



London
CANADA

Template for Sharing Information

Attached is a template to be completed by each local Board and Commission or Community Partner. The intent is to share with City Council an overview of how your organization’s Strategic Plan aligns with the Strategic Plan for The City of London.

The template is divided into 2 areas:

1. Outline the key elements of your **organizations Strategic Plan** including key “high level” strategic priorities that your organization is implementing or plans to implement over the next few years (duration of your Plan) that align with the Strategic Plan for the City of London.
2. Highlight the specific area(s) in the Strategic Plan for the City of London that align with your plan.

Argyle BIA



Mission: To foster a sense of community between the business members while supporting the area through promotion and beautification initiatives that encourage the continued success of the area.

Mandate: The Argyle BIA has launched a strategic plan initiative with the goal of designing our future. Read the plan at www.argylebia.com to see our objectives, initiatives and goals

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>	
CITY OF LONDON	ARGYLE BIA
Strengthening our community	Sense of community
Building a sustainable City	Build a strong BIA
Growing our economy	Promotion and influence
Leading in public service	Beautification

Strategic Area of Focus	Impact	Strategy (What are we doing?)	Strategy (How are we doing it?)
Sense of community	We will build bridges to foster community and establish a sense of belonging.	Create community events to bring the community together	- Produce or sponsor at least one annual community event (i.e. Santa Claus Parade) -Create events that engage the community and the Argyle BIA
		Create a village feeling	-Brand and define the area with a welcome/leaving sign
Build a strong BIA	We will develop and maintain a strong Argyle BIA that is positioned to serve the needs of our members and exceed their expectations.	Build a strong BIA	-Ensure there is a sufficient number of staff and volunteers -Finalize policies and procedures
		Support the development of our membership	-Create and implement a strategy to ensure full participation from businesses in the Argyle BIA -Network with Argyle BIA members and provide Argyle BIA members the opportunity to network with each other -Engage businesses to take part in Argyle BIA initiatives -Conduct an annual member satisfaction survey
		Build strategic partnerships and collaborations	-Engage local community groups in Argyle BIA initiatives
		Develop a strong Board of Directors	-Attract and retain enthusiastic and dedicated business owners to be part of the Board and/or committees -Build a BIA Board development and succession plan
		Recruit and retain Argyle BIA members	-Start and maintain a registry of available and vacant business properties -Expand the Argyle BIA boundary east bound -Create packages for new members -Encourage desired retailers to have a footprint in Argyle
Promotion and influence	We will strengthen our profile to promote the Argyle BIA as a unique destination.	Promote the Argyle BIA	-Support community events as the lead Sponsor -Make the Argyle BIA a new gateway to London through branding efforts
		Grow the awareness of our area	-Implement consistent and ongoing advertising for the Argyle BIA (includes tv,radio, print, social) -Implement innovative marketing initiatives such as contests and festive window decorations -Network with BIA 'neighbours' to promote the BIA's goals and encourage their involvement in the BIA
		Be a consistent voice for the Argyle BIA	-Monitor City Council committees and agendas and weigh-in on relevant agenda items -Support Board members to champion the Argyle BIA in the community (i.e., profile in newsletter)
Beautification	We will enhance the appearance of the Argyle BIA by improving street scape in a unique and creative way above and beyond what the municipality already does.	Create and implement a community improvement plan	-Explore the steps required to create and implement a community improvement plan -Explore environmental initiatives
		Beautify the Argyle BIA	-Build strong relationships with property owners -Work with the City on a street scape plan -Create and implement a planters, seasonal decorating program -Develop and implement a Façade Improvement Loan
		Maintain the Argyle BIA	-Create and implement a backyard Argyle BIA program -Implement weekly street and sidewalk sweeping -Create a plan to address empty buildings

COVENT GARDEN MARKET CORPORATION

Information below is related to your Organization's Strategic Plan:

- Vision** To make the Market a model of success for the community of London
- Mission** To ensure that the Market is a unique, vibrant, commercially viable, self-sustaining shopping and gathering place
- Mandate** To enhance economic and community development and to stimulate community pride and acceptance of the many diverse communities in London

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
Growing Our Economy - maximize the return on the investment in the Market by the City of London
Building a Sustainable City – continue to become more energy efficient and to maintain our recycling program
Strengthening Our Community – foster and grow our many ethnic festivals and continue to upgrade the accessibility of our building (AODA)

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Growing Our Economy	Supporting small businesses	Leasing to only owner operated local tenants.	
Building a Sustainable City	Improving our energy efficiency	Replacing older HVAC units and re-lamping required LED fixtures with improved lamps	
Strengthening Our Community	Scheduling of festivals and events	Working with ethnic communities to show case their cultures	
	Addressing our accessibility deficiencies	Installing automatic door openers on remaining doors & washrooms	

Downtown London

Information below is related to your Organization's Strategic Plan:

Vision:

London's Downtown: A 20|20 Vision

The following vision is put forward based on consultation with our members, stakeholders, community partners and Londoners-at-large.

London's downtown, in 2020 and beyond, is a vibrant and enviable destination, embraced by more residents for the variety of exceptional experiences - from high-end retail and technology start-ups, to grassroots artisans and craftspeople, to avant garde dining and mixed-use developments that attract active seniors and single professionals alike.

It is buzzing with youthful energy. College students enjoy their first taste of urban life alongside young digital and creative professionals attracted to our tech clusters from all over the globe.

It is home to a panorama of third places, from the river walk and pocket parks, to neighbourhood pubs and patios.

It is a centre of regional tourism, a best-in-class shopping and dining destination, and a preferred host to national and international events.

It has transformed from aspirations of family-friendliness to being family-embracing in infrastructure and program investments.

Above all else, it is highly walkable.

Londoners of all ages, on foot, by bicycle, stroller and wheelchair, move freely on flexible streets and via modern transit options.

And Dundas Place connects it all, from riverfront to convention and hotel spaces, to dining, entertainment and shopping, in a 24/7 urban experience that is inviting, clean and safe for everyone who chooses it. And there are many who do.

More feet on the street mean more people in seats, greater depth in tills, and more Londoners planning their own move to become residents of this original neighbourhood.

A constant sense of pride, culture and excitement means we have truly become a home to London's most important third places - that fulfill a need, define a part of who we are and are always there for us. Our sense of pride and community ownership in downtown is lost no more.

Our vision for London's downtown is this shared community vision, and we hold it on behalf of Londoners.

Mission:

Catalyst, connector, champion

Downtown London is the catalyst and connector for a shared community vision of London's downtown, on behalf of merchants and members, in partnership with the City of London, and in support of major economic development, cultural and private sector stakeholders.

Our mission is to lead and champion programs and investments that make London's downtown a destination of choice and an economic centre that supports the entire community.

Mandate:

To accomplish our mission and steward this shared vision, we hold the following values and associated behaviours as sacred

We are...

Entrepreneurial and Future-Oriented: We make bold and ambitious plans that include calculated risks, allow for flexibility and nimbleness, and favour getting things done.

We operate in....

Continuous Collaboration & Empathetic Partnerships: We invest the time to understand complex issues and play the roles of partner and catalyst that our members and community need.

With...

Unapologetic Advocacy: We support our members' needs by being an informed and passionate voice on the diverse policies and issues impacting our core.

Because we are...

Stewards of Reputation: We consistently tell the downtown's story to empower current champions and encourage new supporters to experience the core.

And above all...

Catalysts of Exceptional Experiences: We are committed to creating opportunities for our members and to developing pride of place through a planful approach to placemaking, which includes outstanding events and a strategic mix of dining, retail and entertainment.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

1. Placemaking. To facilitate the conditions for Londoners from a diversity of life stages with a range of needs and desires to consistently chose downtown for third place experience.

2. Advocacy. To ensure a passionate and informed voice for the downtown businesses within downtown placemaking initiatives and in community-wide decision making and investment discussions.

3. Marketing and engagement. To shift the general public perception of London’s downtown and convert increasing numbers of Champions for downtown as a destination.

4. Leading, connecting and catalyzing. To position **Downtown London** in a collaborative leadership and partnership role in London’s regional economic growth agenda.

Specific Linkages to The Strategic Plan for the City of London 2015-2019

(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
<i>Strengthen our community</i>	Integration with the Cultural Prosperity Plan		
<i>Building a sustainable city</i>	Dundas Place, Downtown Plan implementation		
<i>Growing our economy</i>	LWLP, Fibre Optic Grants, Façade Grants		
<i>Strategic collaborative partnerships</i>	LEDC, COL Fanshawe, Tourism		
<i>Diverse employment opportunities</i>	Attracting talent by recruiting employers	LWLP – creating a vibrant and competitive downtown.	

{Eldon House}

Information below is related to our museum's current 3-5 year Strategic Plan, which was developed in 2013, and is set to be updated in the fall of 2016.

Vision: Eldon House is a heritage property dedicated to preserving and promoting the Harris family legacy and the history of London and Canada.

Mission: To preserve London's history and heritage for future generations.

Values:

- Respect for Eldon House, its collection, archives, gardens and grounds
- Engagement of community partners, citizens and visitors in the life and times of a founding London family
- Accountability and Responsibility as stewards of London's heritage gem

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
1. Market and promote Eldon House as a destination heritage property
2. Create and maintain beautiful heritage gardens
3. Create exciting programming
4. Reach out to the community
5. Attain financial sustainability & responsible management

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
City of London Vision A leader in commerce, culture, and innovation - our region's connection to the World.	Eldon House Vision Eldon House is a heritage property dedicated to preserving and promoting the Harris family legacy and the history of London and Canada.	Partner with community stakeholders to promote London culture <ul style="list-style-type: none"> • Establish relationships with sister museums, including Fanshawe Pioneer Village, RCR Museum, Banting House, Museum London • Collaborate with relevant organizations, including City of London, London Heritage Council, London Arts Council, London 	Aligning wherever possible with the City of London Cultural Prosperity Plan, as Eldon House is preserved as London's oldest home and heritage destination Aligning wherever possible with London's Downtown Plan, as Eldon House is

		Community Foundation, Tourism London, School Boards, Western & Affiliates, Fanshawe College, Grand Theatre, Palace Theatre	located in the heart of the city at the Forks of the Thames Eldon House is promoted as a key “stop” featured in the London Community Foundation’s “Back to the River” project.
City of London Mission At Your Service - a respected and inspired public service partner, building a better city for all.	Eldon House Mission To preserve London’s history and heritage for future generations.	Invite Community Input <ul style="list-style-type: none"> • Host annual Community Roundtables • Facilitate feedback through ongoing surveys (after tours, events and online) 	
City of London Values Individual Responsibility Collective Accountability	Eldon House Values Accountability and Responsibility as stewards of London’s heritage gem	Attain Financial Sustainability and Responsible Management <ul style="list-style-type: none"> • Open and advertised board meetings • Prepare monthly and quarterly financial reports • Liaise with the City of London Finance Department on quarterly and annual budget process • Undertake an annual external audit of financial transactions and practice 	
Collaboration	Engagement of community partners, citizens and visitors in the life and times of a founding London family	*See above “Partner with community stakeholders to promote London culture”	
Innovation	Market and promote Eldon House as a destination heritage property	Develop an Eldon House brand <ul style="list-style-type: none"> • Establish a Marketing Committee • Promote programming, exhibitions and special events through branded marketing tools • Create an innovative and interactive Eldon House website 	

