

ONE INVESTMENT STRATEGIC PLAN

Final 2023 - 2028 Strategic Plan

November 2022

DEVELOPED IN
PARTNERSHIP WITH:

LEVEL5[™]
STRATEGY

OVERVIEW

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Appendix

- A Project Approach

STRATEGIC PLAN SUMMARY

STRATEGIC PLAN: CURRENT STATE OVERVIEW

HOW WE BRING IT TOGETHER

NARRATIVE

What does the future end-state look like?

We are a trusted full-service investment partner for all municipalities

VISION

What is our aspiration? Where does the organization want to go?

To be the leading investment solutions partner for the Ontario municipal sector.

MISSION

How will we accomplish this?

Empower Ontario municipalities to harness the power of investments as a financial planning tool.

GOALS

What metrics will we hold ourselves accountable to?

AUM Growth

Participating Municipalities

Engagement & Conversions

Profiles of Municipalities

STRATEGIC IMPERATIVES

What are the priorities or areas of focus that will allow client to successfully achieve its Vision, Mission and Goals?

Develop Our Data & Analytics Capabilities

Grow Our People & Capabilities

Grow Our Brand, Awareness & Education

Drive Investment Maturity

INITIATIVES

What key activities must be completed to successfully drive the each imperative?

- Auditing Our Data Capabilities
- Define Our Governance Reporting Requirements and Processes
- Define Our Segmentation Strategy and Develop Municipal Profiles
- Define Key Metrics & Develop Dashboarding and Reporting Capabilities
- Define Our Data Strategy

- Create a Product / Service Roadmap
- Resource Planning (Internal & External)

- CRM Strategy / Engagement Tracking
- Expand Educational Footprint
- Tailored Engagement Strategy by Segment
- Develop Communication Strategy
- Marketing Strategy

- Define and Assign Our Investment Maturity Model
- Review Governance Structure
- Grow Our Advisory Services
- Develop Market Research and Insights Model

VISION STATEMENT

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Vision:

To be the leading investment solutions partner of the Ontario municipal sector.

MISSION STATEMENT

MISSION STATEMENT

Mission:

Empower Ontario municipalities to harness the power of investments as a financial planning tool.

STRATEGIC GOALS

IDENTIFIED STRATEGIC GOALS FOR 2023 - 2028

Goal Type	Assets Under Management (AUM) Growth	Number of Participating Municipalities	Engagement Rates & Conversions (for Awareness, Education & Advisory)	Number of Municipal Profiles by Segment
Current State	<p>AUM Growth from 2017 - 2021: \$1.23B</p> <p>2021: \$2.91B 2020: \$2.47B 2019: \$2.28B 2018: \$1.96B 2017: \$1.68B</p>	<ul style="list-style-type: none"> Legal List Portfolio Participants (Year End 2021): 116 PI (as of Aug 2022): 9 HISA (Year End 2021): 139 3 Municipalities Converted from LL to PI in 2021 	<p>Not Available / To Be Defined</p>	<p>Not Available / To Be Defined</p>
Future State Metric	<ol style="list-style-type: none"> Target an additional \$3B in net contributions from 2023 - 2028 	<ol style="list-style-type: none"> Increase total number of portfolio/fund participants (cumulative of PI and LL) by 20%, including 2-3 large investors (AUM > \$500M) in PI Number of Clients Converted from Legal List to Prudent Investor Program (E.g., Convert 5-10% of portfolio investors to PI by 2028) 	<ol style="list-style-type: none"> Number of Municipalities Engaged in ONE Events/Resources Investment Maturity Growth By Municipality After Participation in ONE Events/Resources Number of Inbound/Outbound Contact with Municipalities Evaluation from Event/Resource Participants via Survey 	<ol style="list-style-type: none"> Definition of Investment Maturity Stages for Participating Municipalities Definition Client and Prospective Client Segment Types (e.g., Leaders, Second Adopters, Late Adopters) Number of Profiles Developed for Leading Municipalities Number of Profiles Developed for Secondary Adopting Municipalities

Note: These goals will require an initiative to further define. Team to revisit metrics as we finalize initiatives/action plans.

