

**Lucan Biddulph Economic Development Committee
Strategic Action Plan
2019**

OUR VISION

“Building Community to enhance quality of life”

OUR MISSION

The mission of the Lucan Biddulph Community Economic Development Committee is to engage the residents, business owners and government of this rural municipality to enhance the overall populations’ quality of life by supporting and coordinating community development projects, by facilitating business growth and by creating new opportunities to strive for a more dynamic, well rounded and sustainable community.

TOP PRIORITY STRATEGIES

1. Community Engagement

- a. Community Needs Survey
- b. Welcome Package
- c. Events
- d. Volunteer Fair
- e. Social & Print Media

2. Downtown Revitalization

- a. Walkability Strategy
- b. Main Street Funding Program
- c. BR & E
- d. Revisit First Impressions Community Exchange
- e. Beautification Projects

ACTION PLANNING

GOAL: Community Engagement

Action:

PERFORMANCE MEASURES (How will you track the progress and assess the results)

Method (how will you track

this) Target

#	ACTIONS	TIME FRAMES	RESOURCES	CHAMPION/ OTHERS WHO ARE INVOLVED	REPORTING STATUS
	Please insert your actions for this objective here	What is your timeframe?	What resources (human, financial, other) will you need to have in place to ensure this can be accomplished	Who is taking the lead in this initiative? Are there partners or stakeholders that need to be involved?	Choose Complete, In Progress or Incomplete
1	<i>Community needs survey including rural and town residents</i>	Spring 2020	Quality of life questions: community segmentation, youth, seniors, commuters, include opportunity for needs/feedback	L. deBoer	In progress. Online will be completed by the end of January and paper copies to be distributed as well.
2	<i>Welcome package</i>	2020	Services, schools, resources information resources, YMCA passes	Develop a new welcome package with Township Staff. Working with local realtors/home builders as well.	2020
3	<i>Events</i>	2020-2022	Block party, night market, include service clubs	Create a sub-committee to work on new events.	2020
4	Volunteer Fair	2020		Organize volunteer fair with Township staff (L.deBoer & Parks/Rec)	Spring 2020 Complete Annually
5	<i>Social media and print media</i>	2020-2022	<i>CRM Text message program (Oakville Activity App)</i>	Continue with social media post/updates and newsletters.	Ongoing

				Investigate applications where users are notified of events/programs etc.	
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ACTION PLANNING

GOAL: Downtown Revitalization

Action:

PERFORMANCE MEASURES (How will you track the progress and assess the results)

Method (how will you

track this)

Target

#	ACTIONS	TIME FRAMES	RESOURCES	CHAMPION/ OTHERS WHO ARE INVOLVED	REPORTING STATUS
	Please insert your actions for this objective here	What is your timeframe?	What resources (human, financial, other) will you need to have in place to ensure this can be accomplished	Who is taking the lead in this initiative? Are there partners or stakeholders that need to be involved?	Choose Complete, In Progress or Incomplete
1	Walkability Strategy	2020-2022	Develop a walkability strategy to encourage residents to explore Lucan Biddulph and the Main Street businesses.	L. deBoer will work with Township Planner/PUC to develop a plan.	2020-2021
2	Mainstreet Funding Program	2020-2021	Offer a Main Street Revitalization Grant Program for local business to improve store fronts, signs and marketing.	L. deBoer and CFDC	Ongoing
3	<i>BR&E</i>	2020-2021	Investigate the BR & E Program offered thru OMAFRA.	L. deBoer to enroll in OMAFRA training program.	Summer 2020
4	<i>Revisit FICE</i>	2020	Bring forward the FICE report to the Committee to revisit the feedback received.	L. deBoer to provide the Committee the FICE Report for Review.	Winter 2020
5	<i>Beautification projects</i>	2020-2021	Garbage bins	L. deBoer to work with Township Staff (PUC/Parks&Rec) on the purchase of more garbage/recycling containers.	Spring 2020-2021