		<ul style="list-style-type: none"> • Introduce social media to promote history surrounding London's oldest home 	
<p>City of London Strategic Priority "Strengthening our Community" Amazing arts, culture, and recreation experiences</p>	<p>Eldon House Strategic Priorities Create exciting programming</p> <p>Reach out to the community</p> <p>Create and maintain beautiful heritage gardens</p>	<p>Broaden educational tools for all ages</p> <ul style="list-style-type: none"> • Participate in Museum School • Review Eldon House education program • Revise current programming in light of new school curriculum <p>*See above under "Vision"</p> <p>*See below under "Beautiful Spaces and Places"</p>	
<p>City of London Strategic Priority "Building a Sustainable City" Beautiful spaces and places</p>	<p>Eldon House Strategic Priorities Create and maintain beautiful heritage gardens</p>	<p>Revitalize grounds and amenities</p> <ul style="list-style-type: none"> • Hire a gardens coordinator • Establish a Gardens Committee • Create a partnership with Fanshawe College Landscape Design Program • Develop a formal garden plan • Resurrect lawn • Trim trees and clear brush • Repair or replace damaged lawn furniture • Level walkways, surfaces, and planters 	
<p>"Building a Sustainable City" Heritage Conservation</p>	<p>Market and promote Eldon House as a destination heritage property</p>	<p>Research the history of Eldon House and its founding Harris Family</p> <ul style="list-style-type: none"> • Engage a professional curator • Conserve house and collection • Application underway to achieve National Heritage Site designation • Develop relationships with Western University and its 	

		<p>Affiliates, Fanshawe College, other educational institutions</p> <ul style="list-style-type: none">• Secure funding resources to fulfil research projects	
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1. Outline the key elements of your **organization's Strategic Plan** including key "high level" strategic priorities that your organization is implementing or plans to implement over the next few years (duration of your Plan) that align with the Strategic Plan for the City of London.

RESPONSE 1:

HDC Key Objectives: The following are the corporate objectives of HDC:

- Assist in addressing affordable housing needs of low income households;
- Engage in housing development activities including but not limited to the design, financing, and construction management of housing;
- Seek out new resources, funding, and partnerships to support the housing stock needs of local low income households;
- Develop housing projects and/or programs to address affordable housing needs of local low income households;
- Promote co-operation, partnerships and initiatives between community agencies, the private sector and governments to improve access to affordable housing stock for low income households; and
- Receive, purchase, transfer, sell or dispose of any property necessary to attaining the objects of the Housing Development Corporation.

Principles: The HDC adopted the Homeless Prevention and Housing Principles, notably...

- Working in partnership with the community, service providers and government to achieve our strategic goals and objectives.
- Ensuring affordable housing options are safe, adequate and accessible.
- Shaping plans and actions through local demographics, circumstances, challenges, and opportunities.
- Providing neighbourhood based housing and services
- Being fiscally responsible.
- Achieving measureable results and positive outcomes.

2. Highlight the specific area(s) in the Strategic Plan for the City of London that align with your plan.

RESPONSE 2:

HDC is indirectly involved to contributing to the Strategic Plan activities associated with Caring and Compassionate Services and Excellent Service Delivery as noted below. HDC is directly involved in housing supports in Urban Regeneration.

	Strategy	
	What are we doing?	How are we doing it?
Strengthening our Community: 3. Caring and Compassionate Services	Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	London Homeless Prevention and Housing Plan 2010-2024
	Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	London Homeless Prevention and Housing Plan 2010-2024
	Reduce and prevent homelessness.	London Homeless Prevention System Implementation Plan
Leading in Public Service: 5. Excellent Service Delivery	Keep looking for new opportunities to share services and supports between the City of London and its agency, boards, and commissions.	Continue service manager/partnership relationship with City (Shared Services)

	Strategy	
	What are we doing?	How are we doing it?
Growing our Economy: 2. Urban Regeneration	Create new partnerships to build, and support the building of, new affordable housing.	Housing Development Corporation Strategy
		Regenerating Public Housing Plan

Information below is related to your Organization's Strategic Plan:



HDC

Housing Development Corporation, London

**Housing Development
Corporation, London**

- Vision:** The HDC adopted the Community Housing Vision Statement: **“All members of the community have access to housing that is safe, secure, and suitable to their needs and ability to pay.”**
- Mission** **Stimulate and develop sustainable and affordable housing throughout London and Middlesex.**

(This was previously noted as a mandate with “supporting mandates” from our work plan. I believe it works equally well as a mission statement - defining the purpose of the organization. I’ve used the supporting mandates (the business) below.)
- Mandate** Support the local need for revitalized and strengthened neighbourhoods, and diverse and inclusive communities.
Collaborates with all sectors to create and sustain affordable housing and stimulate economic growth.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

1. "Coordinating and deploying federal provincial and municipal affordable housing funding"

This is linked to:

**Leading in Public Service:
5. Excellent Service Delivery**

Keep looking for new opportunities to share services and supports between the City of London and its agency, boards, and commissions.

Continue service manager/partnership relationship with City (Shared Services)

2. "Enhancing and better utilizing municipal incentives"

This is linked to:

**Leading in Public Service:
5. Excellent Service Delivery**

Keep looking for new opportunities to share services and supports between the City of London and its agency, boards, and commissions.

Continue service manager/partnership relationship with City (Shared Services)

3. "Developing affordable housing"

This is linked to:

**Growing our Economy:
2. Urban Regeneration**

Create new partnerships to build, and support the building of, new affordable housing.

Housing Development Corporation Strategy
Regenerating Public Housing Plan

4. "Exploring and initiation innovative finance and investment tools"

**Leading in Public Service:
5. Excellent Service Delivery**

Keep looking for new opportunities to share services and supports between the City of London and its agency, boards, and commissions.

Continue service manager/partnership relationship with City (Shared Services)

**Growing our Economy:
2. Urban Regeneration**

Create new partnerships to build, and support the building of, new affordable housing.

Housing Development Corporation Strategy

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments

I used the format shared with Civic Administration. Here's how I filled that section out for the 2 specific strategies:

	Strategy	How are we doing it?	Does this project extend past 2019 (yes/no and year ending or ongoing)?	Milestones	Target Date for completion for each milestone	Milestone Completed (yes/no)	Challenges/Comments to support SLT deep dive
	What are we doing?			2015-2019			
2Bi	Create new partnerships to build, and support the building of, new affordable housing.	Housing Development Corporation Strategy	Yes/Ongoing	Establish Housing Development Corporation, London	2015-Q4	Yes	
				Establish Governance Structure, policies, and Board recruitment for citizen board	2016 -Q2	No	

				Establish new procurement and application process for development ventures, partnerships, and new projects	2016-Q2	No	Report to SPPC with Shareholder Report anticipated for June 2016
				Ongoing HDC Operations in Housing Development	2017-Q1	No	
2Bii	Create new partnerships to build, and support the building of, new affordable housing.	Regenerating Public Housing Plan	Yes/Ongoing	Establish formal partnership team for regeneration of public housing (City, LMHC, HDC) with proposals for key elements of regeneration plan.	2017-Q3	No	
				Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impacts to residents.	2018-Q2	No	
				Secure contract for regeneration related project development: 1. Overall Strategic Plan and 2. Site specific regeneration plan for initial priority sites	2018-Q3	No	
				Initiate Redevelopment Activities subject to plans and priorities at priority sites with land studies, valuations, build plans, and budget requirements.	2019-Q2	No	Regeneration of Public Housing is a multi year process of redevelopment. Anticipated 10-20 years of staged activities.

Kettle Creek Conservation Authority

Information below is related to your Organization's Strategic Plan:

Vision: People in harmony with nature

Mission: To guide the conservation of ecosystems on a watershed basis

Mandate: As per provincial legislation, the mandate of the Kettle Creek Conservation Authority (KCCA) is to, " ... establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals."

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
To maintain and enhance tree planting initiatives within the watershed
To promote and enhance private land owner stewardship within the watershed
To promote environmental values including awareness of water quality and quantity concerns to the community within the watershed

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Building a Sustainable City (Strong and Healthy Environment)	Plant more trees and better protect them from deforestation, invasive species and other threats.	<ul style="list-style-type: none"> Promote and enhance the Forest City Brand by targeting large tracts of land for reforestation (one acre or greater). Increasing our knowledge through mapping of how our urban canopy and forest cover is changing over time. Creating databases to better communicate scientific findings to the public, including a revamped web site. Support Tree Conservation By-Law Development 	

Building a Sustainable City (Strong and Healthy Environment)	Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows	<ul style="list-style-type: none"> • Source Protection Plan (outreach and education initiatives) • Ontario Power Generation contract to create/restore/enhance 10 wetlands per year for the next three years (2016-2018) • Enhance and improve Elgin Clean Water Program and the Kettle Creek Clean Water Initiative that provide financial incentives to private landowners willing to undertake stewardship project on their land • Track our progress and report to the public through the Watershed Report Card 	
Building a Sustainable City (Beautiful places and Spaces)	Invest in parks and recreation facilities and amenities	<ul style="list-style-type: none"> • continue the management of the Kirk Cousins Management Area including 3 km hiking trail • KCCA owns and operates two campgrounds, 34km of passive hiking trails and 1,304 acres of conservation land 	
Building a Sustainable City (Strong and Healthy Environment)	Support community driven initiatives that encourage environmental behaviors	<ul style="list-style-type: none"> • Carolinian Forest Festival • Children’s Water Festival • Lake Erie Student Conference • Greening Communities • Wetland Explorers Outdoor Education Programming 	

London Convention Centre Corporation

LCC Pledge: The London Convention Centre will be the preferred venue for customized knowledge transfer and entertainment experience by delighting guests with every act.

Mandate: The LCC prospects, contracts and hosts, in a fiscally responsible way, multi-day meetings, conventions and trade shows, one-day meetings, food & beverage and specialty events generating economic impact for the community.

Key Strategic Priorities that align with The Strategic Plan for the City of London 2015-19

Continued positive improvement in the LCC guest and team member experience.

Measured growth in direct economic impact of LCC hosted events.

Flexible and inviting spaces where more people want to gather for social experiences and professional development.

Increased ability to support new initiatives with increased financial reserves.

