

Theme 1: Financial Stability & Stewardship

1.1.1
Actuarial &
Funding
Practices
<A> <L>

1.2.1
Investment
Oversight

1.3.1
Investment
Risk Reporting

1.1.2
Funding Policy
<A>

1.2.2
Asset Liability
Study

1.3.2
Strategic Risk
Register
<M> <G>

<A> 1.1.2 informs 1.1.1 of ongoing actuarial & contribution practices



Theme 2: Member Centered Service & Excellence

2.1.1
Service
Delivery
Metrics

2.2.1
Service
Delivery
Standards

2.3.1
Education
Program
<C>

2.4.1
Membership
Voice Survey
<C> <D> <F>

2.2.2
Build Capacity
to Meet
Standards

 2.1.1 feeds initiatives 2.2.1

<C> 2.3.1 has dependency on 2.4.1. for curriculum direction. Full program cannot be designed or delivered until 5.2.2 is completed



Theme 3: Transparent, Proactive Communication & Engagement

3.1.1
Define Goals
for Comm
Program
<D>

3.2.1
Modernize
Communication
<E>

3.3.1
City
Engagement

<D> Outcome of 3.1.1 is input into 5.2.2

<E> Full expansion of 3.2.1 cannot begin until 5.2.4 communications function is established. 6.1.1 is the last step.



Theme 4: Technology, Enablement, Innovation & Cybersecurity

4.1.1
Member Portal
Roadmap
<F>

4.2.1
Map &
Streamline
Workflows

4.3.1
Formalize
Cybersecurity
framework with
ITD
<G>

4.1.2
Portal
Enhancements
<F>

4.3.2
Enhance BCP
and DR
Program
<G>

<F> 4.1.1 is dependent on 2.4.1 to be completed. 4.1.2 is dependent on 4.1.1.

<G> 4.3.1 and 4.3.2 feeds into 1.3.2



Theme 5: Organizational Capacity, Talent, & Succession

5.1.1
Succession
Planning
Framework
<H>

5.2.1
Ben PM and
DCIO Positions

5.3.1
Role
Readiness
Program

5.4.1
Workplace
Culture

5.1.2
Critical Position
Cross Training
<H>

5.2.2
Assess
Communication
Capacity
<D> <E> <I>

<H> 5.1.1 is the foundation for 5.1.2

<I> 5.2.3 informs 6.4.1

5.1.3
Investment
Comp Study
<I>

5.2.3
Assess Legal
Services
<I>

5.1.4
Retention Stats
Reporting



Theme 6: Strong Governance & Effective Board Dynamics

6.1.1
Formalize
Onboarding
Program
<E> <K>

6.2.1
Governance
Review
Framework

6.3.1
Joint
Committee
Review

6.4.1
Legislation
Monitoring
<I> <M>

6.1.2
Ongoing
Trustee
Education
<K>

6.2.2
Strategic Plan
Governance

6.3.2
Budget
Allocation
Review

<K> 6.1.1 will inform 6.1.2

<I> 6.3.2 will inform 1.1.1

<M> 6.4.1 will inform 1.3.2

