

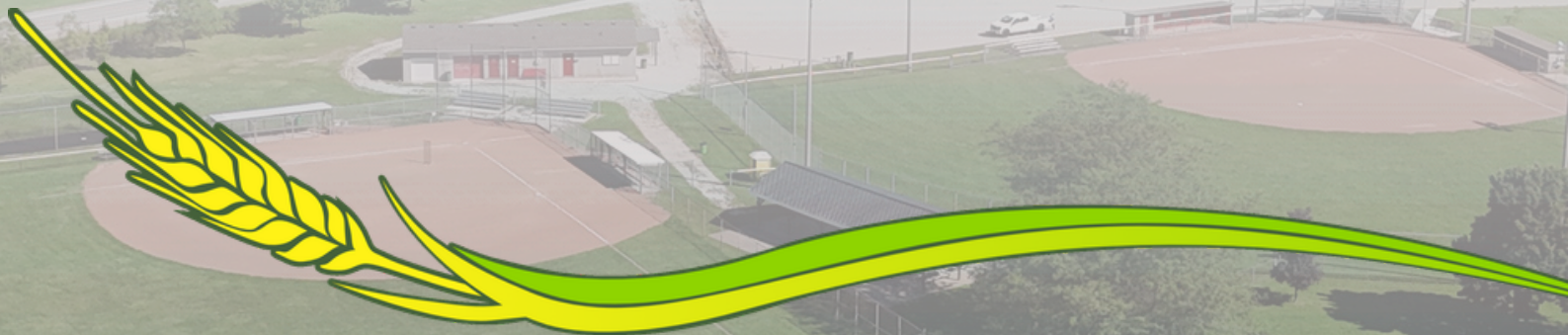


ECONOMIC DEVELOPMENT

Strategic Plan

2027–2031

A five-year roadmap to grow and diversify the local economy





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Message from the Mayor



On behalf of Council, I am pleased to present the Town of Plympton-Wyoming's first Economic Development Strategic Plan. Our community is growing, and we are determined to grow well, to turn our location on Highway 402, our agricultural strength, and our Lake Huron shoreline into good local jobs, thriving commercial areas, and a stronger tax base that supports the services our residents value.

This plan is practical and honest about our challenges, from servicing to the supply of investment-ready land. It also prepares us to seize the opportunities by setting clear priorities, assigning responsibility, and positioning us to compete for the grant funding that makes big projects possible for a rural municipality like ours. Most of all, it commits us to action and to reporting our progress openly.

I want to thank our staff, our partners at the Sarnia-Lambton Economic Partnership and Lambton County, and the residents and businesses who shared their ideas. Together, we will keep Plympton-Wyoming a place where good things grow.

Gary Atkinson

Mayor, Town of Plympton-Wyoming





Executive Summary

8,308

residents (2021),
+6.6% since 2016

~12,320

forecast population
by 2051

22%

aged 65+
(Ontario 18.5%)

16.7%

of residents
work in Town

Plympton-Wyoming stands at a moment of real opportunity. The Town is growing: from 7,795 residents in 2016 to 8,308 in 2021, and, on Lambton County's reference forecast, toward roughly 10,000 by 2031 and 12,300 by 2051. It sits on the Highway 402 corridor between Sarnia's border crossing and Highway 401, is anchored by one of Ontario's strongest agricultural economies, and enjoys a growing Lake Huron shoreline tourism draw. Yet growth to date has been almost entirely residential, and the economic base has not kept pace.

This Economic Development Strategic Plan gives the Town its first clear, actionable roadmap to change that. Built on the Town's own SWOT analysis, six focus sectors, and six strategic pillars, and grounded in current census data and the Town's and County's planning studies, it translates ambition into a five-year (2027–2031) program of objectives, actions, timelines, costs, responsibilities, and measures of success.

The central economic challenge is clear from the evidence: Lambton County's 2026 Land Needs Assessment shows Plympton-Wyoming has a surplus of residential land (roughly 124 hectares beyond forecast need to 2051) but a deficit of employment land in every category: industrial, commercial, and institutional. Meanwhile, the Town's highest-potential employment lands near Highway 402, including the 18-acre municipal property at Reece's Corners the Town purchased in 2024, remain unserved. The strategy therefore leads with making land investment-ready and bringing servicing to it, then layers on agriculture and value-added growth, marketing and investment attraction, business retention, and downtown and commercial-core revitalization.