Specific Linkages to The Strategic Plan for the City of London 2015-2019

(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Growing Our Economy – Diverse and resilient economy	Work with partners to develop a community economic strategy Fund and partner with LEDC, TL, LCC and other community and regional partners to increase economic activity in London	Community Economic Roadmap	LCC represented on working group
Growing our Economy – Urban regeneration	Invest in London's Downtown as the heart of our City	Various infrastructure upgrades	LCC funding \$5M capital improvement through a \$2M City supported loan and depleting LCC capital reserve held by the City
Growing our Economy – Strategic, collaborative partnerships	Work better together for economic growth: WFD, LEDC, London Hydro, LIA, TL, LCC, Covent Garden Market, Chamber, BIA's and other stakeholders.	Various community improvement plans Community Economic Roadmap	LCC partnering with TL to open and maintain an Ottawa convention sales office LCC partnering with LEDC for social medial support allowing the LCC to reallocate labour

			LCC partnering with Spectra by Comcast to sell LCC Naming Rights LCC represented on economic roadmap team
Strengthening Our Community – Amazing arts, culture and recreational experiences	Fund and partner with Museum London, LAC, LHC, Eldon House, LPL and others to strengthen culture in London	Cultural Prosperity Plan	LCC is creating and hosting new events which add vibrancy to the core
Strengthening Our Community – Amazing arts, culture and recreational experiences	Fund and partner with the community to celebrate Canada's 150 th Anniversary in 2017	Canada's Sesquicentennial Anniversary of Confederation	LCC represented on London's 150 th Anniversary Planning Committee LCC hosting NYE parties Dec 31, 2016 and 2017 LCC hosting anniversary gala of Battle of Vimy Ridge
Strengthening Our Community – Amazing arts, culture and recreational experiences	Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery	Parks and Recreation Strategic Master Plan 2009-2015 - update	LCC looking to raise funds through a naming opportunity to renovate King Street Park outside LCC to host outdoor events
Building a Sustainable City - Beautiful places and spaces	Support more public art and continue maintaining what we own	Public Art Strategy The London Plan	LCC initiated a special projects reserve funding a 35' mural inside the pedway between the LCC and Doubletree by Hilton LCC looking to partner with the City for a public art piece for the King St. park outside the LCC.

London Economic Development Corporation

Information below is related to your Organization's Strategic Plan:

Vision: Delivering Prosperity

Mission: Develop sustainable economic advantage through the growth of local business, attraction of new investment and support of an entrepreneurial environment in London.

Mandate: ?

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

LEDC Strategic functions and objectives:

- ✓ GROW: support and facilitate sustainable growth of existing businesses
- ✓ INVEST: attract new investment and jobs into the city of London
- ✓ VENTURE: support the development of entrepreneurial activities
- ✓ TALENT: provide workforce development initiatives to facilitate employment growth
- ✓ ENGAGE: inform internal and external stakeholders of important economic initiatives

Specific Linkages to The Strategic Plan for the City of London 2015-2019

(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
<p><u>Growing Our Economy</u></p>	<p>1. <u>Diverse and resilient economy:</u></p> <p>A. Work with partners to develop a community economic strategy.</p> <p>B. Buy and service industrial land to bring more jobs to London.</p> <p>E. Fund and partner with the LEDC to increase economic activity in London.</p>	<p>A. LEDC is one of the partners in developing the Community Economic Roadmap</p> <p>B. LEDC markets Industrial Land for foreign investments & expanding local companies</p> <p>E. London Economic Development Corporation 2015 – 2018 Strategic Plan</p>	
	<p>3. <u>Local, regional and global innovation</u></p> <p>A. Use new and emerging technology to improve quality of life and grow London’s economy.</p> <p>B. Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London’s economy.</p>	<p>A. LEDC is a key partner in the Fibre Optic – Last Mile Program</p> <p>B. LEDC works with regional and national partners in initiatives such as the Consider Canada City Alliance, the Ontario Technology Corridor, the Ontario Food Cluster and the Ontario Automotive Communities Alliance.</p>	
	<p>4. <u>Strategic, Collaborative Partnerships:</u></p> <p>A. Work better together for economic growth: LEDC</p>	<p>A. London Economic Development Corporation 2015 – 2018 Strategic Plan</p>	

	<p>B. Work with our municipal neighbours to create stronger industry cluster and raise our international profile and attractiveness.</p> <p>C. Partner to develop strategic economic opportunities and research and development with educational sector including universities</p>	<p>B. LEDC's Industry Clusters:</p> <ul style="list-style-type: none"> ➤ Digital Creative ➤ Advanced Manufacturing ➤ Food & Beverage Processing ➤ Professional Services ➤ Health Care & Life Sciences <p>C. Strategic Alliance LEDC – FANSHAWE COLLEGE</p>	
	<p>5. <u>Diverse employment opportunities:</u></p> <p>A. Improve workforce recruitment, development, and retention by working with local and regional partners.</p> <p>D. Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce.</p> <p>E. Attract and retain young talent</p>	<p>A, D & E London Economic Development Corporation 2015 – 2018 Strategic Plan</p> <p>Key services of the Talent portfolio:</p> <ul style="list-style-type: none"> ➤ Recruitment (Job Fairs/Career Fairs, LondonTechJobs.com, Concierge) ➤ Training ➤ Youth (S2B Conference) ➤ Consult Plan 	

London International Airport

Information below is related to your Organization's Strategic Plan:

Mission Statement – As southwestern Ontario's "Airport of Choice", London International Airport will be self-sustaining while exceeding the highest level of service and convenience for its customers and stakeholders.

Principles and Values – Professionalism and integrity united in the delivery of high value services and products. Promoting common interests through collective action.

Behaviors – The Board of Directors, Senior Administration, and Staff will work effectively to ensure that the Airport continues to successfully serve the flying public and the community.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
London International will maximize our customers' experience.
London International will ensure its own long term sustainability
London International will develop and execute a comprehensive Marketing Plan
London International will ensure all its human resources are maximized to achieve its objectives
London International will continue to operate with fiscal responsibility

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Building a Sustainable City	Upgrading transportation infrastructure – Robust infrastructure	Transportation Master Plan	Must include the airport in the planning process. Would like to see the rapid rail concept extended to the airport
Convenient and connected mobility choices	Improve travel to other cities	London International Airport Authority	We receive moral support from the City of London and we have a good working relationship. I would like to

			explore avenues to work closer together
Strong and Healthy Environment	Plant more trees	Urban Forest Strategy	We just invested close to \$10K in 2015 as part of this strategy.
Diverse and Resilient Economy	Increase Economic Activity	Economic Roadmap	We have aggressive plans in place to create industry and employment at the airport.

London & Middlesex Housing Corporation

Information below is related to your Organization's Strategic Plan:

Vision

London-Middlesex Housing Corporation is the preferred housing choice for people in need.

Mission

To provide quality, affordable and sustainable housing accessible to those who are eligible.

Mandate

Values: Tenant Focused – Leaders – Respectful – Accountable – Collaborative – Innovative – Inclusive.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
Tenant Satisfaction, including tenant retention and stability
Operational Benchmarks
Engaged & Empowered Employees
Financial Sustainability
Increased Community Partnerships

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Strengthening Our Community	Caring and Compassionate Services: Work with community agencies to help tenants keep their existing stable and affordable housing and avoid homelessness.	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation.	In Progress

		Develop and implement an LMHC administration office service strategy inclusive of physical space	In Progress
		Review of Social Service and Health Support Needs in Social Housing with primary attention to Public Housing (LMHC)	Unknown
Leading in Public Service	Excellent Service Delivery: Keep looking for new opportunities to share services and supports between the City of London and its agency, boards, and commissions.	Continue service manager/partnership relationship with LMHC (Shared Services)	In Progress
		Develop a strategy to support LMHC's provision of shared services and property management services to other housing providers.	Unknown
Strengthening Our Community	Caring and Compassionate Services: Work with community agencies to help tenants keep their existing stable and affordable housing and avoid homelessness.	Review options for enhanced delivery of housing support services at London Middlesex Housing Corporation.	In Progress

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Strengthening our Community			
	3. Caring and compassionate Services		
	3 A) Eliminate Barriers for individuals facing poverty		Community Leadership is a Target in the 2014-2016 London Hydro Strategic Plan. London Hydro offers the LEAP Low Income Energy Assistance program to provide assistance to low income earners. London Hydro also administers the Ontario Energy Support Program for low income consumers implemented in 2016. London Hydro provides \$200,000 annually to The Housing Stability Bank coordinated by the Salvation Army. London Hydro also supports the London and Area Foodbank.
	5. C) Support the health and well-being of all children, youth, and families in London	Child and Youth Agenda 2012	Community leadership is in the London Hydro Strategic Plan under Strategic Priorities and Targets. London Hydro runs interactive in-classroom electrical safety education programs in conjunction with school boards, including Electrical Safety, Power of Electricity, and You'll Make a Difference (Conservation). London Hydro also created an interactive display with the London Children's Museum.

	5. F) Strengthen Emergency Management	City of London Emergency Response Plan	The London Hydro Strategic Plan identifies a Strategic Priority of Community Leadership. London Hydro has internal emergency management plans, registers emergency management and restoration plans with the IESO, and participates with City of London in emergency management exercises.
	5. E) Promote and Support a safe community through the work of the London Fire Department	London Fire Department Business Plan	As indicated above Community Leadership is a Strategic Priority. London Hydro developed a partnership with the London Fire Department and won the Fire Marshall's safety award for combining fire safety education with existing energy audits.
Growing Our Economy			
	1. Diverse and Resilient Economy		
	1 B) Buy and service industrial land.	Industrial Land Development.	London Hydro works closely with LEDC, City Planning, and the City of London Industrial Land Development department to ensure the needs of existing and potential new developments on industrial land can be met.
	1 D) Support small business by improving City processes.	Streamlined approval processes.	London Hydro has implemented several new initiatives to streamline processes. <ul style="list-style-type: none"> • Interval Data Centre for businesses to self-manage billing accounts and energy • Builder portal development-new • Property portal for building owners/managers to self-manage their accounts.

	<p>2. Urban Regeneration</p> <p>2 A) Invest in London's Downtown as the heart of our City.</p>	<p>London's Downtown Plan London's Flexible Street Dundas Place Infrastructure Upgrade's</p>	<p>Investing in the Distribution System is a Strategic Priority for London Hydro. London Hydro has developed plans directly related to the London Downtown Plan. The new Nelson transformer station that will add capacity and will supply downtown is being constructed and is planned to be in-service by 2019. Infrastructure is being upgraded to bring future additional capacity to the London core and to support work on Dundas Place.</p>
	<p>3. Local, regional and global innovation</p> <p>3 A) Use new and emerging technology to improve quality of life and grow London's economy.</p>	<ul style="list-style-type: none"> • Smart Cities • Fibre Optic 	<p>Innovation is in the London Hydro Strategic Plan as a Corporate Value. London Hydro continues to be a technology and innovation leader. London Hydro won the OACETT technology award for a new smart grid design supplying downtown London. London is also the first utility to have a cloud based Green Button to manage electricity, water and gas.</p>
	<p>3 B) Lead the development of new ways to resource recovery, energy recovery, and utility resource optimization with our partners.</p>	<p>Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro.</p>	<p>Conservation and Smart Grid projects are a London Hydro Strategic Priority. London Hydro has worked closely with the Budweiser Gardens to develop a customized energy management system to improve operational efficiency with a view to expand this to other customers.</p>

Leading In Public Service			
	1 Open accountable and responsive government.		
	1 A) Community Engagement	Social Media, online surveys, open data,	Enhancing customer service and corporate communications are both part of London Hydro's Strategic Priorities. Customer engagement is an integral part of London Hydro's customer service and planning activities. London Hydro has participated in the Home Show and is planning further outreach programs at Malls and Libraries. London Hydro performs annual telephone based customer service satisfaction surveys. London Hydro leverages social media by 'tweeting' outages and other announcements.
	1C) Improve City of London Website	Mobile Friendly Website Dashboard	London Hydro recently made significant changes to the London Hydro website including mobile support, an energy usage dashboard, online outage reporting, outage maps, construction activity maps, energy conservation programs and tools, MyLondonHydro, billing information and the Green Button initiative. Water usage data and move-in move out capability are planned for 2016.
	2 Proactive Financial Management		
	2 A) Make sure finances are well planned to keep costs low		<p>London Hydro Strategic Targets:</p> <ul style="list-style-type: none"> London Hydro's costs per customer to be better than average of our neighbouring utilities.