Appendix A

SWOT Analysis

Strengths	Weakness	Opportunity	Threats
Average income	Specialty contractor volatility	Seniors condos	Economic downturn
Lower unemployment	Lack of cultural diversity	Mixed residential options	Land availability
High number of health care and farming jobs = less cyclical employment	Lack of starter homes and rental housing	Higher density housing (3 story max)	Bedroom community mentality
Location <ul style="list-style-type: none"> • 15 min to London, • 30 min to beach 	Low immigrant settlement density	Proximity to London's rising residential, business costs	Inability to keep up with infrastructure needs
Printed community newsletter	Affordable child care	Attracting new residents	Government funding cuts
Proximity to healthcare <ul style="list-style-type: none"> • Medical centre • Doctors taking new patients • Specialty physicians 	Public elementary school at capacity	Community Improvement and Connectivity <ul style="list-style-type: none"> • Cohesiveness • Survey • Instagram • Engage youth 	Pressure between growth and demand for new business locations downtown
Service clubs	Bedroom community mentality	Industrial Park Phase II	Development in N London
Sports organizations	No large scale employer	Continue downtown improvements	Inability to keep up with quality of life assets <ul style="list-style-type: none"> • Parks • Recreation facilities
Specialty services <ul style="list-style-type: none"> • Dog grooming • Laundromat • Service Ontario 	Nearing capacity for wastewater treatment facility	Attracting older rural residents to move in to town	Shifts in resident demographics affect ability to maintain assets <ul style="list-style-type: none"> • playgrounds

• spas			
Grocery store	Public transportation	Public transportation	
Population growth	Infant care	Walkability strategy	
Community spirit		Welcome package	
Long-time family residents			
New comers			
Comprehensive library			
Counselling for youth			
Recreation centre			
Destination business			
Agriculture			
Small businesses			
Dog park			
Seniors centre			
Splashpad			
New daycare			
Pool			
parks			
Lower housing costs			
Internet servicing			
Lower taxes			

Appendix B

Data Question Sheet

Township of Lucan-Biddulph Strategic Plan 2019

What data stands out or was surprising?

- Average income similar to Ontario but higher than Middlesex County (\$10,000 higher)
- Unemployment lower than Ontario and Middlesex County

What information were you not already aware of?

- Jobs in healthcare and social assistance higher than expected
- Thought we had a higher senior population
- 20-64 years of age is a wide band to categorize
- Population is growing and growing in all ages
- Senior growth is proportionately less than in other age groups and other areas of the Province

What data indicates your community strengths?

- Population growing in all ages
- Lower unemployment and higher average income

What data indicates areas of concern? How serious are these concerns?

- Farms declined 18%
- 23% decline Specialty contractors
- Food services and drinking places
- Loss of jobs in farms
- No poultry in 2011 over 200,000 in 2016
- Not sure why heritage institutions are so high
- Daycare facilities waiting list 15 people

What data indicates there may be some opportunities?

- Seniors condominiums
- Businesses expands when residents

Appendix C

Lucan Biddulph Business Data

LB number of businesses

Emsi Q3 2018 Data Set

June 2019

OMAFRA

Business Location Size Distribution

June 2018 Overview

■ Small (1-49)
 ■ Medium (50-199)
 ■ Large (200+)
 ■ Indeterminate



Category	December 2015 Locations	December 2016 Locations	December 2017 Locations	June 2018 Locations
1-4 Employees	78	89	85	88
5-9 Employees	12	39	43	43
10-19 Employees	22	22	19	19
20-49 Employees	12	12	12	12
50-99 Employees	0	0	1	1
100-199 Employees	0	0	0	1
200-499 Employees	0	0	0	0
500+ Employees	0	0	0	0
Indeterminate	177	181	515	526
Total	631	616	675	690

Source: Canadian Business Patterns June 2018

Appendix D

Lucan Biddulph Business Data Job Rates

NAICS	Description	2019 Jobs	2014 Jobs	2014 - 2019 Change	2014 - 2019 % Change	2019 Location Quotient
111- 112	Farms	215	261	(46)	(18%)	9.45
236	Construction of buildings	135	81	54	67%	4.59
238	Specialty trade contractors	119	154	(35)	(23%)	1.88
623	Nursing and residential care facilities	118	65	53	82%	3.47
712	Heritage institutions	106	47	59	126%	48.97
722	Food services and drinking places	82	112	(30)	(27%)	0.89
485	Transit and ground passenger transportation	60	54	6	11%	4.61
811	Repair and maintenance	59	81	(22)	(27%)	2.89
417	Machinery, equipment and supplies merchant wholesalers	55	46	9	20%	3.17
445	Food and beverage stores	55	67	(12)	(18%)	1.37
484	Truck transportation	48	33	15	45%	2.17
541	Professional, scientific and technical services	45	34	11	32%	0.43
621	Ambulatory health care services	42	30	12	40%	0.73
488	Support activities for transportation	33	19	14	74%	3.49
813	Religious, grant-making, civic, and professional and similar organizations	30	32	(2)	(6%)	1.50
	Total top 15	1,201	1,116	85	8%	
	Total for Municipality	1,482	1,466	16	1%	

