

TOWNSHIP OF LUCAN BIDDULPH Council Strategic Plan



April 2020

Prepared For:



Township of
Lucan Biddulph

Prepared By: **Sierra Planning and Management**
advice • strategy • implementation

FRAMING THE PLAN

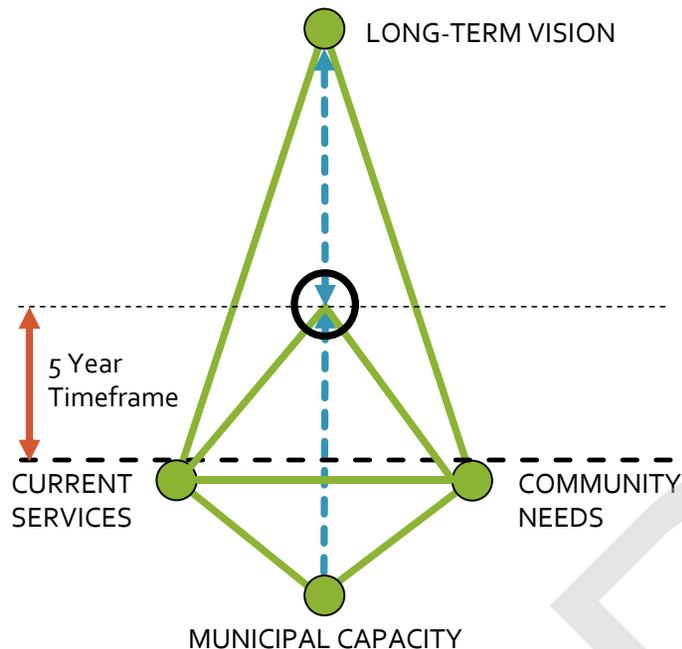
A 5 Year Plan

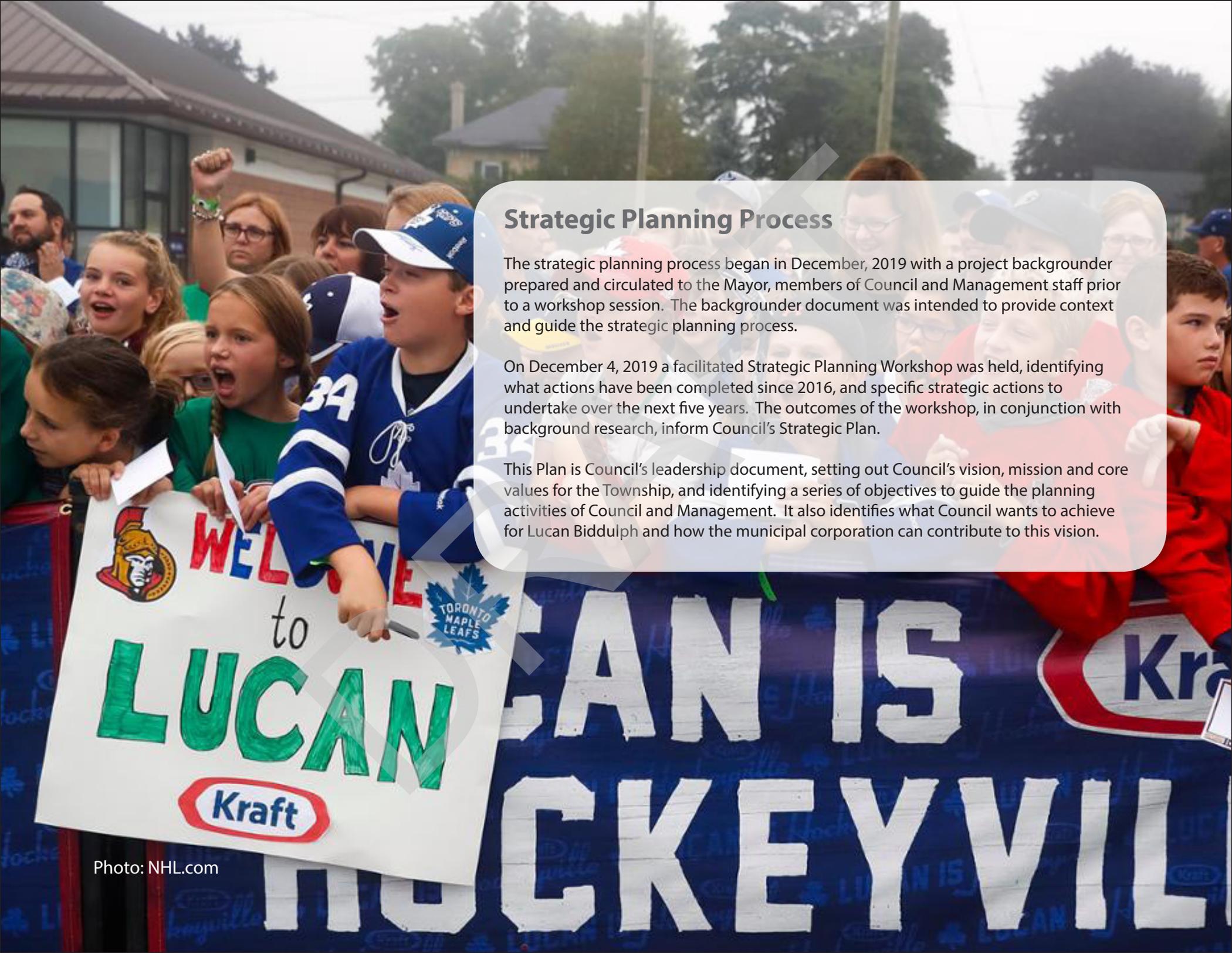
The Township undertook its first strategic planning exercise in 2015 which provided a foundation document for Council with a five (5) year horizon. With a new term of Council elected in October 2018 and a number of the strategic action items identified in the first Strategic Plan completed or underway, an updated Council Strategic Plan was required.