Delivery matters as much as design. Plympton-Wyoming has no dedicated in-house economic development staff and relies on the Sarnia-Lambton Economic Partnership. This plan sets out a lean, realistic governance and monitoring model (an Economic Development standing/advisory committee, a designated staff lead, quarterly reporting to Council, and an annual public "Report Card"), and a funding strategy that positions nearly every project for external dollars, including the Rural Ontario Development (ROD) Program and the Housing-Enabling Water Systems Fund. With focus and follow-through, Plympton-Wyoming can convert its location, land, and agricultural strength into lasting economic prosperity.



Introduction & Purpose

Purpose of this plan

Economic development is the work of growing and diversifying the local economy: attracting and retaining businesses, creating jobs, broadening the tax base, and improving residents' quality of life. This is the Town of Plympton-Wyoming's first dedicated Economic Development Strategic Plan. It gives Council, staff, and partners a shared, evidence-based direction and a concrete five-year action plan for 2027–2031.

Why now

Three forces make this the right moment. First, growth: the Town is among the faster-growing municipalities in Lambton County and is forecast to add thousands of residents over the coming decades. Second, opportunity: Highway 402 frontage, a strong agricultural base, and a Lake Huron shoreline give the Town assets many rural municipalities lack. Third, capacity: recent Town investments (including the 2024 purchase of employment land at Reece's Corners and studies on servicing and housing) have laid the groundwork, and a clear strategy is now needed to convert that groundwork into results and to compete successfully for grant funding.

How the plan is organized

The plan opens with the planning process and community engagement, then a community and economic profile and an inventory of the Town's competitive assets. It presents the Town's SWOT analysis, its six focus sectors, and proposed vision, mission, and values. The heart of the plan is the strategic framework: six pillars, each with objectives, actions, and measures of success, followed by the Town's governance and monitoring model. A companion Implementation and Action Plan sets out the action-by-action delivery plan, the performance-measurement (KPI) framework, the funding and grant strategy, and the risk assessment; it is designed for internal use by staff, Council, and the Economic Development Committee. Appendices provide the supporting data and sources.

Alignment with other plans

This strategy is designed to work with, not duplicate, the Town's and County's existing plans. It draws on and aligns with the Town's Official Plan and Zoning By-law, the 2024 Housing Needs Assessment, the Wastewater and Drinking Water Master Plans, the 2018 Community Improvement Plan, the draft Parks and Recreation Master Plan, and the Service Delivery Review, as well as Lambton County's Official Plan Review, Population Projections, and 2026 Land Needs Assessment. Where those plans identify actions with economic-development value, this strategy references and reinforces them.



Planning Process & Community Engagement

An evidence- and engagement-based process

This strategy was developed by Town Hall Consulting Inc. in partnership with Town staff and Council through 2026. It combined a review of current-state data and municipal studies with direct engagement of Council, staff, community stakeholders, and the public, so the plan reflects both the evidence and local priorities.

What we reviewed

The current-state analysis drew on the 2021 Census, the Town’s Official Plan and Zoning By-law, the 2024 Housing Needs Assessment, the Reece’s Corners Business Area Sanitary Servicing Study, the Wastewater and Drinking Water Master Plans, the 2018 Community Improvement Plan, the draft Parks and Recreation Master Plan, the 2021 Service Delivery Review, and Lambton County’s Official Plan Review, municipal Population Projections, and 2026 Land Needs Assessment.

How the plan was built

The project began with senior staff and Council, who worked with the consulting team to set the direction and prepare a draft outline of priorities, focus sectors, and pillars. That draft was then tested with the community. A community survey gathered residents’ and businesses’ views, a focus group brought together key community stakeholders, and a public open house (“Monopoly Night”) invited residents to share ideas in an informal, hands-on setting. What we heard was used to refine and confirm the draft, producing the strategy presented here.

139 responses

Community survey, ~ six weeks

Focus group

Key community stakeholders

Open house

Public “Monopoly Night”

What we heard

The community survey drew 139 responses over roughly six weeks. Together with the focus group and the public open house, the input strongly validated the draft’s direction: readying land and servicing for investment, supporting local and agricultural businesses, strengthening the Town’s commercial cores, and improving the everyday amenities and connectivity that make Plympton-Wyoming a great place to live and work. The engagement confirmed that the priorities and pillars in this plan reflect the community’s own priorities, with refinements made where residents placed particular emphasis.