Building a Sustainable City			
	1. Robust Infrastructure		
	1 A) Manage the Infrastructure Gap	State of the Infrastructure Report	Investing in Distribution Infrastructure is a London Hydro Strategic Priority. London Hydro's distribution system capital program is closely aligned with City Planning and Engineering projects and includes significant investment in asset sustainment.
	1 D) Waste Management		A London Hydro corporate Value is Environmental Responsibility.
	1E) Fund innovative ways to adapt to climate change	London Plan, Climate Change Adaptation Strategy	London Hydro manages the connection of Solar generation to the electrical distribution system including FIT, MicroFIT and Net Metering programs. London Hydro owns 9 MicroFIT solar installations and partnered on 2 FIT projects. In the City of London, customers have installed approximately 288 embedded generators for 60 MW, about 8% of London's power demand. London Hydro has installed electrical vehicle chargers and recently participated with the City on a provincial Electric Vehicle charging station incentive opportunity. London Hydro will also be installing 3-25kW energy storage batteries as part of a Ministry of Energy program.
	3 A) Innovative ways to conserve energy	Community Energy action, conservation and demand management	Conservation is both a Strategic Target and Priority for London Hydro. London Hydro runs an extensive number of Conservation

			programs including SaveOnEnergy initiatives such as lighting retrofit programs, high performance new construction, heating and cooling, and demand response. In 2015, we provided assistance to 1,059 households and businesses to save about 42,911 MWh with \$4.8M in incentives.
	3 B) Reduce Fuel usage	Green Fleet Strategy	London Hydro has green fleet purchasing programs and has invested in Electric and Hybrid vehicles and intends to expand on this initiative. London Hydro also initiated an anti-idling program.
	3 D) Waste Reduction and Other Environmentally Friendly behaviours	Increased Waste Recovery, Zero Waste	London Hydro has recycling initiatives and has conducted audits on our waste streams. The blue box program was expanded. London Hydro has a dedicated environmental coordinator who participates on the City of London Advisory Committee on the Environment (ACE). Waste reduction is a key consideration for disposing of system equipment, for example a transformer refurbishment program was undertaken to reduce landfill.
	3 E) Protect all areas of our natural environment.		As indicated London Hydro's Strategic Plan identifies Environmental responsibility as a Corporate Value. London Hydro works closely with the City of London and the Ministry of the Environment.

5 Responsible Growth			
	5 B) Build New Infrastructure as London grows	<ul style="list-style-type: none"> • Growth Management Implementation Strategy • The London Plan (Civic Infrastructure) 	Investing in the Distribution System is a Strategic Priority for London Hydro. London Hydro is continuing to build new infrastructure to meet peripheral growth and downtown intensification. (see 2A – under Growing Our Economy.)

London Police Service (LPS)

Information below is related to your Organization's Strategic Plan:

Vision: Recognizing that our strength stems from our partnership with all sectors of the community, we envision an organization structured to meet the changing needs of citizens and our profession. Our success in accomplishing this goal depends on our ability to:

- Provide optimum public safety and security to enhance the quality of life in the community;
- Foster trusting, caring partnerships with the community in all its diversity;
- Develop effective communications within our organization and with those we serve;
- Promote a safe and equitable workplace, allowing for the professional development of employees to their fullest potential;
- Promote training and lifelong learning; and
- Acquire and use resources efficiently and responsibly.

Mission: The London Police Service is committed to providing a safe and secure community through community partnerships and by striving to attain the highest level of professionalism and accountability.

Mandate: To ensure adequate and effective police services for the citizens of London. (Ont. Reg. 3/99).

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
1 - Provide London with a Safe and Secure Community
2 - Protect and Assist Victims and Vulnerable Persons in our Community
3 - Continue Efforts to Deliver Efficient and Cost Effective Service
4 - Cultivate and Sustain a Quality Work Environment
5 – Strengthen Community Outreach, Partnerships and Communications

**Specific Linkages to The Strategic Plan for the City of London 2015-2019
(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)**

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
<p>Strengthening our Community: <i>Healthy, safe and accessible city</i></p> <p>(Source: Strategic Plan for the City)</p>	<p>Protect and promote the safety of Londoners through funding the work of the London Police Service.</p> <p>(Source: Strategic Plan for the City)</p>	<p>Evaluate and enhance, where necessary, the deployment plan and response to non-urgent, urgent, and emergency calls for service.</p> <p>(Source: 2016-2018 LPS Business Plan)</p>	<p><u>In Progress</u></p> <p>New patrol plan being implemented mid-2016. Service delivery and response times will be closely monitored.</p> <p>A comprehensive workload assessment has been undertaken; 13 positions have been prioritized for implementation in 2016.</p> <p>Calls for Service Review and Outcomes - Calls for service are continually reviewed to improve the efficiency and effectiveness of service delivery. Four call types have been recently transitioned to an alternate process in an ongoing effort to improve officer response times. Refer to the last strategy in this document for more details on these new initiatives.</p>
<p>Strengthening our Community: <i>Diverse, inclusive, and welcoming community</i></p> <p>(Source: Strategic Plan for the City)</p>	<p>Support all Londoners to feel engaged and involved in our community.</p> <p>(Source: Strategic Plan for the City)</p>	<p>Continue to develop a Service that is reflective and understanding of the diverse community we serve.</p> <p>(Source: 2016-2018 LPS Business Plan)</p>	<p><u>In Progress</u></p> <p>Sept. 2015:</p> <ul style="list-style-type: none"> - New Diversity Plan developed (published on external website) - Established benchmarks and target rates towards diverse representation within the LPS (females and visible minorities) - Mentoring program has been implemented for prospective future candidates; diverse LPS members are being identified who will assist with the mentoring <p>Oct. 2015: The LPS hosted an information session encouraging diverse candidates to apply.</p> <p>Jan. 2016: New Community/London Police Service Collaboration and Partnership Working Group with the goal of strengthening police relationships with the London Community.</p> <p>Jan. 2016: Application process modified for Constables and Cadets to increase diverse pool of applicants (OACP certificate no longer required at the application stage). Utilizing Court Prisoner Security Officer positions as an opportunity to segue diverse candidates into the Constable pool.</p> <p>Feb. 2016: The LPS hosted the 5th Annual Black History Month event. Recruiters were in attendance at this community event to provide information to youth about careers in policing.</p> <p>Fall 2016: Further diversity awareness education is being developed for all members.</p>

<p>Growing our Economy <i>Diverse employment Opportunities</i></p> <p>(Source: Strategic Plan for the City)</p>	<p>Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London’s workforce.</p> <p>(Source: Strategic Plan for the City)</p>	<p>Continue to develop a service that is reflective and understanding of the diverse community we serve.</p> <p>Support a diverse work environment.</p> <p>(Source: 2016-2018 LPS Business Plan)</p>	<p><u>In Progress</u></p> <p>Refer to previous section. Many of the initiatives contribute to outcomes for both strategies.</p>
<p>Strengthening our Community: <i>Caring and compassionate services</i></p> <p>(Source: Strategic Plan for the City)</p>	<p>Eliminate barriers for the individuals facing poverty, mental health and addictions and help them find pathways to be successful.</p> <p>(Source: Strategic Plan for the City)</p>	<p>Continue to ensure an appropriate police response to persons in mental health and addictions crisis.</p> <p>(Source: 2016-2018 LPS Business Plan)</p>	<p><u>In Progress</u></p> <p>Year-end statistics (2014 to 2015 comparisons) are showing improvements in terms of reduction of LPS involvement and re-direction to appropriate social services:</p> <ul style="list-style-type: none"> - Decreased LPS time on MH occurrences (-13%) and apprehensions (-11%) - Increased notifications to MH Mobile Response Team (+6%) <p>Further training is being implemented to promote de-escalation as an alternative to use of force options.</p>
<p>Leading in Public Service <i>Innovative and supportive organizational practices</i></p> <p>(Source: Strategic Plan for the City)</p>	<p>Use innovative and best practices in all organizational and management activities.</p> <p>(Source: Strategic Plan for the City)</p>	<p>Improve the efficiency and effectiveness of service delivery.</p> <p>(Source: 2016-2018 LPS Business Plan)</p>	<p><u>In Progress</u></p> <p>Calls for Service Review and Outcomes</p> <p>June 2015: The majority of found property occurrences are being reported through the Telephone Reporting Centre.</p> <p>Oct. 2015: Theft of gas reports are being managed by the Telephone Reporting Centre.</p> <p>Jan. 2016: Collisions with minor injuries are being reported at the Police Reporting Centre.</p> <p>Feb. 2016: Animal bites are now referred to Animal Care and Control. Unless there is an ongoing threat to public safety, officers no longer respond to investigate.</p> <p>Mar. 2016: Reviewing investigative response to Break and Enter incidents.</p>

			<p>Best Practice Initiatives</p> <p>Mar. 2016: Safe zone (LPS Parking lot) provided to the public to exchange money and goods.</p> <p>Mar. 2016: Transitioning to electronic submission for hiring off-duty officers. Electronic submission is also being reviewed for employment applications.</p>
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London Public Library

Information below is related to your Organization's Strategic Plan:

Vision/Mission/Mandate (Our Purpose): LPL strengthens people & neighbourhoods by creating connections that enrich lives, inspire discovery, foster creativity, & expand possibilities.

Community Values: Community engagement, service excellence, diversity & inclusiveness, intellectual freedom, open to all & non-judgemental, access, privacy.

Corporate Values: Leadership, transparency, stewardship, innovation

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
User First: We will provide an even more personalized service experience. Our new User First Philosophy of customer service will guide & shape all services, spaces, policies & processes, & the relationships we develop with every Library user & community partner. ALIGNED TO LEADING IN PUBLIC SERVICES & STRENGTHENING OUR COMMUNITY.
Spaces & Places: We will provide exceptional & inspiring public places. ALIGNED TO BUILDING A SUSTAINABLE CITY & STRENGTHENING OUR COMMUNITY.
Collections & Resources: We will expand & improve access through a variety of formats & delivery platforms. ALIGNED TO STRENGTHENING OUR COMMUNITY & GROWING OUR ECONOMY.
Current & Future Technology: We will harness the potential of technology & mobilize our technological response. ALIGNED TO STRENGTHENING OUR COMMUNITY & GROWING OUR ECONOMY.
Stewardship: We will demonstrate LPL's leadership, value & return on investment to the citizens of London. ALIGNED TO LEADING IN PUBLIC SERVICES, BUILDING A SUSTAINABLE CITY & GROWING OUR ECONOMY.