Strategic planning is the process of making choices and documenting them. An effective strategic plan makes choices based on:

- Knowing who you are,
- Knowing what brings about change,
- Predicting how the environment is likely to change, and
- Rigorous and honest self-appraisal.

Throughout this process it was essential to develop the ultimate long-term (10+ years) vision for the Township in relation to community needs, current level of service and municipal capacity. The strategic directions, goals and actions focus Council's efforts over the next five years.





Strategic Planning Process

The strategic planning process began in December, 2019 with a project backgrounder prepared and circulated to the Mayor, members of Council and Management staff prior to a workshop session. The backgrounder document was intended to provide context and guide the strategic planning process.

On December 4, 2019 a facilitated Strategic Planning Workshop was held, identifying what actions have been completed since 2016, and specific strategic actions to undertake over the next five years. The outcomes of the workshop, in conjunction with background research, inform Council's Strategic Plan.

This Plan is Council's leadership document, setting out Council's vision, mission and core values for the Township, and identifying a series of objectives to guide the planning activities of Council and Management. It also identifies what Council wants to achieve for Lucan Biddulph and how the municipal corporation can contribute to this vision.

Where Are We Now?

The Township of Lucan Biddulph was amalgamated in 1999, operates on a ward system and is comprised of 169.15km² within Middlesex County. It includes two urban settlement areas – Lucan and Granton. As of the 2016 Census, the Township was home to 4,700 people. Current growth trends estimate that the population will increase to approximately 5,554 by 2025 and 6,809 by 2040, as forecasted in the 2015 Parks and Recreation Master Plan. Older adults (65+) is the fastest growing age group while the median age is 39.

A majority of the township's recent population growth has taken place in the Village of Lucan. Growth is anticipated to continue in Lucan, directed toward areas with existing municipal water and sewage services. While both rural and urban populations are expected to grow between 2015 and 2040, a majority (80%) of new residents are expected to settle in the village of Lucan.

To serve the existing population, the Township boasts a number of key amenities, including recreation facilities (arena, gymnasium, hall, track, sports fields, and outdoor pool), an 18-hole golf course, several churches, and a number of dining establishments.

A majority of the land in the Township remains agricultural, as it was traditionally. This land is mainly used for crops, including grains and tobacco, and livestock.



*“A forward looking
community with
agricultural roots.”*

Strengths, Weaknesses, Opportunities and Threats

Strengths

Internal attributes and resources that support a successful outcome.

- Strong tax-base
- Experiencing residential and non-residential growth
- Irish and agricultural heritage
- Community pride
- Volunteerism
- Growth in younger populations
- New municipal administrative building / Library
- Proximity to London and 400 series highways
- Accumulating Reserve Funds
- Strong Leadership

Weaknesses

Internal attributes and resources that work against a successful outcome.