Community & Economic Profile

The following profile draws on the 2021 Census, the Town's 2024 Housing Needs Assessment, and Lambton County's Population Projections and 2026 Land Needs Assessment. Together they paint a clear picture: a growing, relatively affluent, aging, homeownership-heavy community that functions today largely as a commuter town, and whose economic land base has not kept pace with its residential growth.

Population and growth

Plympton-Wyoming grew 6.6% between 2016 and 2021, from 7,795 to 8,308 residents, faster than Lambton County as a whole. Lambton County's reference forecast (which uses a census-undercount-adjusted base) projects continued growth to roughly 10,067 by 2031 and 12,320 by 2051, an increase of about 3,700 residents, or 43%, over thirty years. Planning and servicing decisions made during this plan's term will shape whether that growth is captured well.

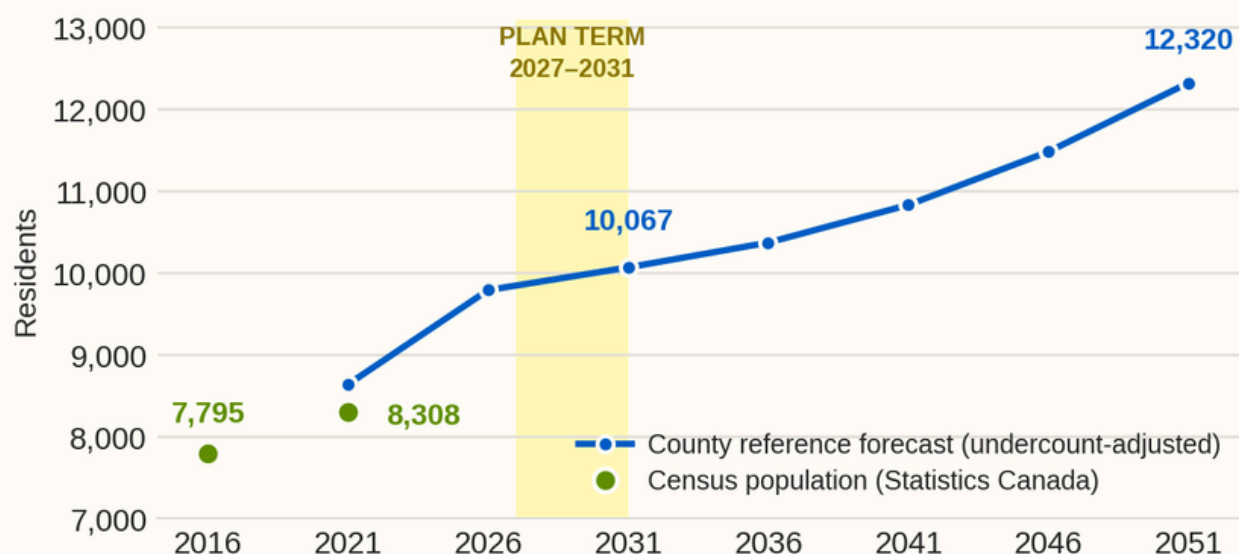


Figure 1. Population, 2016 to 2021 (Census) and County reference forecast to 2051.

An older, aging community

The Town is older than the province and aging. Residents aged 65 and over make up about 22% of the population (well above Ontario's 18.5%) and the median age (about 45) sits above the provincial median. This demographic reality is both a demand signal (for seniors' housing, health care, and walk-in services, as the focus sectors recognize) and a labour-supply consideration for local employers.

