

## 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 <B>

2.2.1 Service Delivery Standards <B>

2.3.1 Education Program <C>

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

2.2.2 Build Capacity to Meet Standards

<B> 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