STRATEGIC IMPERATIVES

IDENTIFIED STRATEGIC IMPERATIVES FOR 2023 - 2028

Imperatives	<i>Develop Our Data & Analytics Capabilities</i>	<i>Grow Our People & Capabilities</i>	<i>Grow Our Brand, Awareness & Education</i>	<i>Drive Investment Maturity</i>
Description	<i>Initiatives that help ONE collect and leverage insights in a more effective manner</i>	<i>Initiatives that improve ONE's ability to provide products and services to current and potential clients</i>	<i>Initiatives that support ONEs growth goals as they relate to engagement with and support of municipalities</i>	<i>Initiatives that better enable ONE to support the investment maturity development of municipalities, with the goal of PI participation</i>
Rationale / Supported Goals	<p>Goal: AUM Growth</p> <p>Goal: Number of Participating Munis</p> <p>Goal: Engagement Rates & Conversions</p> <p>Goal: Muni Profiles & Segmentation</p>	<p>Goal: AUM Growth</p> <p>Goal: Number of Participating Munis</p> <p>Goal: Engagement Rates & Conversions</p> <p>Goal: Muni Profiles & Segmentation</p>	<p>Goal: AUM Growth</p> <p>Goal: Number of Participating Munis</p> <p>Goal: Engagement Rates & Conversions</p> <p>Goal: Muni Profiles & Segmentation</p>	<p>Goal: AUM Growth</p> <p>Goal: Number of Participating Munis</p> <p>Goal: Engagement Rates & Conversions</p> <p>Goal: Muni Profiles & Segmentation</p>

STRATEGIC INITIATIVES

STRATEGIC INITIATIVES: SUMMARY

Imperatives	<i>Develop Our Data & Analytics Capabilities</i>	<i>Grow Our People & Capabilities</i>	<i>Grow Our Brand, Awareness & Education</i>	<i>Drive Investment Maturity</i>
Description	<i>Initiatives that help ONE collect and leverage data in a more effective manner</i>	<i>Initiatives that improve ONE's ability to provide products and services to current and potential clients</i>	<i>Initiatives that support ONEs growth goals as they relate to engagement with and support of municipalities</i>	<i>Initiatives that better enable ONE to support the investment maturity development of municipalities, with the goal of PI participation</i>
Proposed Initiatives	<ul style="list-style-type: none"> Auditing Our Data Capabilities Define Our Governance Reporting Requirements and Processes Define Our Segmentation Strategy and Develop Municipal Profiles Define Key Metrics & Develop Dashboarding and Reporting Define Our Data Strategy 	<ul style="list-style-type: none"> Create Product / Service Roadmap Resource Planning (Internal & External) 	<ul style="list-style-type: none"> CRM Strategy / Engagement Tracking Expand Educational Footprint Tailored Engagement Strategy by Segment Develop Communications Strategy Marketing Strategy 	<ul style="list-style-type: none"> Define and Assign our Investment Maturity Model Review Governance Structure Grow Our Advisory Services Develop Market Research and Insights Model

INITIATIVES: DEVELOP OUR DATA & ANALYTICS CAPABILITIES

<i>Imperative Name</i>	<i>Description</i>
Develop Our Data & Analytics Capabilities	Initiatives that help ONE collect and leverage insights in a more effective manner

<i>Potential Initiatives</i>	<i>Description</i>
<i>Auditing Our Data Capabilities</i>	<ul style="list-style-type: none"> Assess ONEs capabilities in terms of data collection, storage and usage against goals and objective - identify where there are gaps to build a longer-term data strategy plan (see below)
<i>Define Our Governance Reporting Requirements and Processes</i>	<ul style="list-style-type: none"> Define key reporting requirements and associated processes for ONE's key stakeholders (i.e., financial, operational, etc.)
<i>Define Our Segmentation Strategy and Develop Municipal Profiles</i>	<ul style="list-style-type: none"> Define what constitutes a 'profile' for municipalities (i.e., key decision makers, observed financial management strategy, investment maturity, etc.) and define key segments of profiles Profile leaders and second adopters in order to support outreach and educational initiatives
<i>Define Key Metrics & Develop Dashboarding and Reporting Capabilities</i>	<ul style="list-style-type: none"> Define key business metrics for ONE as an organization (i.e., financial, operational, client, etc.) Refine reporting processes and identify opportunities for automation and dashboarding in reporting
<i>Define Our Data Strategy</i>	<ul style="list-style-type: none"> Develop a long-term roadmap for how ONE plans to build and develop data capabilities in the future (i.e., new platforms, tools, automation, type of data collected, system integrations, etc.)

