expenses that are associated with the implementation, execution and settlement of portfolio transactions. As is normal industry practice, these transaction costs are borne by the applicable OCIO Product.

### Taxes and Interest

Management fees and expenses normally attract HST/GST. All such taxes are excluded in the above fee illustrations. Any interest expense incurred or payable by an OCIO Product is charged as an expense of the applicable OCIO Product.

All fees and expenses will be accrued daily and paid to the OCIO.

All fees and expenses reduce the potential returns available from the applicable OCIO Product. Effectively, the aggregate fees indirectly incurred by each Participating Municipality will be a proportion of the amount invested. The aggregate fees indirectly incurred by each Participating Municipality are also influenced by the investments selected by the OCIO.

### Reporting to Participating Municipalities on Fees

As part of the reporting package, Participating Municipalities will be provided with a fee summary.

For investments in any ONE Investment Pool, in the Pools Offering, fees and expenses charged to the Pool in question are presented as a single fixed charge.

For Participating Municipalities in the OCIO Offering, the OCIO Fees and the Governance Fees will be calculated separately as indicated above.