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
STRENGTHENING OUR COMMUNITY Vibrant, connected & engaged neighbourhoods	Delivery of "User First" Experience to customers, partners and stakeholders Develop & implement current & future Technology Plan	<ul style="list-style-type: none"> Developed "User First" Service Philosophy. Embedding philosophy by mobilizing & training LPL & staff to enhance the culture of customer service & 	

		<p>community service excellence across the Library system</p> <ul style="list-style-type: none"> • Changing/improving lending policies, processes to better meet customer expectations • Continue to listen to and act on the voice of the customer through ongoing feedback mechanisms & user surveys • Continue to provide public space for civic participation, e.g., City strategies such as transit “Shift”, & play a role in poverty strategy, Dundas flex street 	
	<p>Relevant Library Collections & Resources</p> <p>Develop & implement current & future Technology Plan</p>	<ul style="list-style-type: none"> • Enhancing Library collections & resources & improving access to diverse users with a variety of needs & expectations in order to achieve service outcomes of literacy, knowledge for living, well-being & community building. This strategy empowers users to participate more fully in the community resulting in strengthening of neighbourhoods by producing vibrant, knowledgeable, and engaged neighbourhoods 	
<p>Diverse, inclusive & welcoming community</p>	<p>Delivery of “User First” Experience to customers, partners and stakeholders</p>	<ul style="list-style-type: none"> • Developing Aboriginal Services Team, a community-led, focused team that will develop further awareness of issues faced by indigenous peoples and foster relationships in order to serve this population better 	
	<p>Delivery of “User First” Experience to customers, partners and stakeholders</p>	<ul style="list-style-type: none"> • Provide support to new Syrian refugees. Working with settlement service agencies to ensure refugees needs supported through relevant library resources 	

	<p>Delivery of “User First” Experience to customers, partners and stakeholders</p>	<ul style="list-style-type: none"> • Continue to partner with others to support & help solve community challenges such as poverty, homelessness, illiteracy and mental health , e.g. London Cares, Coupons for Hunger • Library branches act as receiving hubs for Coupons for Hunger program. Since 2013 more than 100,000 coupons have been leveraged into \$35,000 in food and supplies being purchased at low cost or no cost for the London Food Bank & other local charities 	
<p>Amazing arts, culture & recreation experiences</p>	<p>Exceptional & inspiring Library Spaces & Places</p>	<ul style="list-style-type: none"> • Participate actively as part of Canada 150 London Programming Committee that is planning celebrations for Canada’s 150th anniversary in 2017 & create exciting experiences & events that can be held in Library spaces 	
	<p>Exceptional & inspiring Spaces & Places</p> <p>Delivery of “User First” Experience to customers, partners and stakeholders</p>	<ul style="list-style-type: none"> • Increase awareness & use of Wolf Performance Hall. • Created Wolf Performance Hall Advisory Group to encourage community participation in planning & to listen to & act on feedback & ideas • Developed new strategic partnerships: City of London Music Strategy, Tourism London Culture & Entertainment division • Ongoing work with current & new partners to develop cultural programming & events of interest to Londoners • Meeting room updates to better met expectations of potential renters in terms of amenities & increase revenue generation 	

	<p>Exceptional & inspiring Library Spaces & Places</p>	<ul style="list-style-type: none"> Partnered with the City and the YMCA to build a second multi-purpose facility that will be located in the southwest and includes a Library Branch that will replace the Westmount Branch 	
<p>Healthy, safe & accessible city</p>	<p>Delivery of “User First” Experience to customers, partners and stakeholders</p> <p>Relevant Library Collections & Resources</p>	<ul style="list-style-type: none"> Continue to partner with others to support all Londoners to age well & have opportunities to reach their full potential Active community partner in Age Friendly London Ongoing partnership with Creative Age Network for annual Festival & the delivery of other related creative age programming Partner with City in Senior Argyle Seniors’ Satellite at East London Branch & Beacock Seniors’ Satellite at Beacock Branch to bring recreation and leisure programs that enhance the lives of older adults, living within the community Delivery &/or co-sponsoring of programs of interest to seniors, e.g. computer training 	
	<p>Delivery of “User First” Experience to customers, partners and stakeholders</p> <p>Relevant Library Collections & Resources</p>	<ul style="list-style-type: none"> Continue to support the health & well-being of all children, youth & families in London Very active community partner in the Child & Youth Network, especially in the area of literacy & Family Centres Host for Festival of Trees, an Ontario Library Association event that encourages children’s love of reading & provides an opportunity for children to meet children’s authors 	

	Exceptional & inspiring Library Spaces & Places	<ul style="list-style-type: none"> Leveraged Federal government funding to improve accessibility of service desks at two Library locations 	
BUILDING A SUSTAINABLE CITY Robust Infrastructure	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> Central Library Branch revitalization including: infrastructure & technology plan that includes the replacement of escalators with stairs that will result in \$600,000 in cost avoidance over 10 years (2015-2025), development & implementation of new service delivery/staffing model, new space leasing plan, & meeting space plan. This project supports the London Downtown Plan in that it will help to attract more Londoners & visitors to the downtown Address & manage the infrastructure gap to maintain what we have now & reduce tax burden for future generations through astute life cycle management & strategic investment in reserve fund contribution Use of a planned approach to maintain both physical & technological, infrastructure, revitalize Library spaces & manage energy costs, e.g. Beacock Branch revitalization, East London Branch roof replacement, backup generator replacement at Central Branch completed in 2015 	
Beautiful places & spaces	Exceptional & inspiring Library Spaces & Places Develop & implement current & future Technology Plan		
Strong & healthy environment	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> Ongoing contributor to City of London Community Energy Action Plan Created LPL Employee Green Team to act as champions for internal environmental initiatives to save energy Updating LPL Conservation & Demand Management Plan that includes 	

		tracking of utility use & costs & revenue generated from solar panel at Landon Branch	
Heritage conservation	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> Continue to support London's heritage through the work of LPL's Historic Sites Committee's plaquing initiatives 	
GROWING OUR ECONOMY Promote culture as a key part of economic growth & quality of life	Stewardship that demonstrates leadership, value & return on investment Relevant Library Collections & Resources	<ul style="list-style-type: none"> Contributor to Cultural Prosperity Plan Conducted an LPL economic impact study: <i>A Perspective on the Economic Impact of London Public Library on the City of London</i> Library & co-sponsored cultural events & programs Digitization of London Room materials 	
Urban Regeneration	Exceptional & inspiring Library Spaces & Places Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> Central Library Branch revitalization Jalna Branch renovation done in synchronicity with City's expansion & renovation of South London Community Centre Partner with many, local community improvement groups such as Old East, Argyle & Old South Business Associations & Organizations 	
Strategic, collaborative partnerships	Delivery of "User First" Experience to customers, partners and stakeholders	<ul style="list-style-type: none"> Implementation of fleet management plan through shared services with City of London Current & new partnerships that address literacy, culture & community needs 	
LEADING IN PUBLIC SERVICE Open, accountable & responsive government	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> Ongoing community engagement through social media, feedback mechanisms, surveys, & involvement with community groups Library governance review completed 	

		<ul style="list-style-type: none"> with assistance of Parliamentarian • Publication of Board meeting minutes, Economic Impact Study, Customer Survey results & other key documents • Public documents screened for plain language 	
Innovative & supportive organizational practices	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> • Community & corporate values established & practiced • Team based project management of Strategic Plan & general operations' initiatives 	
Enhance corporate & community safety by preparing for & responding to security risks & emergency events	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> • Development of an ITS Disaster Recovery Plan 	
Proactive financial management	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> • Exploration & implementation of potential, new revenue opportunities from Wolf Performance Hall, meeting rooms & Library space rentals • Prudent planning & execution, careful operating budget oversight & use of capital reserve fund to avoid delays in lifecycle & technology infrastructure capital improvements resulting from wear & tear on facility spaces due to high use, aging buildings & technology demands • Leverage grant & fund development opportunities 	
Collaborative, engaged leadership	Stewardship that demonstrates leadership, value & return on investment	<ul style="list-style-type: none"> • Continue to build strong working relationships with City Councillors, Civic Administration, other Boards & Commissions, community partners & stakeholders 	

		<ul style="list-style-type: none"> • Continue to contribute to key initiatives as partner, space provider & distributor of information 	
Excellent service delivery	Delivery of "User First" Experience to customers, partners and stakeholders	<ul style="list-style-type: none"> • As already described above in other categories • Continue to participate in & explore shared services opportunities where appropriate, e.g. cloud service to St. Thomas & Elgin public libraries, fleet management plan with City of London, payroll services to Museum London & Eldon House 	

{London Transit Commission}

Information below is related to your Organization's Strategic Plan:

Vision *The valued and trusted mobility choice for Londoners*

Mission *Moving Londoners – progressively, reliably, and affordably*

Mandate London Transit Commission (LTC) is a corporate body established under the *City of London Act* and related Municipal By-law No. A.-6377-206. The LTC serves as agent of the City of London - with exclusive right, authority and privilege relating for the operation, extension, alteration, repair, control and management of the City's public transit system, defined to include conventional and specialized transit services.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

An Integrated, Affordable and Valued Mobility Choice

The strategy calls for continued development and delivery of accessible public transit services that are integrated with other modes of transportation, dynamic in nature and considered a valued investment to all stakeholders.

At a high level, progress respecting the strategic outcome will be measured based upon:

- ridership change and total ridership
- service hour change and total service hour investment
- customer satisfaction rating (survey completed every 2 years)
- investment share allocation (operating investment)

An Engaged, Diverse and Respectful Workplace

The strategy calls for the development of a results oriented organization attracting, developing and retaining exceptional individuals creating an engaged, diverse and respectful workplace.

A summary assessment or measurement of progress will include:

- training and development hours change and total hours
- employee turnover rate (leaving service excluding retirements, terminations and death)
- employee satisfaction rating (survey completed every 2 years)

Demonstrated Fiscal Accountability

The strategy calls for prudent fiscal and operational management supporting sustainability, competitive positioning, affordability and valued return on investment. The investment return includes social, economic and environmental returns.

Three high level measures will be utilized to assess progress on the strategic outcome, they are

- cost per service hour
- investment share allocation (operating)
- operating investment by function - transportation, fleet maintenance, fuel, facility, and administration

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Strengthening our Community	Healthy, safe and accessible city	London Transit Commission Accessibility Plan 2012 – 2025	
Building a Sustainable City	Convenient and connected mobility choices	London Transit Commission Business Plan 2015-2018 (Driving Change, Investing in the Future of London's Mobility) Implementation of 5 year service plan which calls for significant resource realignment with the final result being a system route structure that has been "right-sized" to meet the demands of customers and integrate with future rapid transit corridors.	
Leading in Public Service	Excellent Service Delivery	Continued inclusion of Process Review Management (PRM) on annual work plans, targeted to continue to achieve efficiency and effectiveness	PRM has resulted in the identification of efficiencies across the organization which have been reinvested in other areas vs. increasing operating costs.

