



REPORT

To: ONE Joint Investment Board
From: Judy Dezell, Co-President/Co-CEO, ONE Investment
Date: September 6, 2023
Re: Board Governance Self-Evaluation Fall 2023
Report: ONE JIB 2023-O34

1. RECOMMENDATIONS

It is recommended that the Board:

1. Receive the report for information.

2. SUMMARY

The ONE JIB Terms of Reference contemplate an annual evaluation of the Board.

ONE JIB has conducted annual self-evaluations online since the Fall of 2020.

This year's evaluation will also be conducted online during the month of October.

3. BACKGROUND

ONE JIB's Terms of Reference require an annual self-assessment

Board evaluation is a critical part of good governance and is intended to help boards improve their effectiveness. Evaluation results can inform a board's continuous improvement efforts, identify substantive and procedural strengths and weaknesses, help orient new board members, and validate the board's future priorities.

Section 4.13 of ONE JIB's Terms of Reference, set out below, provides direction that has informed the design of the self-assessment.

4.13

At least annually, ONE JIB must review and assess:

- a) the adequacy and effectiveness of itself and any committee or subcommittee to which ONE JIB has delegated any of its functions;
- b) the independence of its members and the compensation of its members;
- c) its effectiveness as a board, as well as the effectiveness and contribution of each of its members, including a consideration of:

- i. these Terms of Reference;
 - ii. the competencies and knowledge each member is expected to bring to ONE JIB;
 - iii. the level of complexity of the issues reasonably expected to be raised by members in connection with the matters under review by ONE JIB;
 - iv. the attendance record of each member of ONE JIB and his or her participation in meetings;
 - v. continuing education activities and industry knowledge of each member of ONE JIB; and
 - vi. the ability of each member to contribute the necessary time required to serve effectively on ONE JIB;
- d) 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 of ONE JIB;
 - v. the collective experience and background of the members of ONE JIB; and
 - vi. the amount and form of compensation the members receive from ONE Investment.
- e) 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 weaknesses found in a self-assessment.

ONE JIB completed its most recent annual board governance self-evaluation in Fall 2022. The results of the evaluation and ONE Investment’s responses are documented in Report 23-007.

4. ANALYSIS

Progress has been made on Board priorities during the first half of 2023

There were three priorities for ONE JIB throughout 2023 as identified in Table 1. In addition, ONE JIB has undergone governance training, is undertaking an in-depth review of the MCQ and Investment Plan templates, started work on the implementation of the Strategic Plan and actively participated in several municipal conferences where ONE JIB members have met existing investors and municipal representatives who are interested in investment opportunities for municipalities.

Table 1 - ONE JIB Priorities Next 1-2 Years

Key ONE JIB Areas of Focus	ONE Investment Response	Status as of August 31, 2023
Building relationships with municipal investors	2023 will see a different approach by ONE Investment in making connections between ONE JIB and municipal investors. ONE JIB members will have the	ONE JIB members have attended five different municipal conferences with more planned for Fall 2023. The ONE JIB Chair has also

Key ONE JIB Areas of Focus	ONE Investment Response	Status as of August 31, 2023
	opportunity to attend municipal conferences throughout the year to build further understanding of municipal investor needs.	made presentation to treasurers of some of the largest municipalities in Ontario.
Developing a strategy for expanding municipal participation in the prudent investor program.	The new ONE Strategic Plan has identified a key strategic objective of growing municipal participation in the Prudent Investment Program. ONE JIB will hear about key initiatives undertaken by ONE Investment to advance this key objective of the Strategic Plan.	The RFP process is now complete for the OCIO partner. Work will begin in Fall 2023 to attract at least one large municipal investor for onboarding in 2024 or 2025.
Implementation of the Strategic Plan for ONE JIB with respect to municipal prudent investing	ONE Investment staff will provide quarterly updates on initiatives to advance the key objectives of the Strategic Plan.	ONE JIB now has a tool updated quarterly that helps track the implementation of both annual work initiatives and overall Strategic Plan implementation.

The self-assessment will enable the Board to continue building on what has been accomplished so far

The ONE JIB is a groundbreaking collective effort by the six Founding Municipalities. The growth of assets under management and in the number of Participating Municipalities demonstrates the value of ONE JIB in the municipal sector. Undertaking a self-assessment is a critical part of the continuous improvement process. The self-evaluation questions are designed to identify where improvements could be made, celebrate successes, and plan the future work of ONE JIB.

The self-assessment will be done online

The survey questions are included in Appendix A to allow ONE JIB members the opportunity to reflect on the questions in advance of completing the survey online. ONE Investment staff will use an online survey tool to set up the self-evaluation survey for ONE JIB members. It will open October 3, 2023 and be available until October 31, 2023. ONE Investment staff will aggregate the results of Sections A, B, C and D of the survey and report back to ONE JIB with recommendations for next steps.

5. CONCLUSION

The proposed self-assessment will fulfill the requirements set out in the Terms of Reference and help the ONE JIB chart a course for the future.

Drafted by: Judy Dezell, Co-President/CEO

Approved by: Judy Dezell and Donna Herridge, Co-Presidents/CEO