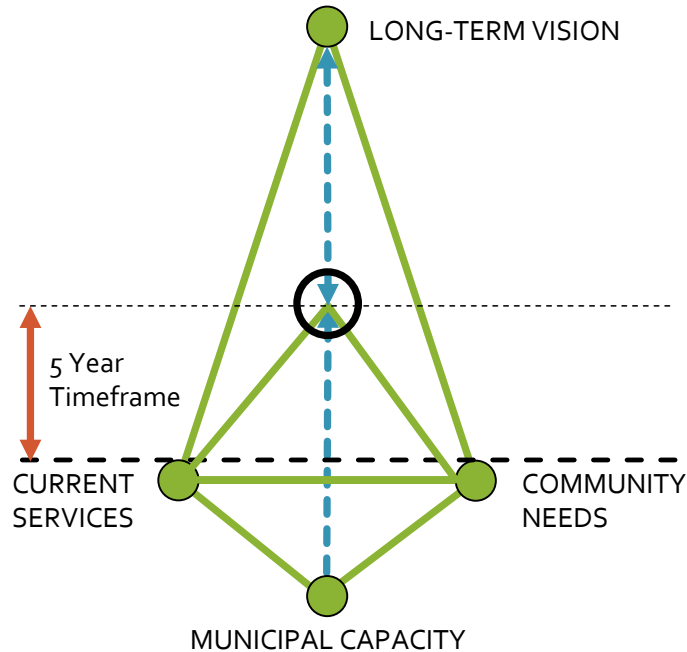


# TOWNSHIP OF LUCAN BIDDULPH Council Strategic Plan

June 2024



# FRAMING THE PLAN



## A 5 Year Plan

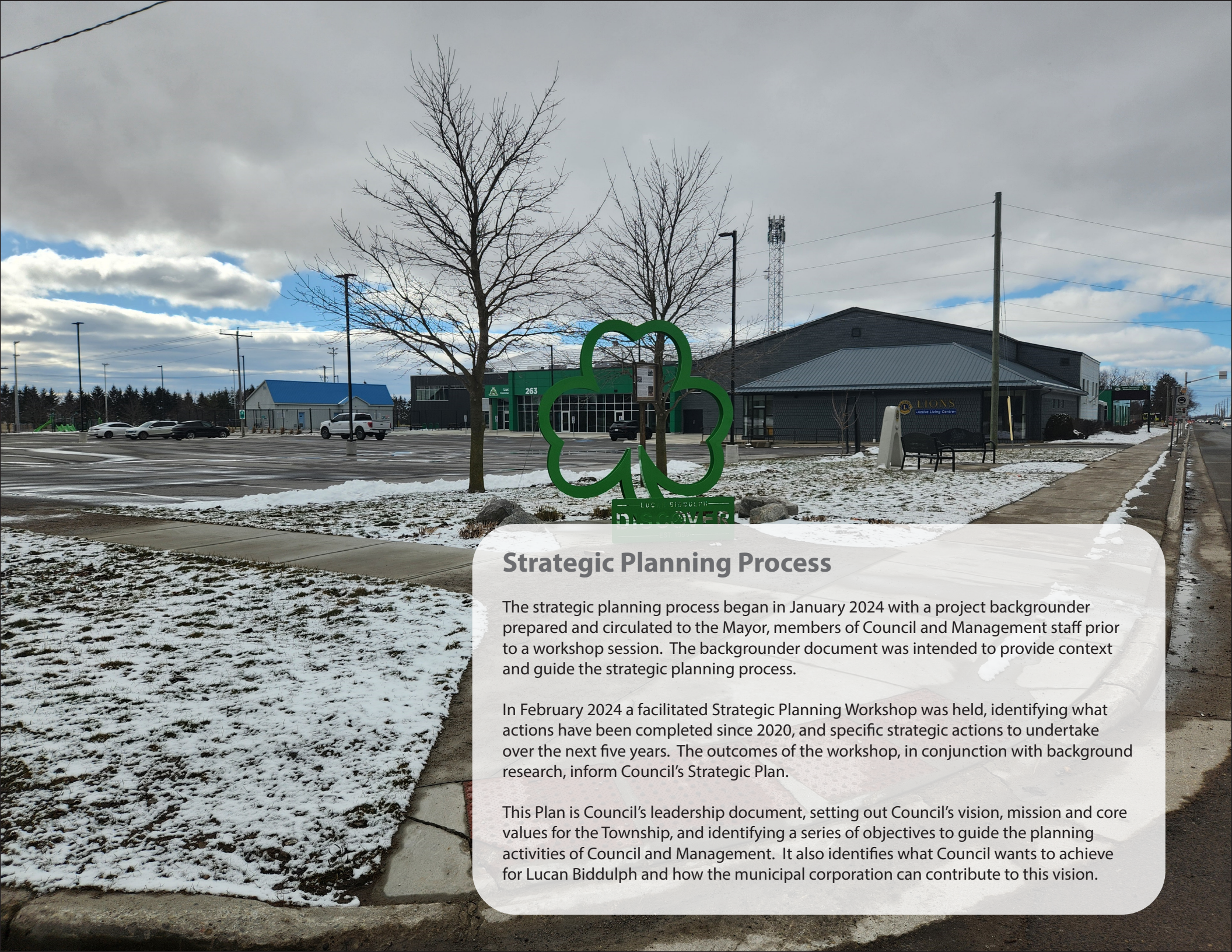
The Township of Lucan Biddulph Strategic Plan is a foundation document for Council with a five (5) year horizon. The Plan provides a vision, outlines key directions and shapes the Township's organization, the municipal programs and services.