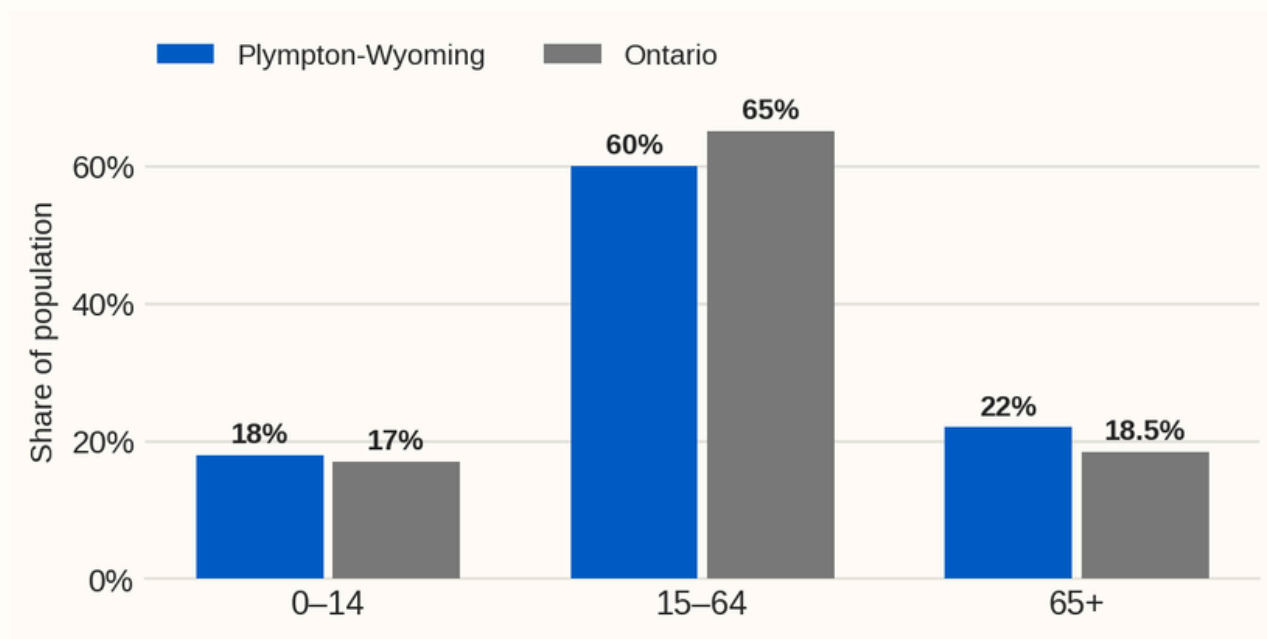


Figure 2. Age structure vs. Ontario (2021 Census).

Income, housing and affordability

Households are relatively affluent: average total household income was about \$128,200 in 2020 (median household income roughly \$108,000), and homeownership is high at 88%. Home values are correspondingly high; the 2024 Housing Needs Assessment reported an average sale price of about \$851,000. Affluence coexists with affordability pressure: about 13% of households spend 30% or more of income on shelter, the rental vacancy rate is a tight 2.7%, and a documented shortage of smaller, more affordable units persists.

Labour force and commuting

At the 2021 Census, the labour-force participation rate was 61.2% and the unemployment rate 7.5% (a pandemic-period reading). The largest sources of local employment are construction, health care and social assistance, and agriculture, and the most common occupations are in trades and transport, sales and service, and business and administration. Critically, only about one in six employed residents works within Plympton-Wyoming; the Town is a commuter community whose residents largely travel to Sarnia and beyond for work. Growing local employment is a core aim of this plan.

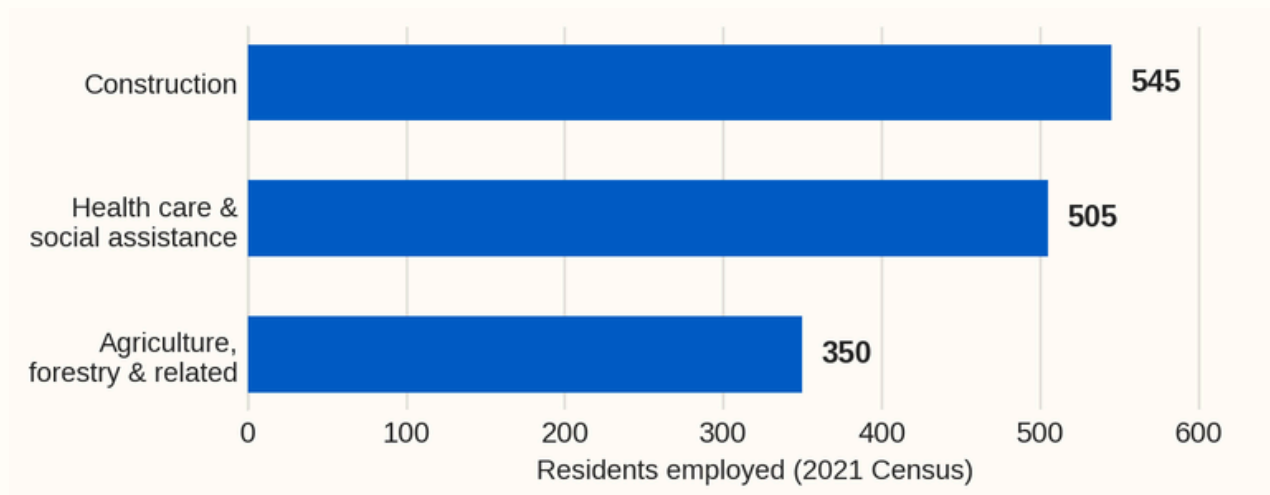
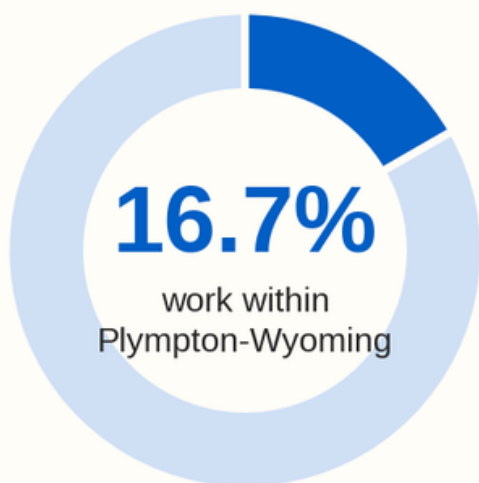