- Volunteerism under threat
- Aging population
- Limited scale of municipal operations
- Bedroom community
- Some Township facilities and private sector buildings are not fully accessible

Opportunities

External factors the organization can capitalize on or use to its advantage.

- Developable residential and industrial land
- Greater partnership with County
- Greater diversification in economy (new and emerging sectors)
- Provision of more services for seniors and youth
- Promote heritage and local culture
- Promote accessibility to improve safety

Threats

External factors that could pose a risk to the organization's success.

- Macro-economics
- Long-term servicing capacity
- Loss of institutional knowledge (i.e. retirements)
- Limited forward planning at present
- Competition with other communities

Our Future

Vision Statement

A Vision Statement defines the optimal desired future state of what an organization wants to achieve over time, providing guidance and inspiration as to what an organization is focused on achieving in a set period of time.

Lucan Biddulph will be a prosperous and growing community with a strong character and identity that is supported by an active Council, administration and volunteer sector.

Mission Statement

A Mission Statement defines the fundamentals of what the organization will do and deliver. Every strategic and operational decision needs to align with the organization's Mission.

To provide residents, businesses and visitors with strong municipal leadership, quality services and support that are relevant and future-oriented, and in so doing, support the community's sense of place and ongoing volunteerism.

Core Values

Core values are the guiding principles that the organization uses to manage internal affairs as well customer relations.

As a corporation serving residents and business of Lucan Biddulph, Council is focused on providing services and support that uphold the following core values:

Accountability
Transparency
Integrity

This Strategic Plan reflects Council's commitment to these intentions.

COUNCIL PRIORITIES + THE 5 YEAR PLAN

Strategic Directions

Five major strategic directions emerged from the strategic planning process focused on enhancement of services, managing and maximizing growth, creating conditions for a healthy community, improved accessibility for all residents, and growing community pride.

For each of the five strategic directions identified, a series of goals were developed. For each of these goals, action items were established that will contribute to successfully fulfilling the goals.