Lower Thames Valley Conservation Authority

Information below is related to your Organization's Strategic Plan:

Vision: ...for a balanced and healthy watershed

Mission: Leading by example in environmental protection in partnership with the community

Mandate: Flood Control, Hazard Regulation, Outreach and Education, Environmental Monitoring, Stewardship, Conservation Areas

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>
1) Strengthen and Increase Collaboration with Community Stakeholders
2) Increase Awareness of the Value of Good Watershed Stewardship
3) Strengthen Brand Recognition
4) Improve Transparency and Understanding of Financial Statements
5) Improve Capital Asset Review
6) Strengthen Staff Stability (financial stability, attraction & retention)
7) Improve Internal Communications
8) Improve Conservation Areas Operations
9) Improve Internal Understanding of Roles & Responsibilities
10) Improve Human Resources
11) Improve Training Opportunities for Staff
12) Strengthen Program Review Policy(s)

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Strengthen Our Community -Amazing arts, culture, and recreation experiences	Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	• Parks and Recreation Strategic Master Plan 2009-2015 - update • The London Plan (Parks & Recreation) - draft	Near urban Conservation Areas – Longwoods Road, Sharon Creek (London Rowing Club)
	Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	• Cultural Prosperity Plan • Museum London Strategic Plan • London Public Library 2014-2017 Strategic Plan	Ska-Nah-Doht Village and Museum at Longwoods Road Conservation Area

Healthy, Safe and Accessible City	Support all Londoners to age well and have opportunities to reach their full potential.	<ul style="list-style-type: none"> • Age Friendly London Action Plan 2013-2016 	Step Into Nature campaign with Conservation Ontario to engage populations to be healthy and active in the out of doors
	Support the health and well-being of all children, youth, and families in London.	<ul style="list-style-type: none"> • Child and Youth Agenda 2012-2015 	Conservation Education in Natural and Cultural Heritage (First Nations studies)
	Help Londoners understand how we provide safe drinking water and protect the Thames River.	<ul style="list-style-type: none"> • Thames River Clear Water Revival Project • Source Water Protection Plan • Drinking Water Annual Report • Drinking Water Quality Management System • The London Plan (Civic Infrastructure, Natural Resources, and Natural Heritage) – draft • Partnership with Conservation Authorities - Kettle Creek Conservation Authority - Lower Thames Conservation Authority - Upper Thames Conservation Authority 	Watershed wide initiatives for reducing phosphorus loading to Thames River and Lakes St. Clair and Erie
Building a Sustainable City -Robust Infrastructure	Fund innovative ways to adapt to Climate Change.	<ul style="list-style-type: none"> • Climate Change Adaptation Strategy • The London Plan (The Green City and Natural Hazards) – draft • Partnership with the Conservation Authorities - Kettle Creek Conservation Authority - Lower Thames Conservation Authority - Upper Thames Conservation Authority 	Reforestation, wetland and prairie habitat restoration throughout the watershed
Strong and Healthy Environment	Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.	<ul style="list-style-type: none"> • The London Plan (Natural Heritage and The Green City) – draft • Thames Valley Corridor Plan • Source Protection Plan • Thames River Clear Water Revival Initiative • Pollution Prevention and Control Plan • Environmentally Significant Areas • Conservation Master Plans • Subwatershed Plans • Significant woodlands protection • Partnership with the Conservation Authorities - Kettle Creek Conservation Authority - Lower Thames Conservation Authority - Upper Thames Conservation Authority • Communicate with First Nations 	Participate in Thames Clearwater Revival Initiative Near Urban Conservation Areas – Longwoods Road, Millstream, Sharon Creek

Heritage Conservation	Protect and promote London's Thames Heritage River status.	<ul style="list-style-type: none"> • Thames Valley Corridor Plan • The London Plan (City Structure and Cultural Heritage) - draft 	Watershed wide
Excellent Service Delivery	Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.	<ul style="list-style-type: none"> • Strategic Plan for the City of London 2015-2019 • Business Plans • Lead and foster shared service agreements 	Discussions with other CAs around opportunities for shared services and other efficiency measures eg. Elgin County Shoreline Management Plan

Middlesex-London Health Unit

Information below is related to your Organization's Strategic Plan:

Vision – People Reaching Their Potential

Mission – To promote and protect the health of our community

Mandate – The mandate of the Middlesex-London Health Unit, as set out by the Health Protection and Promotion Act (HPPA) is to provide for the organization and delivery of public health programs and services, the prevention of the spread of disease and the promotion and protection of the health of the people of Ontario. (R.S.O. 1990, c. H.7, s.2)

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>

Program Excellence - Priority: Deliver maximum value and impact with our resources

Client and Community Confidence – Priority: Foster client satisfaction and community confidence

Employee Engagement and Learning – Priority: Engage and empower all staff

Organizational Excellence – Priority: Enhance governance, accountability and financial stewardship

Specific Linkages to The Strategic Plan for the City of London 2015-2019

(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
<p>Strengthening Our Community 2. Diverse, inclusive, and welcoming community</p>	<p>Support immigrants and newcomers to be successful</p>		<p>MLHU provides a <u>Resource Map for Newcomers With No Health Coverage</u> and a <u>Community Resource Booklet for Newcomers</u> which were developed by a group of concerned citizens and agencies within the London and Middlesex community.</p> <p>Additionally, we have been providing on-site and specialized immunization services to Syrian newcomers.</p>
<p>Strengthening Our Community 2. Diverse, inclusive, and welcoming community</p>	<p>Support all Londoners to feel engaged and involved in our community.</p>		<p>Our strategic plan outlines the need to identify and implement effective strategies to gather community input, provide staff with the appropriate training and incorporating feedback into decision making.</p> <p>The MLHU is also in the process of expanding the use of health equity impact assessments with programs and services.</p>
<p>Strengthening Our Community 2. Diverse, inclusive, and welcoming community</p>	<p>Work to always to be a compassionate city to all.</p>		<p>Compassion is one of the values articulated in the values tree of our strategic plan.</p> <p>Additionally, MLHU has staff involved in Indigenous cultural competency training and will be identifying other opportunities in the future.</p>

<p>Strengthening Our Community 3. Caring and compassionate services</p>	<p>Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.</p>		<p>MLHU is actively involved in a number of initiatives that link with this area of focus:</p> <ul style="list-style-type: none"> • Mayor’s Advisory Panel on Poverty • Naloxone Program • Healthy Babies, Healthy Children Program • Oral Health Programming • Nutritious Food Basket Reporting • Involvement with the Child and Youth Network, London and Middlesex Food Policy Council, Homeless Coalition. <p>As previously indicated, MLHU also utilizes health equity impact assessments within our programming that seek to mitigate the effects on poverty, mental health and addictions on health outcomes.</p>
<p>Strengthening Our Community 3. Caring and compassionate services</p>	<p>Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness</p>		<p>Adequate and affordable housing is one of the fundamental social determinants of personal and population health with precarious housing resulting in numerous negative health outcomes.</p> <p>The Nutritious Food Basket work done by MLHU shows that rent is more than 30% of income for many people in Middlesex-London.</p>

<p>Strengthening Our Community 3. Caring and compassionate services</p>	<p>Reduce and prevent homelessness</p>		<p>MLHU is actively involved in a number of initiatives that link with this area of focus:</p> <ul style="list-style-type: none"> • Mayor’s Advisory Panel on Poverty • Nutritious Food Basket Reporting
<p>Strengthening Our Community 4. Amazing arts, culture and recreation experiences</p>	<p>Invest in new parks and recreation facilities and pursue innovative models for program and service delivery</p>		<p>MLHU successfully advocated for smoke-free outdoors spaces which now includes a smoking prohibition within 9 meters on sports field, playgrounds, splash pads and a number of other spaces.</p> <p>Our vision of a healthy and sustainable local food system includes local community gardens that operate in city parks.</p>
<p>Strengthening Our Community 5. Healthy, safe and accessible city</p>	<p>Fund and partner with the Middlesex-London Health Unit to promote and protect the health of our community.</p>	<p>Middlesex-London Health Unit Strategic Plan</p>	<p>The <u>Middlesex-London Health Unit 2015-2020 Strategic Plan</u> was approved by the Board of Health at our September meeting.</p>
<p>Strengthening Our Community 5. Healthy, safe and accessible city</p>	<p>Support all Londoners to age well and have opportunities to reach their full potential.</p>		<p>MLHU provides programs and services across the life span and our strategic vision is: “People Reaching Their Potential” at whichever stage of life they are at.</p>
<p>Strengthening Our Community 5. Healthy, safe and accessible city</p>	<p>Support the health and well-being of all children, youth and families in London.</p>		<p>MLHU is actively involved in the Child and Youth Network and has a range of programming that supports the health and well-being of children, youth and families.</p>

<p>Strengthening Our Community 5. Healthy, safe and accessible city</p>	<p>Strengthen Emergency Management though:</p> <ul style="list-style-type: none"> - public awareness activities - public notification system - expanded emergency operations centre capabilities - emergency management practices included as part of city planning and programming 	<p>City of London Emergency Response Plan</p>	<p>MLHU participates as part of the Community Control Group in the City of London Emergency Plan to provide immediate and continuing interchange of information, assessment and planning.</p> <p>Additionally MLHU also maintains its own emergency response plan.</p>
<p>Strengthening Our Community 5. Healthy, safe and accessible city</p>	<p>Continue to make pedestrian and cycling routes safer tear round for school aged children</p>	<p>Active and Safe Routes to School</p>	<p>MLHU is actively involved in Active and Safe Routes to School and school travel planning in Middlesex-London.</p> <p>MLHU also informs the City of London Cycling Master Plan and promote safe cycling practices in the community.</p>
<p>Strengthening Our Community 5. Healthy, safe and accessible city</p>	<p>Help Londoners understand how we provide safe drinking water and protect the Thames River</p>		<p>The Middlesex-London Health Unit carries out programs to help prevent and reduce waterborne illness related to drinking water.</p> <p>MLHU also supports the fluoridation of London's drinking water.</p>
<p>Building a Sustainable City 1. Robust Infrastructure</p>	<p>Fund innovative ways to adapt to Climate Change</p>		<p>MLHU has identified climate change as a potentially hazard to residents. The <u>Assessment of Vulnerability to the Health Impacts of Climate Change in Middlesex-London</u> reports on the results of an assessment of vulnerability of people living in Middlesex-London to the health impacts of climate change.</p>