Figure 3. Top sources of local employment (2021 Census).



A commuter community: five in six employed residents work outside the Town.

Figure 4. Where residents work (2021 Census).

The land story: room to grow people, not yet jobs

The clearest economic signal comes from Lambton County's 2026 Land Needs Assessment. Plympton-Wyoming has ample residential land (a surplus of roughly 124 hectares beyond forecast need to 2051) but a deficit of employment land across every category: industrial (about -3.3 ha), commercial (about -3.1 ha), and institutional (about -7.5 ha). In other words, the Town has plenty of room to add people but not enough serviced, designated land to add the jobs, stores, and services those people need. This is the single most important fact shaping the strategy, and it is why 'Land Ready for Business' and 'Infrastructure & Servicing' lead the pillars.

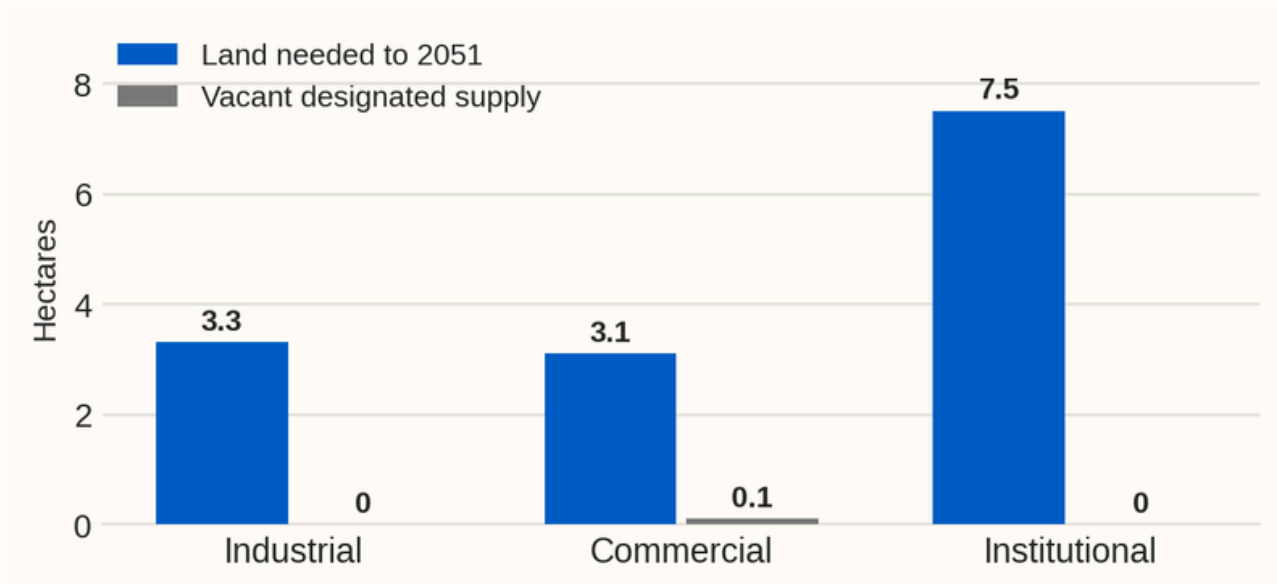


Figure 5. Employment land: need vs. supply to 2051 (Lambton County LNA).