1

Service Enhancement

2

Growth Management

3

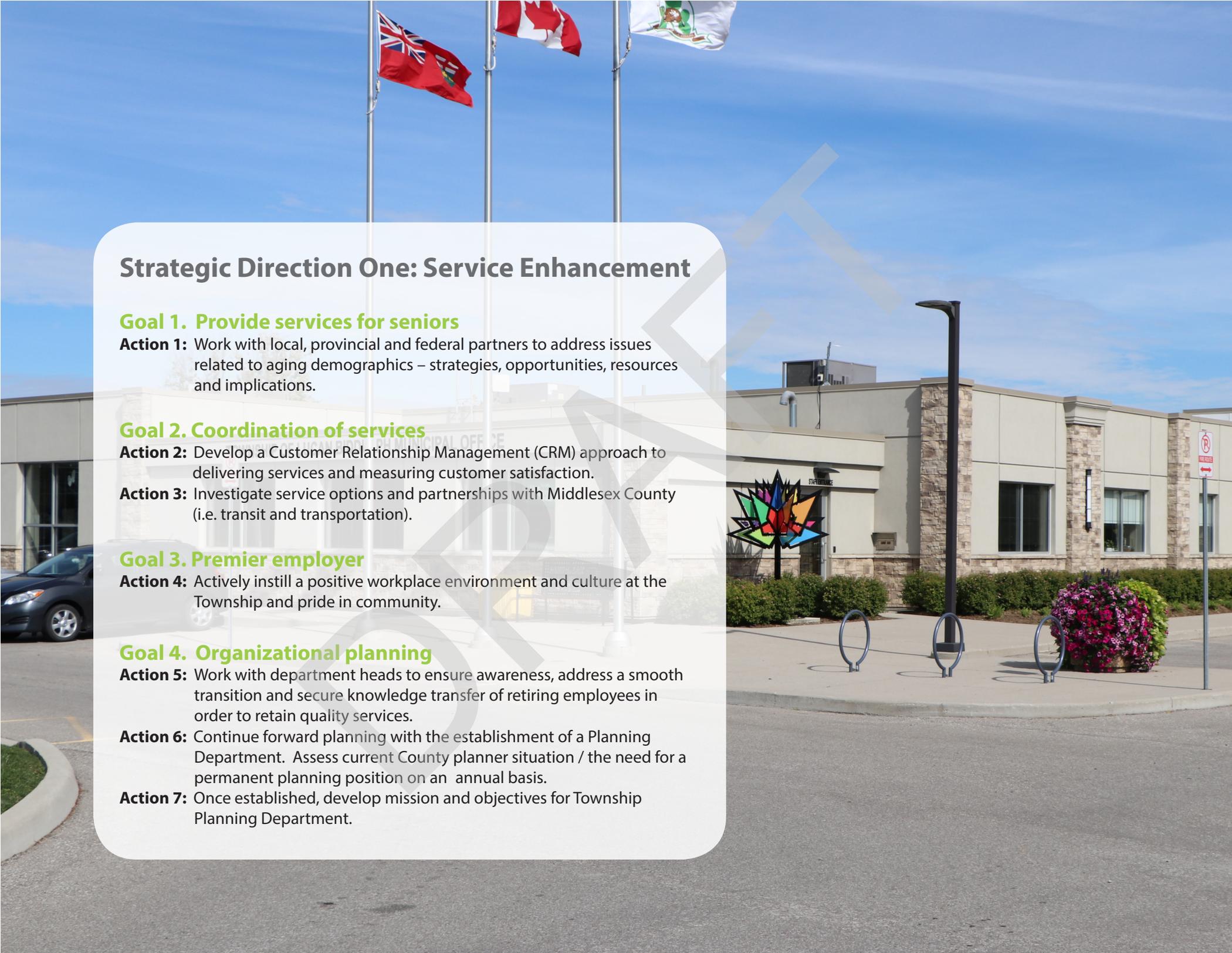
Healthy Community

4

Accessibility

5

Community Pride



Strategic Direction One: Service Enhancement

Goal 1. Provide services for seniors

Action 1: Work with local, provincial and federal partners to address issues related to aging demographics – strategies, opportunities, resources and implications.

Goal 2. Coordination of services

Action 2: Develop a Customer Relationship Management (CRM) approach to delivering services and measuring customer satisfaction.

Action 3: Investigate service options and partnerships with Middlesex County (i.e. transit and transportation).

Goal 3. Premier employer

Action 4: Actively instill a positive workplace environment and culture at the Township and pride in community.

Goal 4. Organizational planning

Action 5: Work with department heads to ensure awareness, address a smooth transition and secure knowledge transfer of retiring employees in order to retain quality services.

Action 6: Continue forward planning with the establishment of a Planning Department. Assess current County planner situation / the need for a permanent planning position on an annual basis.

Action 7: Once established, develop mission and objectives for Township Planning Department.



Strategic Direction Two: Growth Management

Goal 1. Promote the rural and urban economy

Action 8: In addition to continuous promotion of the rural/agricultural economy as an important contributor to the Township's livelihood, assess and report to Council on the potential for a Servicing Strategy for Phase II industrial lands within the urban area. The aim would be to fully service these parcels with hydro, sanitary and storm sewers and improve site access to enhance their development potential.

Goal 2. Improve the attractiveness of the community for new residents

Action 9: Focus on attracting employment opportunities through the development of an employment hub (i.e. professional offices).

Action 10: Work with the County to develop planning tools for downtown improvements through the CEDC. This could include the development of a Community Improvement Plan (CIP) through Section 28 of the Planning Act.

Goal 3. Support balanced growth

Action 11: Undertake a Business Retention & Expansion Survey (OMAFRA BR&E program). This is applicable based on the outcomes of the CEDC Strategic Plan review currently underway.

Action 12: Promote a diversity of housing choices (types and tenures) to service a variety of populations in the urban and rural areas.

Action 13: Actively seek out partnerships for residential / mixed-use development. This could include public, private non-profit partnerships.

Goal 4. Substantive focus of planning on growth management issues

Action 14: Develop long-range strategies for managing growth (i.e. potential for higher density while maintaining existing level of service, opportunities for new zoning, planning for commercial services demands, and effective development control functions through the statutory planning framework).

Action 15: Identify new infrastructure priorities and prepare strategies to secure funding. This includes consideration for how higher densities may change service requirements (i.e. expanded fire services needs).

Action 16: Incorporate alternative and green energies for into the design of new and/or existing Township facilities.

The background image shows an outdoor community event. In the foreground, a young boy is seen from the back, wearing a black football helmet and a black jersey with the number 12. In the background, several people are standing on a grassy area, some looking towards the camera. There are trees and a blue trash can visible in the distance.

Strategic Direction Three: Healthy Community

Goal 1. Access to high quality leisure programs

Action 17: Actively support and promote physical activity and healthy communities through participation in the local and regional programs and initiatives.