With a new term of Council elected in October 2022 and several of the strategic action items identified in the Township's 2020 Strategic Plan completed or underway, another update to Council's Strategic Plan is 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 January 2024 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.

In February 2024 a facilitated Strategic Planning Workshop was held, identifying what actions have been completed since 2020, 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 169.15 square kilometres within Middlesex County. It includes two urban settlement areas – Lucan and Granton. As of the 2021 Census, the township was home to 5,680 people. The population is estimated to increase to approximately 6,640 by 2031 and 8,710 by 2046, as forecasted in the County of Middlesex Population and Housing Projections 2016-2046. Families with children are contributing to the current growth, the township's median age (37.6) is lower compared to the County (39.6) and Ontario (41.6).

Most of the Township's recent population growth has taken place in the Village of Lucan. Both rural and urban populations are expected to grow between 2021 and 2046, with the majority of growth anticipated to continue in Village of Lucan. The growth is directed toward areas with existing municipal water and sewage services.

To serve the existing population, the Township boasts a number of key amenities, including the Lucan Area Heritage and Donnelly Museum, library, municipal parks, 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. In recent years, the Township has been developing its industrial lands and promoting the Business Park.



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

## Strengths, Weaknesses, Opportunities and Threats

### Strengths

*Internal attributes and resources that support a successful outcome.*

- Services provided match community needs
- Diverse tax-base
- Experiencing strong residential and non-residential growth
- Irish & agricultural heritage
- Community pride
- In demand programming and community events
- Active volunteerism and community leadership
- Growth in younger populations
- Proximity to London and 400 series highways
- Solid reserve funds
- Strong leadership

### Weaknesses

*Internal attributes and resources that work against a successful outcome.*

- Limited scale of municipal operations and staffing levels (resources and capacity)
- Bedroom community
- Potential loss of institutional knowledge and experience

### Opportunities

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

- Developable residential and industrial land (Business Park)
- Stronger partnerships with the County, ABCA, and others
- Greater diversification in the economy (new and emerging sectors)
- Improved use of technology (customer relationship management software, AI, etc.)
- Provision of more services for a diversifying population
- Promote heritage and local culture
- Promote accessibility to improve safety
- Supporting business park development
- Diversifying the housing stock

### Threats

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

- Loss of heritage knowledge
- Growth outpacing service delivery capabilities
- Declining volunteering
- Community programming and events are not growing as fast as the population
- Water / sewer servicing capacity close to maximum
- Overurbanization ~ NIMBY-ism

## 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 culturally-rich, prosperous and growing community with a strong character and identity that is supported by a pro-active Council, administration and community leadership.

### 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 the Strategic Plan centred on 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 a diverse population

**Action 1:** Balance population growth with the capacity to implement plans and provide services. As population growth occurs, services, staffing levels and funding should be planned accordingly.

### Goal 2. Coordination of services

**Action 2:** Maximize the utilization of the Customer Relationship Management (CRM) software and its tools to deliver services effectively and efficiently.

**Action 3:** Continue to coordinate 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 and to ensure staff capacity building, as required, to implement new plans and provide services.

**Action 6:** Undertake an analysis of potential gaps in staffing levels, institutional knowledge and resource needs to develop and implement new plans (e.g., Asset Management Plan) and meet service provision targets.