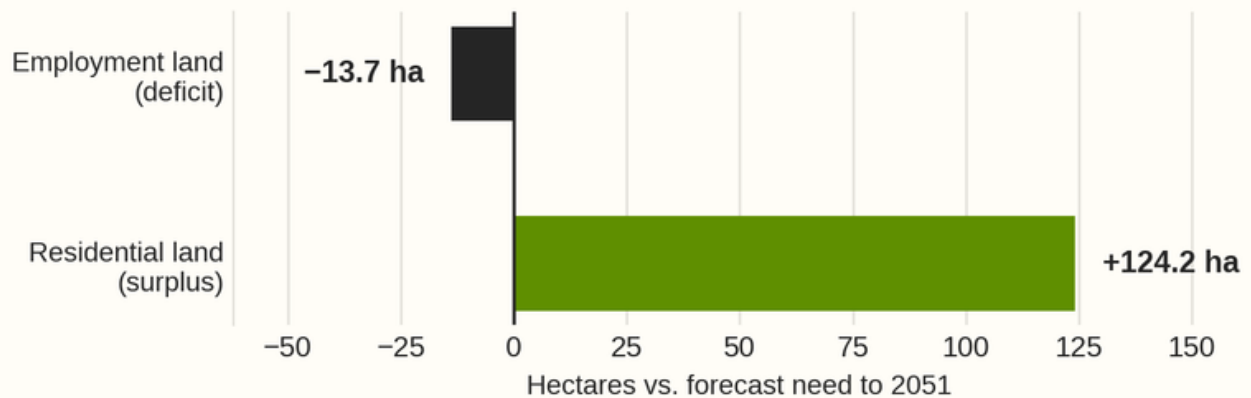


Figure 6. Residential surplus vs. employment deficit.

Why this matters. Plympton-Wyoming has plenty of land to add residents but not enough serviced, designated land to add the jobs, stores, and services they need. Closing the employment-land gap is the strategy's first priority.



Housing as an economic issue

The 2024 Housing Needs Assessment documents a ‘missing middle’ mismatch: about 63% of households are one- or two-person, but only about 18% of the housing stock is one- or two-bedroom. The stock is overwhelmingly single-detached; no new affordable units were added in the five years before the assessment, and demand remains unmet for seniors’ housing with accessibility features, workforce rental, and deeply affordable units. Housing is an economic-development issue: it shapes labour supply, supports the service economy, and underpins the seniors-services focus sector.

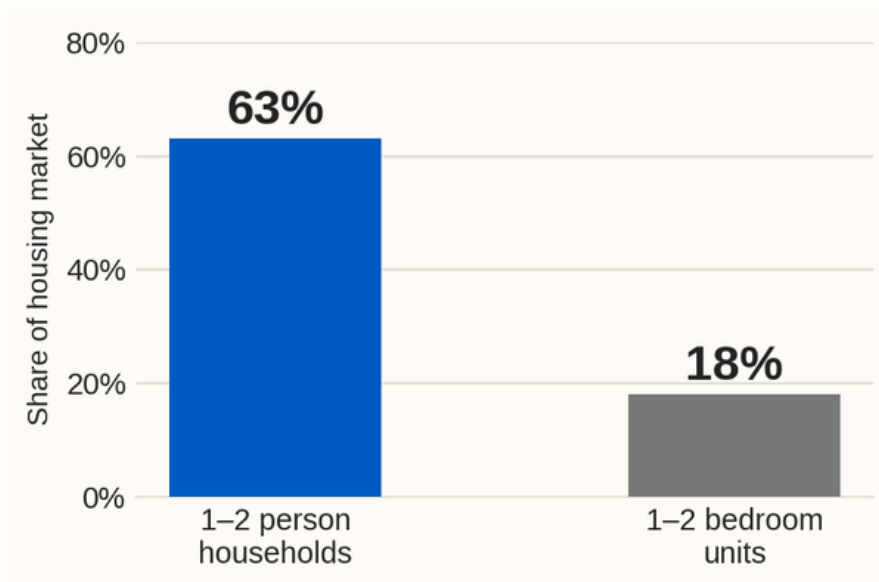


Figure 7. The “missing middle” mismatch (2024 Housing Needs Assessment).