INITIATIVES: GROW OUR PEOPLE & CAPABILITIES

<i>Imperative Name</i>	<i>Description</i>
Grow Our People & Capabilities	Initiatives that improve ONE’s ability to provide products and services to current and potential clients

<i>Potential Initiatives</i>	<i>Description</i>
<i>Create a Product / Service Roadmap</i>	<ul style="list-style-type: none"> • <i>Map out the evolution to product and service offerings over time in to order support resource and capability planning</i>
<i>Resource Planning (Internal & External)</i>	<ul style="list-style-type: none"> • <i>Conduct an internal resource planning exercise that identifies where there are areas of additional support required and how ONE can bring on staff, change processes, etc. to alleviate staffing challenge points</i> • <i>Explore an Outsourced Chief Investment Officer (OCIO) option to augment offerings for Large Investors (AUM > \$500M) and outline the implications on the organization as a result</i>

INITIATIVES: GROW OUR BRAND, AWARENESS & EDUCATION

<i>Imperative Name</i>	<i>Description</i>
Grow Our Brand, Awareness & Education	Initiatives that support ONEs growth goals as they relate to engagement with and support of municipalities

<i>Potential Initiatives</i>	<i>Description</i>
<i>CRM Strategy / Engagement Tracking</i>	<ul style="list-style-type: none"> • <i>Define a model for tracking engagement with participating and perspective municipalities</i> • <i>Asses if a CRM platform is required to better support tracking and engagement</i>
<i>Expand Educational Footprint</i>	<ul style="list-style-type: none"> • <i>Grow reach and offerings for education and training provided to municipalities</i>
<i>Tailored Engagement Strategy by Segment</i>	<ul style="list-style-type: none"> • <i>Develop educational resources and materials for each investment maturity segment</i> • <i>Develop a tailored support model for municipalities based on needs</i>
<i>Develop Communication Strategy</i>	<ul style="list-style-type: none"> • <i>Develop a communications strategy for each investment maturity segment</i>
<i>Marketing Strategy</i>	<ul style="list-style-type: none"> • <i>Develop a marketing strategy for ONE that supports additional marketing to the sector in order to generate awareness and understanding of ONE's differentiated value proposition</i>

INITIATIVES: DRIVE INVESTMENT MATURITY

<i>Imperative Name</i>	<i>Description</i>
Drive Investment Maturity	<i>Initiatives that better enable ONE to support the investment maturity development of municipalities, with the goal of PI participation</i>

<i>Potential Initiatives</i>	<i>Description</i>
<i>Define and Assign our Investment Maturity Model</i>	<ul style="list-style-type: none"> <i>Define the different stages of investment maturity for participating municipalities</i> <i>Categorize participating municipalities by investment maturity and develop a model to track maturity growth over time</i>
<i>Review Governance Structure</i>	<ul style="list-style-type: none"> <i>Review the governance structure for PI and ensure that there is flexibility and opportunity for new leading municipalities to join in a manner that meets their governance needs (i.e., board seat structure, etc.)</i>
<i>Grow Our Advisory Services</i>	<ul style="list-style-type: none"> <i>Identify opportunities to enhance advisory services in a manner that better meeting the needs of leading municipalities</i>
<i>Develop Market Research and Insights Model</i>	<ul style="list-style-type: none"> <i>Develop capabilities and system for conducting market research and sharing insights with municipalities</i>

Appendix

PROJECT APPROACH

Appendix A

OVERVIEW OF PROJECT APPROACH

PHASE I: Identify Areas of Focus

Leadership alignment to major business opportunities and challenges

Interviews With Core Team Members and Stakeholders

Facilitated Opportunity and Challenge Identification

PHASE II: Align on Strategic Direction

Validation of Vision and alignment to ONE Investment's desired "end-state"

Stakeholder Insights

End-State Strategic Narrative

Enterprise Map with Heat & Opportunities identified

PHASE III: Develop Plan

Development of a clear and actionable plan and roadmap

Strategic Plan Goals

Strategic Imperatives & Initiatives

Packaged Strategic Plan Materials

Validation by Stakeholders & Customers

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