



STRATEGIC PLAN  
2018 - 2022

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## I. Executive Summary

- The ONE Investment is jointly run by CHUMS (a subsidiary of Municipal Finance Officers' Association of Ontario) and LAS (a corporation of the Association of Municipalities of Ontario)
- ONE investors are generally municipalities in Ontario and their local boards.
- ONE is constructed to be fully compliant with legislation that governs municipal investments in Ontario.
- The strategic plan has identified the following 3 goals as our focus for the term of the plan and, in particular, the next 2 years:
  - **Identify potential new investors.** This could include moving current investors into more products as well as a focused outreach program that provides better and more diversified investment options. The goal is to increase the client base and to increase assets under management.
  - **Shift the Culture of ONE from reactive to proactive.** Develop a customer service model that provides general and specific investment advice and offers suggestions about integrating investment policies with budget objectives.
  - **Be recognized as a center for municipal education.** Provide the sector with enhanced training delivered through a variety of platforms in a more systematic and focused way than ONE has traditionally pursued.

## 2. Introduction

This first strategic plan for the ONE strives to identify the organization's goals and corresponding implementation over the next 5 years. The plan should be reviewed annually and appropriate adjustments made to goals and objectives or implementation strategies. ONE customers are generally municipalities in Ontario and their local boards regardless of size or investment needs. ONE provides a complete turnkey service that is fully compliant with legislation that governs municipal investments in Ontario.

## 3. Mission

ONE's mission statement is to:

*Sustainably service the investing needs of the Ontario municipal sector by building sector capacity and providing legally compliant investment opportunities that meet municipal objectives.*

## 4. Vision

ONE's vision is:

*To be the leading investment solutions provider that empowers the Ontario municipal sector to effectively harness the potential of investments.*

## 5. Core Values

To accomplish our vision, we will be guided by the following values:

- *Knowledge:* We understand the municipal sector and provide resources that build municipal capacity and support evidence-based decision-making. At the same time, we understand the sector's need for investment solutions and advice.
- *Professionalism:* We maintain high standards of expertise in all of our activities and ensure our investments and services are fully compliant with the legislation of Ontario.
- *Accountability:* We assume responsibility for our decisions, actions, and operations. We monitor our activities through robust governance practices.
- *Cost effective:* We provide efficient investment opportunities that recognize the competing needs for municipal resources.
- *Community:* We give back to the municipal sector through the services provided by MFOA and AMO.

## 6. Goals

The following are ONE Investment's goals for the 2018 to 2022 period as we work towards our vision. Our goals include:

- Increasing the total amount invested in ONE
- Shift the culture of ONE from reactive to proactive
- Building capacity of municipal staff

In light of the changing legal framework for investments, achieving these goals will require new approaches and strategies and, possibly, added and different resources.

### 6.1. Identify Potential New Investors

Expand investments in ONE products through carefully researched changes to ONE product offerings to ensure continued sustainability of ONE.

Objectives

- Monitor performance of existing products to ensure competitive returns.
- Develop a business model to facilitate pooled investing in a prudent investor environment that fully complies with investment and securities legislation.
- Understand the investment goals of the municipal sector by surveying current, past, and returning clients.
- Understand product and service offerings of competitors.
- Determine products that municipal investors are seeking.

### 6.2. Shift the Culture of ONE from Reactive to Proactive

Keep ahead of the changing municipal investment landscape through the improved use of existing resources and technology and by anticipating needs and services required by investors.

Objectives:

- Improve internal organizational efficiency by documenting policies, processes, and organizational history, as well as by developing a strategy for updating the documentation.
- Develop a customer service strategy by assessing current satisfaction levels, ideas for improvement, and possibilities for additional automation.
- Explore the value of hiring additional staff by analyzing internal skills gaps, alternative employment options, and cost implications, including opportunity costs.

- Create an outreach strategy for new municipal finance staff working with investments, including ensuring the ONE database is up to date and the automated sharing of ONE orientation materials.
- Compare existing ONE services, such as training and tool development, with the current resources and capabilities of MFOA and AMO to determine optimal service providers.

### 6.3. Be Recognized as a Center for Municipal Education

Sustainably fulfill AMO and MFOA's mandates of supporting the municipal sector by refreshing existing training strategies and materials, as well as investigating new ways of meeting municipal capacity gaps.

Objectives:

- Refresh existing training material to improve resonance with audiences and reflect stakeholder feedback. Investigate alternative delivery mediums to expand participation base.
- Develop a communication and outreach strategy to ensure municipal staff is aware of and can inform council of changes in the investment environment that affect ONE participants.
- Develop a business case to support the pursuit of providing advisory services, including a thorough analysis of the potential universe, types of advisory services, a competitor analysis, alternative delivery models, financial plans, and scenario analyses.
- Refine the municipal finance tools provided by MFOA and AMO by better understanding the needs of the municipal sector through surveys, analyzing historical tool uptake, and reviewing the cost/benefit of new or improved tools.
- Develop a master outreach strategy that incorporates all of the components outlined in this strategic planning document.

## 7. ONE Investment: Key Performance Indicators

The following indicators are calculated annually to ensure ONE is complying with its stated mission.

Identify Potential Investors

- Year-over-year increases in assets under management
- Desired vs actual compound annual growth rate of balances and revenues
- Diversification of client base
  - Tracking the addition/loss of clients and change in market share
  - New clients of varying size
  - Existing clients in more products

- Measuring and tracking portfolio performance continuously across all products

#### Shift From Reactive to Proactive

- Participant training that indicates an increase in participant knowledge
- Number of participants who attend (clients vs non-clients)
- Positive evaluations on training sessions
- Number of municipal visits to promote ONE

#### Be a Recognized Center for Municipal Education

- Year-over-year change in staff who attend training
- Maintenance of customer satisfaction levels related to training obtained through surveys
- Tracking changes in survey results over time