Action 18: Improve access to programming and services across the County and beyond through transportation-related and other partnerships, as applicable.

Action 19: Undertake program planning in coordination with community partners and in response to local needs, with an emphasis on low cost services that promote physical activity and social inclusion for children/youth and older adults/seniors.

Goal 2. Improve awareness of local resources

Action 20: Provide opportunities to facilitate dialogue between groups and/or residents through an annual forum in order to bolster communication. Additional engagement opportunities should also be provided prior to undertaking large community projects to solicit input from the public.

Goal 3. Develop partnerships in recreational programming and fundraising

Action 21: Actively seek community and corporate sponsorships to enhance the delivery of recreation programs and services.

Action 22: Establish reciprocal use agreements with the two local elementary schools in order to promote community usage and active recreation opportunities for both students and residents.



Strategic Direction Four: Accessibility

Goal 1. Public support and awareness of improved accessibility

Action 23: Continuously gather input from the community related to accessibility needs.

Goal 2. Fully accessible Township services, programs and infrastructure

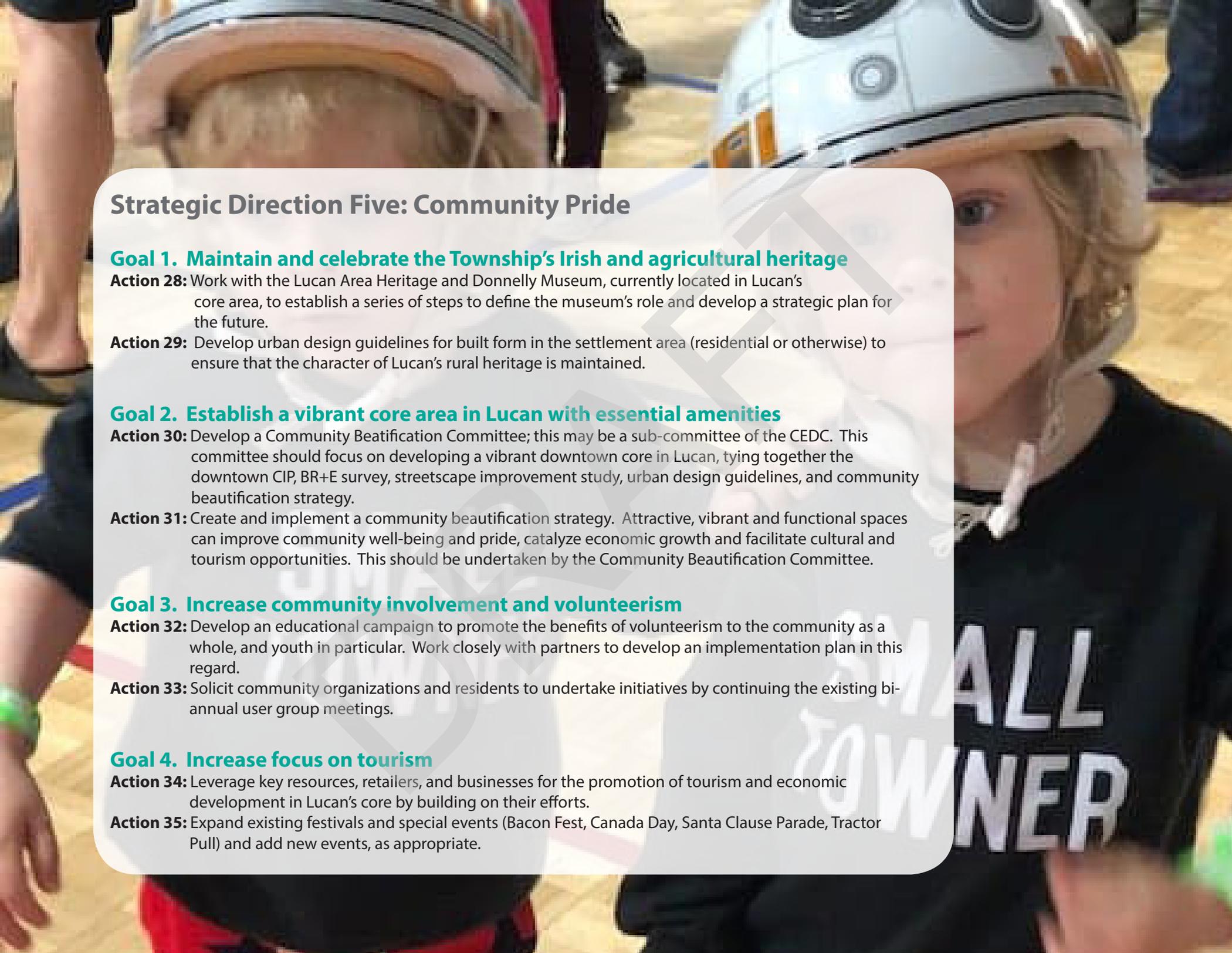
Action 24: Ensure equal access to municipal services and information for all community members (i.e. those without internet/ technology, homebound individuals, people with disabilities).