## Strategic Direction Two: Growth Management

### Goal 1. Promote the rural and urban economy

- Action 7:** Continuously promote the rural/agricultural economy as an important contributor to the Township's livelihood.
- Action 8:** Building on the success of Phase I (95% lands sold out), 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 sell un-subdivided lots and then service individual parcels with hydro, sanitary and storm sewers.

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

- Action 9:** Continue to support downtown improvement through promotion and implementation of the Community Improvement Plan (CIP) and by developing other planning tools for downtown improvements (in collaboration with the County).

### Goal 3. Support balanced growth

- Action 10:** Use local, County and provincial planning tools to support the development of affordable housing (e.g., expand the CIP to include an Affordable Housing Program, use Zoning By-law and provisions in the Province of Ontario's Bill 23, More Homes Built Faster Act 2022).
- Action 11:** Promote and diversify housing choices (types and tenures) to service a variety of populations in the urban and rural areas by actively seeking out partnerships for residential / mixed-use development. This could include public, private and non-profit partnerships.

### Goal 4. Substantive focus of planning on growth management issues

- Action 12:** Implement long-range strategies for managing growth identified as part of the Official Plan update (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).
- Action 13:** Implement the recommendations of the Asset Management Plan and Capital Works Forecast and identify strategies to secure funding. This includes consideration for how higher densities may change service requirements (i.e. expanded fire services needs).
- Action 14:** Continue to incorporate alternative and green energies into the design of new and/or existing Township facilities.



## Strategic Direction Three: Healthy Community

### Goal 1. Access to high quality leisure programs

**Action 15:** Actively support and promote physical activity and healthy communities through participation in local and regional programs and initiatives.

**Action 16:** Improve access to programming and services across the County and beyond through transportation-related and other partnerships, as applicable.

**Action 17:** Advance 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.

### Goal 2. Improve awareness of local resources

**Action 18:** Provide opportunities to facilitate dialogue between groups and/or residents through an annual forum in order to bolster communication. Additional engagement opportunities should continue to be provided prior to undertaking large community projects to solicit input from the public.

### Goal 3. Develop partnerships in recreational programming and fundraising

**Action 19:** Actively seek community and corporate sponsorships to enhance the delivery of recreation programs and services.



## Strategic Direction Four: Accessibility

### Goal 1. Public support and awareness of improved accessibility

**Action 20:** Continuously gather input from the community related to accessibility needs.

### Goal 2. Fully accessible Township services, programs and infrastructure

**Action 21:** Ensure equal access to municipal services and information for all community members (i.e. those without internet / technology, homebound individuals, people with disabilities).

**Action 22:** Implement the Streetscape Strategy: Streetscape and Accessibility Plan for Lucan Main Street and Granton Line to improve accessibility and meet AODA standards, calm traffic and beautify the core area.

**Action 23:** Implement policies in the Township's Official Plan and recommendations in the Streetscape Strategy that 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 24:** Promote the Accessibility Program of the CIP to encourage Main Street businesses to become AODA compliant before the provincial target date of 2025.



## Strategic Direction Five: Community Pride

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

**Action 25:** Work with the Lucan Area Heritage and Donnelly Museum, 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 26:** Continue with plans to develop urban design guidelines for built form in the settlement area (residential or otherwise). The Urban Design Guidelines (currently budgeted for 2025) are 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 27:** Implement the Streetscape Strategy: Streetscape and Accessibility Plan to support beautification efforts. Attractive, vibrant and functional spaces can improve community well-being and pride, catalyze economic growth and facilitate cultural and tourism opportunities.

### Goal 3. Increase community leadership and volunteerism

**Action 28:** Continue to promote and support community leadership through a variety of means, including volunteer recognition events and social media campaigns.

**Action 29:** Solicit community organizations and residents to undertake initiatives by continuing the existing bi-annual user group meetings.

### Goal 4. Increase focus on tourism

**Action 30:** Leverage key resources, retailers, and businesses for the promotion of tourism and economic development in Lucan's core by building on their efforts.

**Action 31:** Continue to implement and further develop existing festivals and special events (e.g., Lucan Summerfest, Markets on Main, Canada Day, Santa Clause Parade, etc.) and/or add new events, as appropriate.

