



REPORT

To: ONE Joint Investment Board
From: Judy Dezell, Co-President/Co-CEO, ONE Investment
Date: November 25, 2025
Re: Strategic Plan – Q3 2025 Progress
Report: ONE JIB 2025-058

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 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 Assets Under Management - 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 uses 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. This allows ONE JIB to evaluate progress towards achieving 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.

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 has changed in scope (purple). The tool looks back on the previous quarter.

For Q3 2025 all initiatives are on track, with a focus on preparing three municipalities for ONE JIB consideration: two at the November meeting and one for the first meeting in 2026. There is also a continuing focus on investor reporting for all Participating Municipalities as we lead up to year-end.

The Q3 2025 report can be found in Attachment 1 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: Q3 2025 Strategic Reporting Tool for ONE JIB Futures List

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