IMCO
Investment Management Corporation of Ontario

FROM FOUNDATIONS TO OUR FUTURE

Our Five-Year Strategic Plan

CEO MESSAGE

I am proud to introduce our new Five-Year Strategic Plan. This plan builds on the exceptional progress we have made since our inception, a little over five years ago, including the establishment of critical foundations and capabilities.

What hasn't changed is our fundamental purpose: To provide compelling investment management solutions and advisory services to our clients so that they can achieve their financial obligations on a long-term and sustainable basis.

Working collaboratively with teams across IMCO, as well as in consultation with our Board of Directors and our clients, we developed our new strategic plan based on four elements:

1

INVESTMENT EXCELLENCE:

We will continue to enhance our investment capabilities, especially in areas where we have real advantages and can generate outperformance.

2

CLIENT SUCCESS:

We will be our clients' most trusted advisor, providing them with the counsel they need to fulfill their roles as fiduciaries for long-term liabilities.

3

CULTURE EVOLUTION:

We will build a purpose-driven culture that is nimble, empowered, innovative and caring.

4

COST EFFICIENT OPERATIONS:

We will evolve the operational capabilities we need to achieve investment excellence and high levels of client service, in a cost-effective manner.

I am very excited about this plan. It establishes a blueprint for success as well as a unified focus for our team as we strive to deliver superior investment returns and excellent service to our clients.

Bert Clark
President & CEO

MISSION

We work in partnership with our clients to help them meet their financial obligations on a long-term, sustainable basis.

VISION

As the investment partner of choice for Ontario's public-sector funds, we will be among the world's leading public-sector asset managers.

VALUES

CLIENT FOCUS: We recognize that our success is intrinsically linked to our clients' ability to deliver on their financial objectives.

INTEGRITY: We hold ourselves to the highest professional standards.

RESPECT: We treat each other, our partners, and our clients with respect. We are caring and inclusive.

PARTNERSHIP: We partner internally, and with our key strategic relationships, to achieve more than any of us could accomplish on our own.

INNOVATION: We embrace innovation and empower our people to be nimble, so they can execute with excellence.

OUR STRATEGY

STRATEGIC ASPIRATIONS

INVESTMENT EXCELLENCE

We will continue to enhance our investment capabilities, especially in areas where we have real advantages and can generate outperformance.

CLIENT SUCCESS

We will be our clients' most trusted advisor, providing them with the counsel they need to fulfill their roles as fiduciaries for long-term liabilities.

CULTURE EVOLUTION

We will build a purpose-driven culture that is nimble, empowered, innovative and caring.

COST EFFICIENT OPERATIONS

We will evolve the operational capabilities we need to achieve investment excellence and high levels of client service, in a cost-effective manner.

INVESTMENT EXCELLENCE

OUR FOCUS

Enhance our strategic asset allocation (SAA) capabilities

We will advance our total portfolio management capabilities, including total portfolio leverage, liquidity management, and systematic rebalancing.

We will continuously update our views on asset class returns and trends, as we work in partnership with clients to meet their liabilities and long-term investment objectives.

Establish ESG leadership in strategic areas

We view the global move toward energy transition as a critical opportunity and it will be an investment focus.

We will ensure that our passive investments, particularly in Emerging Markets are managed in a way that is consistent with our ESG priorities.

Increase internalization in private markets

We will leverage our natural advantages, such as our longer investment time horizon and tolerance for illiquidity and complexity, to grow our direct and co-investments in private assets.

We will deepen our strategic partnerships in private markets with a roster of best-in-class managers.

Remove barriers and create incentives for investment innovation

We will support our investment teams in in the pursuit of investment opportunities that the broader market may not yet recognize.

We will be willing to invest “between the lines”, as we capitalize on opportunities that may not easily fit into traditional asset classes.

CLIENT SUCCESS

OUR FOCUS

Deliver rich insights and client engagement opportunities

We will develop and share comprehensive insights, which include our perspectives on medium- and long-term performance, asset mix decisions, and trends that impact expected risk and returns.

Create consistent client service experiences

We will ensure that the services our clients receive, across a spectrum of experiences is consistent and positive.

CULTURE EVOLUTION

OUR FOCUS

What collectively inspires us?

We will develop a purpose-driven culture focused on delivering investment success to our clients.

How we work together

We will empower our teams so they are nimble and can pursue innovation through clarified accountability and delegation in decision making.

How we treat each other

We will create a caring and inclusive environment that prioritizes strength in belonging, acceptance, and purpose.

COST EFFICIENT OPERATIONS

OUR FOCUS

Evolve our foundations

We will prioritize systems and processes that will allow us to operate in a cost-effective manner.

Enrich our portfolio management operations

Our focus on investing in private assets will be supported by the implementation of a portfolio management solution for private asset classes.

Enhance our administrative efficiency

We will continue to develop systems, data, and processes that allow investment professionals to remain focused on investing activities.