



REPORT

To: ONE Joint Investment Board
From: Jason Hagan, Program Manager
Date: November 27, 2024
Re: Strategic Plan Reporting Update Q3 2024
Report: ONE JIB 2024-073

1. RECOMMENDATIONS

It is recommended that the Board:

1. Receive this report.

2. SUMMARY

ONE JIB approved a Strategic Plan in the Fall of 2022. A tracking tool has been developed for ONE JIB to track progress on the key initiatives of the Strategic Plan. All initiatives are currently on track except that the annual review of PI Fund Managers has been delayed due to the proposed transition of all Participating Municipalities over to the OCIO model in early 2025.

3. BACKGROUND

Futures List and Strategic Plan implementation tracking

ONE JIB has an approved work plan for the current year 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 against the Futures List and the ONE JIB-approved ONE Investment Strategic Plan for 2023 to 2028, which identifies 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 Q3 2024 all but one initiative is on track, with a focus on getting the first OCIO investor onboarded, while still maintaining our regular program of annual investment plan reviews for all Participating Municipalities. The annual review of PI Fund Managers has been delayed and will be reconsidered due to the proposed transition of all Participating Municipalities over to the OCIO model in early 2025, with a subsequent wind down of the five existing PI funds.

The Q3 2024 report can be found in Attachment 1 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: Q3 2024 Strategic Reporting Tool

Drafted by: Jason Hagan, LAS Program Manager

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