## Key Actions + Phasing

<b>Strategic Direction 1: Service Enhancement</b>		
<b>Action #</b>	<b>Recommended Action</b>	<b>Timing</b>
1	Balance population growth with the capacity to implement plans and provide services. As population growth occurs, services, staffing levels and funding should be planned accordingly.	Ongoing
2	Maximize the utilization of the Customer Relationship Management (CRM) software and its tools to deliver services effectively and efficiently.	Ongoing
3	Continue to coordinate 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 and to ensure staff capacity building, as required, to implement new plans and provide services.	Ongoing
6	Undertake an analysis of potential gaps in staffing levels, institutional knowledge and resource needs to develop and implement new plans (e.g., Asset Management Plan) and meet service provision targets.	Year 2

<b>Strategic Direction 2: Growth Management</b>		
<b>Action #</b>	<b>Recommended Action</b>	<b>Timing</b>
7	Continuously promote the rural/agricultural economy as an important contributor to the Township's livelihood.	Ongoing
8	Building on the success of Phase I (95% lands sold out), 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 sell un-subdivided lots and then service individual parcels with hydro, sanitary and storm sewers.	Year 2
9	Continue to support downtown improvement through promotion and implementation of the Community Improvement Plan (CIP) and by developing other planning tools for downtown improvements (in collaboration with the County).	Ongoing
10	Use local, County and provincial planning tools to support the development of affordable housing (e.g., expand the CIP to include an Affordable Housing Program, use Zoning By-law and provisions in the Province of Ontario's Bill 23, More Homes Built Faster Act 2022).	Ongoing
11	Promote and diversify housing choices (types and tenures) to service a variety of populations in the urban and rural areas by actively seeking out partnerships for residential / mixed-use development. This could include public, private and non-profit partnerships.	Ongoing
12	Implement long-range strategies for managing growth identified as part of the Official Plan update (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).	Ongoing
13	Implement the recommendations of the Asset Management Plan and Capital Works Forecast and identify strategies to secure funding. This includes consideration for how higher densities may change service requirements (i.e. expanded fire services needs).	Ongoing
14	Continue to incorporate alternative and green energies into the design of new and/or existing Township facilities.	Ongoing

### Strategic Direction 3: Healthy Community

Action #	Recommended Action	Timing
15	Actively support and promote physical activity and healthy communities through participation in local and regional programs and initiatives.	Ongoing
16	Improve access to programming and services across the County and beyond through transportation-related and other partnerships, as applicable.	Ongoing
17	Advance 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.	Ongoing
18	Provide opportunities to facilitate dialogue between groups and/or residents through an annual forum in order to bolster communication. Additional engagement opportunities should continue to be provided prior to undertaking large community projects to solicit input from the public.	Ongoing
19	Actively seek community and corporate sponsorships to enhance the delivery of recreation programs and services.	Ongoing

<b>Strategic Direction 4: Accessibility</b>		
<b>Action #</b>	<b>Recommended Action</b>	<b>Timing</b>
20	Continuously gather input from the community related to accessibility needs.	Ongoing
21	Ensure equal access to municipal services and information for all community members (i.e. those without internet/ technology, homebound individuals, people with disabilities).	Ongoing
22	Implement the Streetscape Strategy: Streetscape and Accessibility Plan for Lucan Main Street and Granton Line to improve accessibility and meet AODA standards, calm traffic and beautify the core area.	Year 3
23	Implement policies in the Township's Official Plan and recommendations in the Streetscape Strategy that require the dedication of land for pedestrian and bicycle pathways as a condition of subdivision, as provided for under the Planning Act.	Ongoing
24	Promote the Accessibility Program of the CIP to encourage Main Street businesses to become AODA compliant before the provincial target date of 2025.	Year 1



<b>Strategic Direction 5: Community Pride</b>		
<b>Action #</b>	<b>Recommended Action</b>	<b>Timing</b>
25	Work with the Lucan Area Heritage and Donnelly Museum, 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
26	Continue with plans to develop urban design guidelines for built form in the settlement area (residential or otherwise). The Urban Design Guidelines (currently budgeted for 2025) are to ensure that the character of Lucan's rural heritage is maintained.	Year 2
27	Implement the Streetscape Strategy: Streetscape and Accessibility Plan to support beautification efforts. Attractive, vibrant and functional spaces can improve community well-being and pride, catalyze economic growth and facilitate cultural and tourism opportunities.	Year 3
28	Continue to promote and support community leadership through a variety of means, including volunteer recognition events and social media campaigns.	Year 5
29	Solicit community organizations and residents to undertake initiatives by continuing the existing bi-annual user group meetings.	Ongoing
30	Leverage key resources, retailers, and businesses for the promotion of tourism and economic development in Lucan's core by building on their efforts.	Ongoing
31	Continue to implement festivals and special events (e.g., Lucan Summerfest, Markets on Main, Canada Day, Santa Clause Parade, etc. ) 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.