<p>Building a Sustainable City 2. Convenient and connected mobility choices</p>	<p>Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways and enhanced transit services.</p>		<p>MLHU has been active in providing recommendations for various municipal plans and projects, including the draft London Plan, London's Downtown Plan, Cycling Master Plan, and the Shift Rapid Transit initiative.</p>
<p>Building a Sustainable City 4. Beautiful places and spaces</p>	<p>Invest in parks and recreation facilities and amenities.</p>		<p>MLHU successfully advocated for smoke-free outdoors spaces that now includes a smoking prohibition within 9 meters on sports field, playgrounds, splash pads and a number of other spaces.</p> <p>Our vision of a healthy and sustainable local food system includes local community gardens that operate in city parks.</p>
<p>Building a Sustainable City 5. Responsible Growth</p>	<p>Finalize the London Plan.</p>		<p>MLHU has been active in providing recommendations for various municipal plans and projects, including the draft London Plan.</p>
<p>Leading in Public Service 1. Open, accountable, and responsive government</p>	<p>Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council</p>		<p>Our strategic plan outlines the need to identify and implement effective strategies to gather community input, provide staff with the appropriate training and incorporating feedback into decision making.</p> <p>The strategic plan also utilizes the Balanced Scorecard as a reporting tool to be open, accountable and responsive to the community.</p>
<p>Leading in Public Service 1. Open, accountable, and responsive government</p>	<p>Improve the City of London website so people can find what they want, when they want it and how they want it.</p>		<p>MLHU maintains its website with similar strategies to those of the City of London.</p>

<p>Leading in Public Service 2. Innovative and supportive organizational practices</p>	<p>Operate as a values based organization</p>		<p>MLHU put considerable efforts into the development of our values tree and we have identified embedding our values into all that we do as a strategic initiative.</p>
<p>Leading in Public Service 2. Innovative and supportive organizational practices</p>	<p>Use innovation and best practices in all organizational and management activities</p>		<p>The MLHU strategic plan identifies evidence-informed planning and evaluation, quality improvement, and the enhancement of staff development and continuing education as strategic objectives in our plan.</p>
<p>Leading in Public Service 3. Proactive financial management</p>	<p>Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers.</p>		<p>The MLHU strategic plan identifies responsible financial governance and controls as a strategic objective. This includes financial policy compliance audits, third party accountability to MLHU standards and increased understanding of the budget by staff.</p> <p>Additionally, MLHU uses program budget templates and program budget marginal analysis for the development of its budget.</p>
<p>Leading in Public Service 3. Proactive financial management</p>	<p>Create, explore and implement new technologies or technology improvement to assist in the management of:</p> <ul style="list-style-type: none"> - corporate assets - financial and reporting systems - billing systems 		<p>MLHU undergoes constant assessment of current systems and deployment of new systems to create greater efficiencies.</p>

<p>Leading in Public Service 4. Collaborative, engaged leadership 5. Excellent Service Delivery</p>	<p>Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions and community partners. Make strategic decisions about our long-term space needs and service delivery locations.</p>		<p>MLHU has identified an engaged and informed Board of Health as a strategic objective. MLHU is currently assessing its space needs requirements and determining long-term strategic directions for site selection and facility design. Additionally, the Board of Health completed an annual self-assessment that</p>
<p>Leading in Public Service 5. Excellent Service Delivery</p>	<p>Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards and commissions.</p>		<p>MLHU has identified strategic integration and collaboration as a strategic direction.</p>
<p>4. Collaborative, engaged leadership</p>	<p>Council decision making</p>		<p>meeting for the public. The Board of Health is also in the process of reviewing its Bylaws to ensure openness and transparency.</p>
<p>Leading in Public Service 4. Collaborative, engaged leadership</p>	<p>Review Council Governance Structure</p>		<p>As part of the Bylaw and policy review, current Board of Health practices will be reviewed against recommended governance best practices relating to Ontario Public Health Units.</p>
<p>Leading in Public Service 5. Excellent Service Delivery</p>	<p>Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on each day.</p>		<p>A strategic priority of MLHU is to deliver maximum value and impact with our resources</p> <p>This means we strive to deliver our own services as effectively and efficiently as possible to the community.</p>
<p>Leading in Public Service 5. Excellent Service Delivery</p>	<p>Deliver great customer service experiences to residents, businesses and visitors:</p> <ul style="list-style-type: none"> - innovative service delivery models - improved access from the web, phone and in person - innovative technology 		<p>A strategic objective of MLHU is to deliver client centred services by using input and feedback, and by also delivering appropriate outreach services to where people live, work, learn and play.</p>

Museum London

Information below is related to your Organization's Strategic Plan: _____

Vision: Where our community discovers exceptional art, rich history, and new possibilities.

Mission: We inspire and educate our community by preserving and sharing our art and history.

Values:

Creative Seekers

Demonstrating courage for risk taking, embracing change and innovation.

Enthusiastic Collaborators

Welcoming the community, engaging with the public and each other, celebrating our accomplishments.

Inclusive Leaders

Valuing diversity, encouraging shared leadership and authentic communication.

Inspirational Teachers

Share and support dynamic presentations and education with the community and each other.

Resourceful Stewards

Responsible and ethical caring for our people and resources.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

Feet: Museum London touches as many people as possible

Museum London experiences an increased amount of foot traffic and an increased number of people connected with the work of the museum.

Friends: Museum London has strong partnerships, advocates and ambassadors working on its behalf

Museum London has increased partnerships, advocates and ambassadors supporting the work of the museum in different communities such as arts, government, academia, and corporate organizations.

Funds: Museum London's fundraising complements feet- and friend-raising

Museum London has increased fundraising, including for specific projects that enhance the public's perception of value of the museum.

Specific Linkages to The Strategic Plan for the City of London 2015-2019

(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Amazing arts, culture, and recreation experiences	Fund and partner with Museum London to strengthen culture in London.	Support of the Museum London Strategic Plan.	

{Organization Name}

Old East Village BIA and Old East Village BIA and:

Old East Village BIA and Old East Village Development Corporation

Information below is related to your Organization's Strategic Plan:

Vision: Create a unique, vibrant and sustainable commercial district where more people live, work, shop, produce, perform and play

Mission: The Old East Village BIA and the Old East Village Development Corporation will partner on the implementation of the Old East Village Community Improvement Plan and the Old East Village Commercial Corridor Economic Development Plan.

Mandate :The Old East Village BIA is a Local Board of the Municipality of the City of London .Regulated through the Municipal Act, the BIA's mandate is to retain and attract businesses, beautify and market and promote the BIA.

Since 2001, the BIA has expanded this traditional role through the implementation of a multifaceted Community Improvement for the Dundas Street commercial corridor from Adelaide Street to Charlotte Street.

The Old East Village Development Corporation is the sister organization of the Old East Village BIA. Developed by the BIA, it is registered under the Canada Not for profit Corporations Act .S.C 2009, c23, the role of the development corporation is to resource , recruit and develop new and existing businesses and venues in food , arts and culture , office and residential developments that ultimately serve to revitalize the Old East Village area of London. In the first five years, activities will be focused in the CIP area.

The organizations operate with separate though interconnected boards and a shared staffing structure.

- **Implement the CIP and the EDP**
- **Grow and resource the Old East Village Development Corporation**
- **Establish the OEV commercial corridor as a premier, Food, Culture ,Shopping and Artisanal production district**
- **Increase investment to facilitate growth in neighbourhood ownership of buildings and businesses,**
- **Support innovation and diversity in the creation of business and property ownership models to attract, and retain food , culture and artisanal production businesses**
- **Create opportunities for Affordable Housing, Apprenticeship Training, Job Creation and Education linked to our economic drivers: food, culture, unique and artisan businesses.**
- **Improve the Public Realm and Infrastructure**
- **Foster community and citizen engagement in the implementation of the CIP and EDP,**

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

**Specific Linkages to The Strategic Plan for the City of London 2015-2019
(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)**

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
<p>STRENGTHENING OUR COMMUNITY</p> <p>1A</p>		<p>Strengthening Neighbourhood Strategy</p>	<p>Mobilised neighbourhood participation in:</p> <ol style="list-style-type: none"> 1. Development of the McCormick’s Secondary and McCormick’s Area Plan 2. Development of Old East Village Design Guidelines 3. Providing input the third phase of major residential project 4. Partnered with CA and Planning on the designs for adaptive reuse of

			neighbourhood school
4 Arts, Culture and Rec Exp. 4A			Fundraising to participate in Sesquicentennial Anniversary Celebration
4B		Cultural Prosperity Plan	<ul style="list-style-type: none"> • Installation of Art work signage in OEV City Parking lots. • Installation of artistic street signage to promote the Culture/ Food District • Organisation of BIA street festival to support expansion of the Fringe Festival to the OEV commercial Corridor. • Created new art installation to promote local music hub/venue • The OEV economic development plan to support priorities of London’s Culture Plan.
4C		Parks and Recreation Strategic Master Plan	<ul style="list-style-type: none"> • Continue to partner with the City of London ,Parks Planning, Planning and the Western Fair Association on

Healthy ,Safe, Accessible City

5G

Building a Sustainable City

1. Robust Infrastructure

Multi- Agency enforcement partnerships

Parking Lot Upgrade Strategy

the redevelopment of Queens Park

- Partnered with by-law enforcement and other City departments to create and implement and evaluate a pilot project to address illegal dumping in the OEV City Parking Lots
- Updated BIA Parking Lot Upgrade Designs for presentation to City re funding
- Partnered with Municipal Law Enforcement Services and parking and Licensing Enforcement to complete a longitudinal study of revenue generation and maintenance costs for OEV City Parking lots

<p>4.Beautiful Places and Spaces</p> <p>4A</p> <p>4B</p> <p>4C</p> <p>4D</p> <p>6.Heritage Conservation</p> <p>6B</p>		<p>Civic Spaces Program</p> <p>Public Art Strategy</p> <p>Urban Design</p> <p>Heritage Conservation</p>	<ul style="list-style-type: none"> • As in #4 Arts, Culture and Rec Exp.-4C • Commissioned internationally known artist to create art work for installation in parking lots • With Planning to complete the Old East Village Commercial Corridor Design Guidelines • As in #4 Arts, Culture and Rec Exp.-4C • Partnered with planning to Developed Urban Design Guidelines to support and enhance heritage conservation and
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Diverse and Resilient Economy

1A , and 1F

1F

new design on the commercial corridor.

- Assist property owners to access OEV Incentives programs for Façade Improvements –6 commercial buildings retained or enhanced façade heritage features.
- Created the Old East Village Development Corporation.
- 2014/15 Research established that in the CIP district economic activity in Food has grown with 119 Food stores, producers, restaurants in the WF Market and corridor. Four more targeted to open in 2016. The availability of the CIP Incentives is contributing to these results.
- Participated in the creation of the Cultural prosperity Plan. 2014/15 has

Comment to 1E

established that the CIP District is home to 31 music and entertainment venues and establishments

- Support and promote local venues and music hubs
- In 2015 Undertook research identify OEV formal and informal performance venues, identified 32
- Currently developing cross marketing and promotion strategies across small performance OEV venues

Despite the success of our neighbourhood approach to growing the OEV economy, we were not invited to participate in discussions or partner with any groups to assist London to accomplish this goal. This suggests that approach to growing a

1F

Diverse and resilient economy may be predicated on “trickle down” theories of economic development. Our experience has shown that wealth does not trickle down into urban core neighbourhoods unless mechanisms and strategies are developed at neighbourhood to grow the neighbourhood economy and “draw down” the impacts of broader economic development strategies. To our knowledge, London’s Economic Road Map does not incorporate growing neighbourhood/micro economies from the grass roots. This is a missed opportunity for London because urban core commercial corridors have demonstrated a resilience that has survived the ebb and flow of the broader economy. This is due to the diversity of people and approaches to entrepreneurial and economic activity.