Appendix E

Lucan Biddulph Business Data Economy

Overview

Economy Overview

Lucan Biddulph (in Ontario)

Emsi Q1 2019 Data Set

June 2019

OMAFRA

Parameters

Regions

Code	Description
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3539060	Lucan Biddulph (in Ontario)
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Timeframe

2014 - 2018

Datarun

2019.1 - Employees and Self-Employed

Economy Overview



Population (2018)	N/A for CSD regions
Jobs (2018)	1,381
Completions (2016)	0
Exports (2015)	\$145.5M
Imports (2015)	\$204.3M

Jobs by Industry

1,381
Total Jobs (2018)

NAICS	Industry	2018 Jobs
X0	Unclassified	20
11	Agriculture, forestry, fishing and hunting	197
21	Mining, quarrying, and oil and gas extraction	0
22	Utilities	0
23	Construction	276
31-33	Manufacturing	10
41	Wholesale trade	69
44-45	Retail trade	104
48-49	Transportation and warehousing	135
51	Information and cultural industries	23
52	Finance and insurance	<10
53	Real estate and rental and leasing	0
54	Professional, scientific and technical services	42
55	Management of companies and enterprises	0
56	Administrative and support, waste management and remediation services	21
61	Educational services	17
62	Health care and social assistance	169
71	Arts, entertainment and recreation	55
72	Accommodation and food services	83
81	Other services (except public administration)	125

Region Exports

\$145.5M

Exports (2015)
76% of Supply

NAICS	Industry	Exports (2015)	
11	Agriculture, Forestry, Fishing And Hunting	\$55,919,520	
21	Mining, Quarrying, And Oil And Gas Extraction	\$146,397	
22	Utilities	\$0	
23	Construction	\$22,315,869	
31-33	Manufacturing	\$3,349,809	
41	Wholesale Trade	\$7,590,274	
44-45	Retail Trade	\$4,045,168	
48-49	Transportation And Warehousing	\$18,479,083	
51	Information And Cultural Industries	\$2,231,108	
52	Finance And Insurance	\$488,873	
53	Real Estate And Rental And Leasing	\$0	
54	Professional, Scientific And Technical Services	\$3,051,342	
55	Management Of Companies And Enterprises	\$0	
56	Administrative And Support, Waste Management And Remediation Services	\$1,236,495	
61	Educational Services	\$1,610,239	
62	Health Care And Social Assistance	\$9,404,272	
71	Arts, Entertainment And Recreation	\$424,965	
72	Accommodation And Food Services	\$2,658,312	
81	Other Services (except Public Administration)	\$5,136,675	
91	Public Administration	\$7,384,300	