Action 25: Undertake a streetscape improvements study for Main Street in Lucan that meets AODA standards, calms traffic and beautifies the core area. This should be initiated by the Community Beautification Committee and undertaken in conjunction with the CIP and BR+E Survey.

Action 26: Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of subdivision, as provided for under the *Planning Act*.

Goal 3. Promote AODA compliance for private sector buildings

Action 27: Encourage Main Street businesses to become AODA compliant before the Provincial target date of 2025 (i.e. through CIP incentives).



Strategic Direction Five: Community Pride

Goal 1. Maintain and celebrate the Township's Irish and agricultural heritage

Action 28: Work with the Lucan Area Heritage and Donnelly Museum, currently located in Lucan's core area, to establish a series of steps to define the museum's role and develop a strategic plan for the future.

Action 29: Develop urban design guidelines for built form in the settlement area (residential or otherwise) to ensure that the character of Lucan's rural heritage is maintained.

Goal 2. Establish a vibrant core area in Lucan with essential amenities

Action 30: Develop a Community Beautification Committee; this may be a sub-committee of the CEDC. This committee should focus on developing a vibrant downtown core in Lucan, tying together the downtown CIP, BR+E survey, streetscape improvement study, urban design guidelines, and community beautification strategy.

Action 31: Create and implement a community beautification strategy. Attractive, vibrant and functional spaces can improve community well-being and pride, catalyze economic growth and facilitate cultural and tourism opportunities. This should be undertaken by the Community Beautification Committee.

Goal 3. Increase community involvement and volunteerism

Action 32: Develop an educational campaign to promote the benefits of volunteerism to the community as a whole, and youth in particular. Work closely with partners to develop an implementation plan in this regard.

Action 33: Solicit community organizations and residents to undertake initiatives by continuing the existing bi-annual user group meetings.

Goal 4. Increase focus on tourism

Action 34: Leverage key resources, retailers, and businesses for the promotion of tourism and economic development in Lucan's core by building on their efforts.

Action 35: Expand existing festivals and special events (Bacon Fest, Canada Day, Santa Clause Parade, Tractor Pull) and add new events, as appropriate.

Key Actions + Phasing

Strategic Direction 1: Service Enhancement			
Action #	Recommended Action	Timing	Considerations
1	Work with local, provincial and federal partners to address issues related to aging demographics – strategies, opportunities, resources and implications.	Ongoing	
2	Develop a Customer Relationship Management (CRM) approach to delivering services and measuring customer satisfaction.	Year 3	
3	Investigate service options and partnerships with Middlesex County (i.e. transit and transportation).	Ongoing	
4	Actively instill a positive workplace environment and culture at the Township and pride in community.	Ongoing	
5	Work with department heads to ensure awareness, address a smooth transition and secure knowledge transfer of retiring employees in order to retain quality services.	Ongoing	
6	Continue forward planning with the establishment of a Planning Department. Assess current County planner situation / the need for a permanent planning position on an annual basis.	Ongoing	
7	Once established, develop mission and objectives for Township Planning Department.	Ongoing	Dependent on timing of Planning Department establishment.

