

To: ONE Joint Investment Board  
From: Judy Dezell, Co-President/Co-CEO, ONE Investment  
Date: November 25, 2025  
Re: Board Skills Matrix Review Fall 2025  
Report: ONE JIB 2025-048

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## 1. RECOMMENDATIONS

It is recommended that the Board:

1. Approve the ONE JIB Skills Matrix in Attachment 1 (confidential)
2. Direct ONE Investment staff to provide the Board with the next review of the skills matrix in Fall 2026.

## 2. SUMMARY

ONE JIB maintains a defined set of skills for Board recruitment that is made available to Participating Municipalities and the broader public.

ONE JIB requested, and good governance suggests that the skills matrix be reviewed at least annually.

The skills matrix was last reviewed by ONE JIB in Fall 2024.

## 3. BACKGROUND

### **ONE JIB is a skills-based board**

ONE Investment worked with the Founding Municipalities to create ONE JIB, as required by the *Municipal Act, 2001* and Part II of *Ontario Regulation 438/97*. ONE JIB is a skills-based board. In addition to the municipal treasurer's perspective, the skills sought by the Board include investment industry experience in a range of products and markets, as well as risk management, compliance and accounting perspectives.

## 4. ANALYSIS

### **Good governance practices suggest reviewing the skills matrix at least annually**

The skills matrix is an effective visual tool in recruiting for a broad range of skills. ONE Investment created a skills matrix specific to its needs. It can be found in Attachment 1. The skills matrix was reviewed by ONE JIB in November 2024 – no changes were made at

that time. Currently, ONE Investment is not recommending any changes to the skills matrix.

## **5. CONCLUSION**

ONE JIB is demonstrating good governance practices by annually reviewing the skills matrix.

## **ATTACHMENTS**

Attachment 1 (Confidential): Board Competencies, Skills Matrix Fall 2025

Drafted by: Judy Dezell, Co-President/CEO

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