Region Imports

\$204.3M

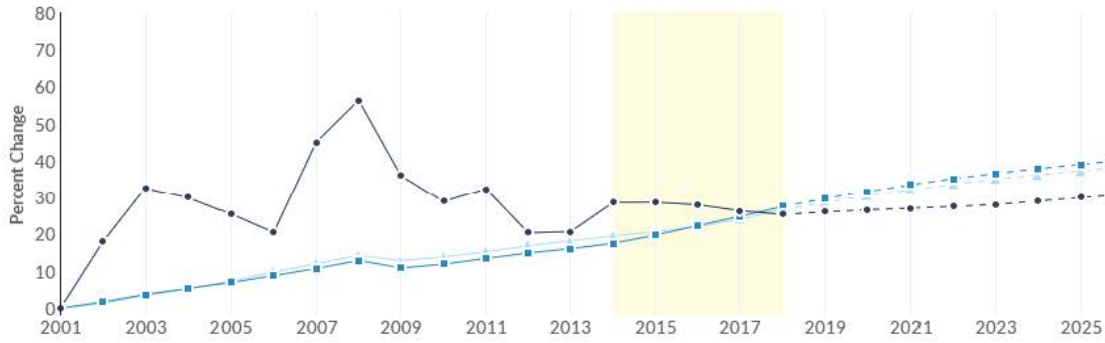
Imports (2015)
84% of Demand

\$39.9M

Locally Produced & Consumed (2015)
16% of Demand

NAICS	Industry	Imports (2015)	
11	Agriculture, Forestry, Fishing And Hunting	\$22,752,344	
21	Mining, Quarrying, And Oil And Gas Extraction	\$2,807,229	
22	Utilities	\$3,263,530	
23	Construction	\$8,433,011	
31-33	Manufacturing	\$56,713,744	
41	Wholesale Trade	\$10,025,971	
44-45	Retail Trade	\$8,460,400	
48-49	Transportation And Warehousing	\$11,154,039	
51	Information And Cultural Industries	\$5,473,067	
52	Finance And Insurance	\$12,186,363	
53	Real Estate And Rental And Leasing	\$9,683,294	
54	Professional, Scientific And Technical Services	\$7,597,895	
55	Management Of Companies And Enterprises	\$786,290	
56	Administrative And Support, Waste Management And Remediation Services	\$2,839,242	
61	Educational Services	\$7,183,171	
62	Health Care And Social Assistance	\$10,126,328	
71	Arts, Entertainment And Recreation	\$1,815,697	
72	Accommodation And Food Services	\$4,450,445	
81	Other Services (except Public Administration)	\$3,349,573	
91	Public Administration	\$15,180,519	

Regional Trends



Region	2014 Jobs	2018 Jobs	Change	% Change
● Region	1,416	1,381	-35	-2.5%
■ Ontario	7,113,027	7,718,064	605,037	8.5%
▲ Nation	18,693,871	19,817,892	1,124,021	6.0%

Business Location Size Distribution

December 2018 Overview

■ Small (1-49)
 ■ Medium (50-199)
 ■ Large (200+)
 ■ Indeterminate



Category	December 2015 Locations	December 2016 Locations	December 2017 Locations	December 2018 Locations
1-4 Employees	78	89	85	88
5-9 Employees	12	39	13	13
10-19 Employees	22	22	19	18
20-49 Employees	12	12	12	12
50-99 Employees	0	0	1	2
100-199 Employees	0	0	0	1
200-199 Employees	0	0	0	0
500+ Employees	0	0	0	0
Indeterminate	177	181	515	528
Total	631	616	675	692

Source: Canadian Business Patterns December 2019

Labour Flows (based upon 2016 NHS data)

NAICS Code	Description	Employed in Region	Resident in Region	Net Import
11	Agriculture, forestry, fishing and hunting	234	215	19
62	Health care and social assistance	149	375	-226
44-45	Retail trade	113	190	-77
23	Construction	98	305	-207
48-49	Transportation and warehousing	95	155	-60
81	Other services (except public administration)	93	124	-31
72	Accommodation and food services	74	133	-59
41	Wholesale trade	40	90	-50
54	Professional, scientific and technical services	34	115	-81
91	Public administration	25	99	-74

Source: NHS 2016

Growing & Declining Occupations

Occupation	Change in Jobs (2014-2018)
Technical occupations related to museums and art galleries	40
Nurse aides, orderlies and patient service associates	19
Light duty cleaners	9
Welders and related machine operators	-16
Home child care providers	-16
Managers in agriculture	-41

Growing & Declining Industries

Industry	Change in Jobs (2014-2018)	
Community care facilities for the elderly	42	
Heritage institutions	40	
Foundation, structure, and building exterior contractors	35	
Full-service restaurants and limited-service eating places	-29	
Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	-30	
Farms	-68	

Appendix A - Data Sources and Calculations

Input-Output Data

This report contains data from Emsi's Input-Output model. It is based on data from StatCan's National Symmetric Input-Output table, National Household Survey commuting flows, Canadian Business Patterns, and several Emsi in-house data sets.

Industry Data

In order to capture a complete picture of industry employment, Emsi combines employment data from Survey of Employment, Payrolls and Hours (SEPH) with data from the Labour Force Survey (LFS), Census, and Canadian Business Patterns (CBP) to form detailed geographic estimates of employment. Projections are based on the latest available Emsi industry data, 10-year past local trends in each industry and growth rates from national industry projections from the Canadian Occupational Projection System (COPS) produced by Human Resources and Skills Development Canada.

Labour Flows

The labour flows data in this report is based upon the latest (2016) NHS data available.

Occupation Data

Organizing regional employment information by occupation provides a workforce-oriented view of the regional economy. Emsi's occupation data are based on Emsi's industry data, regional occupation data from the Labour Force Survey (LFS), and regional staffing patterns taken from the Census.