Strategic Direction 2: Growth Management

Action #	Recommended Action	Timing	Considerations
8	In addition to continuous promotion of the rural/agricultural economy as an important contributor to the Township's livelihood, assess and report to Council on the potential for a Servicing Strategy for Phase II industrial lands within the urban area. The aim would be to fully service these parcels with hydro, sanitary and storm sewers and improve site access to enhance their development potential.	Year 3	Dependent on take-up of Phase I lands.
9	Focus on attracting employment opportunities through the development of an employment hub (i.e. professional offices).	Year 4	
10	Work with the County to develop planning tools for downtown improvements through the CEDC. This could include the development of a Community Improvement Plan (CIP) through Section 28 of the Planning Act.	Ongoing	
11	Undertake a Business Retention & Expansion Survey (OMAFRA BR&E program). This is applicable based on the outcomes of the CEDC Strategic Plan review currently underway.	Year 3	
12	Promote a diversity of housing choices (types and tenures) to service a variety of populations in the urban and rural areas.	Ongoing	
13	Actively seek out partnerships for residential / mixed-use development. This could include public, private non-profit partnerships.	Ongoing	
14	Develop long-range strategies for managing growth (i.e. potential for higher density while maintaining existing level of service, opportunities for new zoning, planning for commercial services demands, and effective development control functions through the statutory planning framework).	Year 1	
15	Identify new infrastructure priorities and prepare strategies to secure funding. This includes consideration for how higher densities may change service requirements (i.e. expanded fire services needs).	Year 2	
16	Incorporate alternative and green energies for into the design of new and/or existing Township facilities.	Ongoing	

Strategic Direction 3: Healthy Community

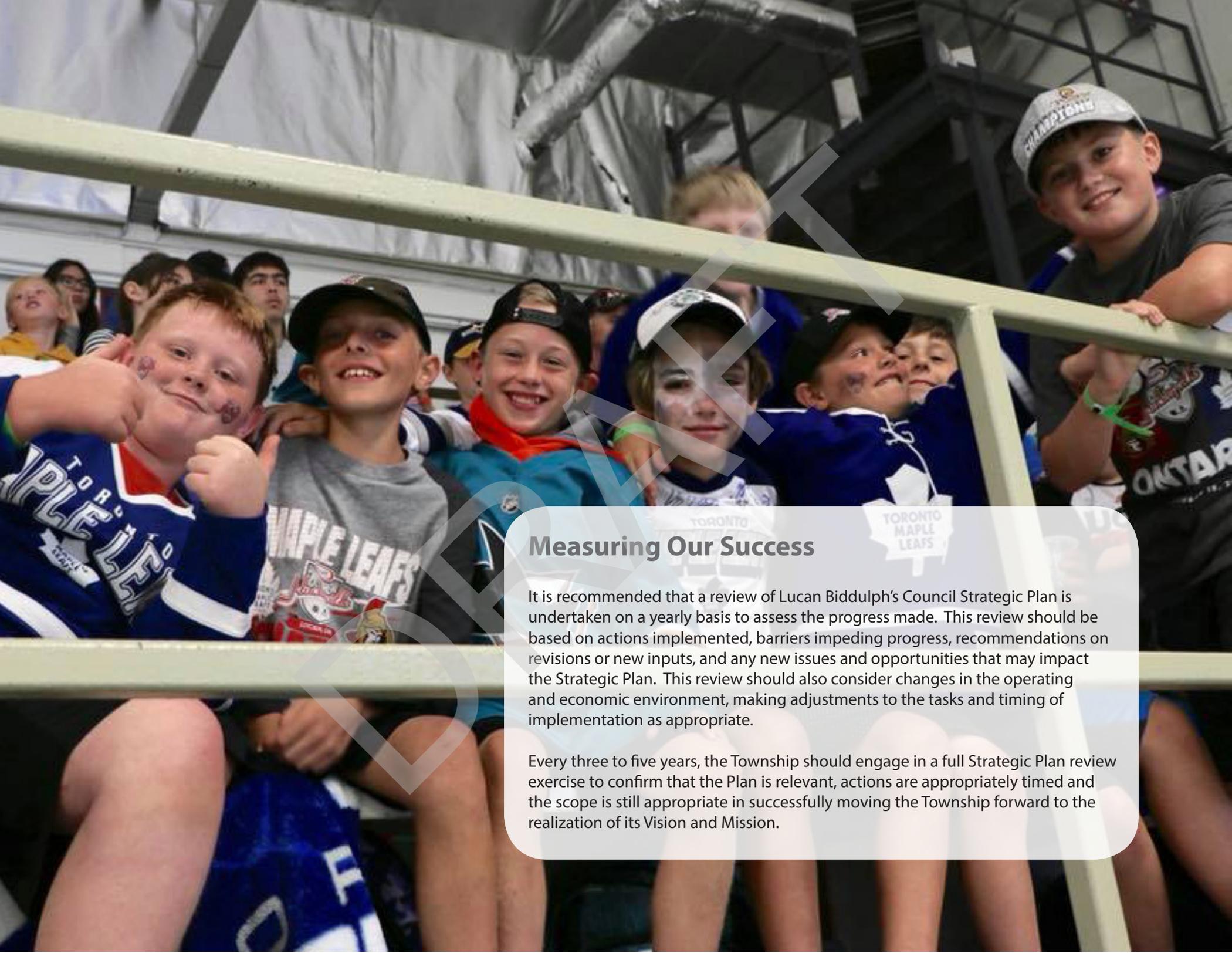
Action #	Recommended Action	Timing	Considerations
17	Actively support and promote physical activity and healthy communities through participation in the local and regional programs and initiatives.	Ongoing	
18	Improve access to programming and services across the County and beyond through transportation-related and other partnerships, as applicable.	Ongoing	
19	Undertake program planning in coordination with community partners and in response to local needs, with an emphasis on low cost services that promote physical activity and social inclusion for children/youth and older adults/seniors.	Ongoing	
20	Provide opportunities to facilitate dialogue between groups and/or residents through an annual forum in order to bolster communication. Additional engagement opportunities should also be provided prior to undertaking large community projects to solicit input from the public.	Ongoing	
21	Actively seek community and corporate sponsorships to enhance the delivery of recreation programs and services.	Ongoing	
22	Establish reciprocal use agreements with the two local elementary schools in order to promote community usage and active recreation opportunities for both students and residents.	Year 2	