Current BDC zoning does not support the growing trend in London for small scale artisanal production linked to

**2 Urban Regeneration
2B and 2C**

the provision on street retail services.
If we really want to foster diversity and resilience in our economy, we need economic development strategies that can be tailored to suit individual, local, neighbourhood economies.

- OEV economic development plan identifies partnership strategies for targeted affordable home ownership and rental units linked to apprenticeship training and need for point of entry food and cultural workers
- Through our CIP, Assist property owners to access the City Convert to Rent Affordable Housing Program. Eight

<p>2C</p>			<p>new units developed in 2015</p> <ul style="list-style-type: none"> • In the process of creating a model for shared ownership of commercial buildings that will include creation of affordable home ownership, rental opportunities for employees working in identified economic arenas. • Created a group to assist with development of the model including representatives from municipal and federal housing groups, planners, architect, developer, funders, OEV Dev. Corp. and OEVBIA.
<p>2C and 2D</p>			<p>Completed evaluation of impact of CIP incentives in 2015. Findings include: Since 2008</p> <ul style="list-style-type: none"> • For every \$1 of Municipal Investment in the CIP has leveraged \$7.50 • For every dollar of Municipal Investment in the

			<p>CIP the BIA has leveraged \$20 for other programs and research</p> <ul style="list-style-type: none">• By 2015 3 new developments brought 1200 new residents to the commercial corridor• By 2016 the third phase of residential development will be completed creating 299 new rental units. This supports goals for urban intensification• New developments were built on remediated brown field site• In 2015 6 new business opened with a further five anticipated in 2016-03-14• Participated on the steering committee for the creation and delivery of the McCormick's Site Secondary and Area plans. Supports Brownfield remediation and urban intensification goals.
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4A			<p>Glad to note that BIA's are identified as contributors to London's economic growth.</p> <ul style="list-style-type: none">• OEVBIA is successfully implementing a CIP and supporting the economic restructuring of the CIP district by growing the economy from the grass roots up.• Since 20010 we have been part of a very successful collaboration on the implementation of the Queens Park Master Plan

Tourism London

Information below is related to your Organization's Strategic Plan:

Vision - London will be the preferred year round destination in Southwestern Ontario for leisure, conventions and sports visitors, offering a vibrant mix of high quality programs and experiences.

Mission - Working with partners, Tourism London facilitates the development and marketing of London's tourism and hospitality industry and economic well-being.

Mandate – Tourism London is a membership based, destination marketing organization responsible for delivering destination focused marketing activities to develop conventions and meetings, leisure travel and sport tourism for London businesses. Additionally, Tourism London facilitates destination and attraction development opportunities that have the potential of attracting additional visitations and promotes local knowledge and pride in London's diverse assets.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with <u>The Strategic Plan for the City of London 2015-19</u>	
Strengthening Our Community – Tourism London will continue to work to position London as a vibrant, social and exciting place to work, live and visit by highlighting our unique arts, music and culture, sport scene, meetings and convention space and local attractions.	
Growing our Economy - The tourism and hospitality sector is a significant economic generator in London. Tourism spending exceeds \$500 million annually and supports approximately 7,000 jobs. The City of London is the recipient of over \$20 million in business and property taxes from tourism and related economic activity. Provincially, tourism spending exceeds \$23 billion annually and employs close to 200,000 people directly and another 115,000 employed indirectly in support sectors. Tourism ranks seventh in the Province as a generator of foreign currency and almost 20% of all Ontario businesses are linked to tourism – an important and critical contributor to local and provincial economies. 3.7% of the Province's GDP is linked to tourism spending.	
Building a Sustainable City – increase out of town visitations and economic impact, raise the profile of London through product development and event planning, initiate an event development fund (private sector funded) to assist with the aforementioned.	

Specific Linkages to <u>The Strategic Plan for the City of London 2015-2019</u> (Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)			
Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments

<p>Amazing arts, culture and recreation experiences</p>	<ul style="list-style-type: none"> -Partner and lead the community to celebrate Canada’s 150th. -continue to bid on and secure large community celebrations (Canadian Country Music Week) 	<ul style="list-style-type: none"> -Representation at the community table to plan, seek funding and implement various related projects - Tourism London takes the lead on reviewing and evaluating rfp’s related to music, arts, culture, meetings, conventions and sporting events 	
<p>Vibrant, connected and engaged neighbourhoods</p>	<ul style="list-style-type: none"> -engage local partners to market /promote the diverse neighbourhoods in our city. -celebrate local pride through social media outlets -nurture stakeholder relationships to leverage overnight visitations 	<ul style="list-style-type: none"> - engaging in community group meetings - assist community stakeholders to enhance existing initiatives that draw tourists to the area 	
<p>Convenient and connected mobility choices</p>	<ul style="list-style-type: none"> -at the table with decision makers to enhance and grow cycle options - monitor and assist with data collection for travel patterns at all points of arrival in London (air, bus, train...) 	<ul style="list-style-type: none"> - representation at the local and provincial cycling associations -promote various modes of transportation to get to London and also ways to travel around the city (bike paths) 	
<p>Diverse and resilient economy</p>	<ul style="list-style-type: none"> - Promote sport and culture tourism as a key part of economic growth and quality of life - assist youth employment through tourism initiatives - measuring economic impact of numerous tournaments, events, festivals, concerts and attractions 	<ul style="list-style-type: none"> - Tourism London Marketing plans 	

Upper Thames River Conservation Authority

Information below is related to the UTRCA's 2010 Strategic Plan as well as the current UTRCA Environmental Targets strategic planning effort, currently underway.

Vision: *Inspiring a Healthy Environment*

Mission: *Dedicated to achieving a healthy environment on behalf of the watershed municipalities through leadership, expertise, education and community collaboration to:*

- *Protect life and property from flooding and erosion*
- *Ensure a sustainable water supply*
- *Protect and enhance water quality*
- *Preserve, enhance and manage natural areas*
- *Provide outdoor recreational opportunities*

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

1. To focus on and fully execute targeted environmental programs.

2. To establish Environmental Targets for the UTRCA Watershed. The development of Targets has been approved as the focus for the UTRCA's strategic current planning effort. The Authority's intent is to use the higher level Vision and Mission developed in our 201 Strategic plan, which is still valid, and now develop specific Environmental Targets that will guide program and service development and capacity for the next twenty years. Targets are presented here in draft form. They are expected to be approved during 2016.

3. Ends: The UTRCA has identified four Organizational Ends for which the Board of Directors are accountable. These Ends guide the organizations purpose including program developments and budgets. The four Ends are:

1. Protect life and property from flooding and erosion.
2. Protect and enhance water quality.
3. Manage and expand natural areas
4. Provide outdoor recreation opportunities.

Draft Environmental Targets have been developed for each End:

- 1) Protection from Flooding: Update watershed flood models and regulatory mapping for the watershed by 2020. Then integrate climate change scenarios into these updated models and develop adaptation strategies for all subwatersheds by 2030.
- 2) Water Quality: Increase Each Subwatershed's Water Quality Score by one grade as measured by UTRCA Watershed Report Cards by the year 2037.
- 3) Natural Areas: Establish and restore 1,500 hectares (3,700 acres) of natural vegetation cover, windbreaks and buffers by 2037.
- 4) Outdoor Recreation: By the year 2037, reach 1 million people annually with conservation messages through access to UTRCA lands and through the demonstration of green infrastructure.

Specific Linkages to The Strategic Plan for the City of London 2015-2019
(Outline the Strategic Area of Focus and Strategy(s) that aligns with your Agency, Board, or Commission)

Strategic Area of Focus	Strategy (What are we doing?)	Strategy (How are we doing it?)	Comments
Building a Sustainable City	Fund innovative ways to adapt to Climate Change.		UTRCA is working with the City to implement new Low Impact Development techniques to manage stormwater. Flood modelling is being updated with climate change considerations. Naturalization efforts are being adjusted for new conditions.
	Implement innovative ways to conserve energy.		UTRCA has constructed in London one of the most energy efficient green buildings in Canada, the LEED Platinum Watershed Conservation Centre. Our green infrastructure planning will continue to encourage conservation practices.
	Plant more trees and better protect them from deforestation, invasive species, and other threats.		UTRCA's Draft Environmental Targets call for a doubling of effort toward tree planting and naturalization.
	Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours.		UTRCA continues to work with the City and community partners through the Friends of Medway Creek, Friends of Stoney Creek and the Glencairn neighbourhood to provide funding access, capacity and technical assistance for conservation efforts.
	Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.		UTRCA Community Education programs support environmental experiences for 20,000 children annually. Community events and clean-up efforts include thousands more each year.
	Invest in parks and recreation facilities and amenities.		Fanshawe Conservation Area in London hosts 275,000 visitors per year.
	Buy property for flood protection purposes.		The UTRCA is a significant owner of floodplain land in the City that is jointly managed with the City to minimize flood risks to people and property.
	Protect and promote London's Thames Heritage River status.		The UTRCA spearheaded the Designation of the Thames as a Canadian Heritage River. We continue to monitor river health and report to the Canadian Heritage Rivers System to ensure our designation is protected and respected.

Western Fair Association

Information below is related to your Organization's Strategic Plan:

Vision:

Creating unique experiences that build positive memories.

Mission:

The Western Fair Association is an Agricultural Society that, through its people, activities and facilities, excels in creating unique experiences that fulfil the evolving entertainment/recreational and educational interests of our customers.

Principles:

As a progressive **AGRICULTURAL SOCIETY**, the Western Fair District supports the on-going development of the agricultural industry and promotes its value to the urban community.

As a unique and diverse **EVENT CENTRE**, the Western Fair District strives to be an innovative leader, delivering the highest standards of customer service experience in its event planning, development and operation.

As a responsible, respectful and inclusive, **EMPLOYER**, the Western Fair District undertakes human resource policies and practices within a safe work environment that are equitable, support the development of the of the individual and encourage employee input.

As a vibrant **COMMUNITY-BASED ORGANIZATION**, the Western Fair District resolves to be a valued and inclusive supportive corporate citizen in the communities it serves.

As an established **BUSINESS**, the Western Fair District manages its resources and affairs with integrity and financial responsibility to ensure the autonomy and the long-term viability of the organization.

Key Strategic Priorities (Identified in your current Strategic Plan) that align with The Strategic Plan for the City of London 2015-19

- **New City Lease – sign long term lease with the City of London**
- **Gaming Win/Expansion – participate in the SW Ontario bidding process**
- **Master Site Plan/Parking – enhance grounds through greening, modernization of facilities and improved parking**
- **Agricultural Project of Significance – develop and implement an agri-food campus vision**
- **Vertical Integration Model – become more vertically integrated by owning and operating events**
- **Sports Centre Expansion – review additional ice rink(s)**