



REPORT

To: ONE Joint Investment Board
From: Judy Dezell, Co-President/Co-CEO, ONE Investment
Date: February 25, 2025
Re: Strategic Plan – Q4 2024 Progress
Report: ONE JIB 2025-004

1. RECOMMENDATIONS

It is recommended that the Board:

1. Receive this report.

2. SUMMARY

ONE JIB approved a Strategic Plan in late 2022. A tracking tool has been developed for ONE JIB to track progress on the key initiatives of the Strategic Plan. All initiatives from the 2025 workplan are currently on track.

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 is using this tool to monitor the progress of implementing the Plan.

4. ANALYSIS

The importance of a strategic reporting tool

This 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 allows 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 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 2024 all initiatives are on track, with a focus on getting three new OCIO investors onboarded and preparing for the movement of 11 Participating Municipalities to the OCIO business model. Staff are still maintaining our regular program of annual investment plan reviews for all Participating Municipalities.

The Q4 2024 report can be found in Attachment 1 attached to this report.

5. CONCLUSION

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

ATTACHMENTS

Attachment 1: Q4 2024 Strategic Reporting Tool for ONE JIB Futures List and Strategic Plan

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