Strategic Direction 4: Accessibility

Action #	Recommended Action	Timing	Considerations
23	Continuously gather input from the community related to accessibility needs.	Ongoing	
24	Ensure equal access to municipal services and information for all community members (i.e. those without internet/ technology, homebound individuals, people with disabilities).	Ongoing	
25	Undertake a streetscape improvements study for Main Street in Lucan that meets AODA standards, calms traffic and beautifies the core area. This should be initiated by the Community Beautification Committee and undertaken in conjunction with the CIP and BR+E Survey.	Year 3	
26	Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of subdivision, as provided for under the Planning Act.	Year 1	As part of the Official Plan 5 year review process.
27	Encourage Main Street businesses to become AODA compliant before the Provincial target date of 2025 (i.e. through CIP incentives).	Ongoing	

Strategic Direction 5: Community Pride

Action #	Recommended Action	Timing	Considerations
28	Work with the Lucan Area Heritage and Donnelly Museum, currently located in Lucan's core area, to establish a series of steps to define the museum's role and develop a strategic plan for the future.	Year 4	
29	Develop urban design guidelines for built form in the settlement area (residential or otherwise) to ensure that the character of Lucan's rural heritage is maintained.	Year 3	
30	Develop a Community Beautification Committee; this may be a sub-committee of the CEDC. This committee should focus on developing a vibrant downtown core in Lucan, tying together the downtown CIP, BR+E survey, streetscape improvement study, urban design guidelines, and community beautification strategy.	Year 1	
31	Create and implement a community beautification strategy. Attractive, vibrant and functional spaces can improve community well-being and pride, catalyze economic growth and facilitate cultural and tourism opportunities. This should be undertaken by the Community Beautification Committee.	Year 2	
32	Develop an educational campaign to promote the benefits of volunteerism to the community as a whole, and youth in particular. Work closely with partners to develop an implementation plan in this regard.	Year 5	
33	Solicit community organizations and residents to undertake initiatives by continuing the existing bi-annual user group meetings.	Ongoing	
34	Leverage key resources, retailers, and businesses for the promotion of tourism and economic development in Lucan's core by building on their efforts.	Ongoing	
35	Expand existing festivals and special events (Bacon Fest, Canada Day, Santa Clause Parade, Tractor Pull) and add new events, as appropriate.	Ongoing	



Measuring Our Success

It is recommended that a review of Lucan Biddulph's Council Strategic Plan is undertaken on a yearly basis to assess the progress made. This review should be based on actions implemented, barriers impeding progress, recommendations on revisions or new inputs, and any new issues and opportunities that may impact the Strategic Plan. This review should also consider changes in the operating and economic environment, making adjustments to the tasks and timing of implementation as appropriate.

Every three to five years, the Township should engage in a full Strategic Plan review exercise to confirm that the Plan is relevant, actions are appropriately timed and the scope is still appropriate in successfully moving the Township forward to the realization of its Vision and Mission.

