



REPORT

To: ONE Joint Investment Board
From: Jason Hagan, Program Manager
Date: February 28, 2024
Re: Strategic Plan – Q4 2023 Progress
Report: ONE JIB 2024-012

1. RECOMMENDATIONS

It is recommended that the Board:

1. Receive the Report

2. SUMMARY

ONE JIB approved a Strategic Plan in the Fall of 2022. To track progress on the key initiatives of the Strategic Plan, a tracking tool has been developed for ONE JIB. All initiatives are currently on track aside from the Environmental Social Governance (ESG) Working Group which is circulating a draft ESG Policy for approval in a separate report.

3. BACKGROUND

Futures List and Strategic Plan implementation tracking

ONE JIB has an approved 2023 work plan known as the Futures List that identifies key initiatives and normal business operations of ONE JIB. Tracking the progress of implementing these initiatives allows ONE JIB to monitor its progress. Further, in 2022 ONE JIB approved, in conjunction with ONE Investment, a Strategic Plan for 2023 to 2028 with four strategic imperatives:

- (1) Growth of AUM - develop our data and analytics capabilities;
- (2) Participating Municipalities - grow our people and capabilities;
- (3) Engagement and Conversion - grow our brand, awareness, and education; and,
- (4) Profiles of Municipalities - drive investment maturity.

ONE JIB has now moved to implementation of the Strategic Plan and is using this tool to monitor the progress of implementing the Plan.

4. ANALYSIS

The importance of a strategic reporting tool

The Futures List tracks the annual workplan of ONE JIB. Being able to monitor progress on the workplan allows ONE JIB to ensure its business objectives are achieved over the

course of the year. In addition, the objectives in the Strategic Plan require ongoing monitoring which will allow ONE JIB to evaluate progress towards achieving the strategic imperatives. Individual imperatives can be assessed, enabling adjustments to the allocation of resources if necessary. Further, measuring the implementation of the Strategic Plan improves accountability for all stakeholders in the Strategic Plan (ONE JIB, ONE Investment Board and ONE Investment staff), helping to ensure that everyone is working towards the same goals and objectives, and that they are performing their tasks in a timely and efficient manner.

The Strategic Plan is a long-term document, five years in this instance, which may require course correction over time. Monitoring allows timely course corrections when needed.

The strategic reporting tool uses a simple colour scheme to allow ONE JIB to monitor quickly what is on track (green), delayed (yellow), cancelled (red) or changed in scope (purple). The tool looks back on the previous quarter. For Q4 2023 all but one initiative is on track, including potential investor meetings related to OCIO, in preparation for a mid-2024 onboarding process. The ESG Working Group objective was delayed into 2024 but will be considered by ONE JIB at the February 28 meeting.

The Q4 report can be found in Appendix A attached to this report.

5. CONCLUSION

The use of a strategic reporting tool will help ONE JIB track the implementation of key initiatives supporting the strategic imperatives of the Strategic Plan and provide assurance that progress towards goals is being made.

ATTACHMENTS

Attachment 1: Q4 2023 Strategic Reporting Tool

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