The following SWOT analysis, developed with Council, staff, and stakeholders, summarizes the Town's internal strengths and weaknesses and the external opportunities and threats that shape its economic prospects. It is the foundation for the focus sectors and strategic pillars that follow.

STRENGTHS

- Large agricultural sector with value-added services potential
- Strategic location on Highway 402, which supports commercial and industrial uses
- Skilled labour force
- Availability of developable land
- Proximity to Lake Huron and related tourism potential
- Easy access to tourism centres and residential areas
- Strong “shop local” support
- Openness to economic opportunities
- Rail corridor access
- Strong agricultural heartland

WEAKNESSES

- Reliance on neighbouring municipalities for services
- Limited walkability
- Cell service and high-speed internet gaps
- Infrastructure deficiencies (sewer, gas)
- Reluctance to rezone agricultural lands
- Limited supply of serviced land
- Affordable housing shortage
- Limited land use and zoning for commercial/industrial purposes
- Overshadowed by larger neighbouring municipalities

OPPORTUNITIES

- Responsive, action-oriented council and staff
- Available grant funding
- Opportunity to better promote agricultural opportunities
- Lobby the government for high-speed internet expansion
- Continued support for local businesses
- Expand the Community Improvement Plan (CIP)
- Raise the Town's profile
- Wastewater servicing is needed for Reece's Corners

THREATS

- Cost of servicing
- NIMBYism
- Lack of a clear economic growth strategy
- Barriers for investors
- Limited diversity of available land
- Loss of traditional businesses that have not modernized
- Competitive neighbouring municipalities
- Limited upper-tier funding for rural municipalities
- Loss of skilled labour due to a changing global economy
- Slow pace of change and risk aversion
- High commuter rate due to larger employment centres elsewhere



Focus Sectors

Focusing effort on a defined set of sectors lets a small municipality concentrate limited resources where it has the greatest competitive advantage and the highest probability of success. The six focus sectors below emerged from the SWOT analysis and the Town's economic profile. They are not exclusive (the Town remains open to all opportunity), but they are where proactive attention will be directed.

Commercial & Retail Development

WHAT IT IS

Businesses that sell goods and services directly to consumers, such as retail stores, restaurants, and personal/professional services, typically clustered in a municipality's commercial areas.

WHY IT'S A FOCUS FOR PLYMPTON-WYOMING

Camlachie is a priority area for commercial attraction. Some land is already zoned commercial, but an inventory of available commercial land is needed, along with an assessment of whether additional land should be rezoned, to ensure an adequate, usable supply.

Agricultural-Linked Industry & Agri-Business

WHAT IT IS

Processing, value-added manufacturing, and offshoot commercial activity that supports and extends primary agricultural production (e.g., food/product processing, agri-tourism, farm equipment and services).

WHY IT'S A FOCUS FOR PLYMPTON-WYOMING

Agriculture is the Town's predominant industry. Offshoot businesses and processing operations that complement existing agricultural activity represent a strong, lower-risk growth opportunity.

Health Care & Seniors Services

WHAT IT IS

Health care delivery and support services for aging populations, including walk-in and primary care, home care, and seniors' housing and accommodation.

WHY IT'S A FOCUS FOR PLYMPTON-WYOMING

Census data shows a population older than the provincial average and trending older, driving demand for seniors' accommodation and walk-in care. Housing and care capacity for this demographic is a key focus.



Light Industrial & Business Park Development

WHAT IT IS

Lower-impact industrial uses, such as warehousing, light manufacturing, assembly, and business park tenants, are typically located in dedicated, serviced employment areas.

WHY IT'S A FOCUS FOR PLYMPTON-WYOMING

Land near Highway 402 presents an opportunity for this type of development. The primary barrier is a lack of servicing in the area; a servicing strategy is needed to unlock this land.

Tourism, Recreation & Destination Economy

WHAT IT IS

Businesses and activities that draw visitors for leisure and recreation, for example, attractions, events, outdoor recreation, and destination marketing.

WHY IT'S A FOCUS FOR PLYMPTON-WYOMING

The Town should capitalize on its Lake Huron shoreline, an asset already driving significant growth in this sector.

Hospitality & Accommodation

WHAT IT IS

Hotels, inns, and bed-and-breakfasts that accommodate overnight visitors.

WHY IT'S A FOCUS FOR PLYMPTON-WYOMING

Additional accommodation capacity is needed to support and grow tourism.





Vision, Mission & Values

Vision

A connected, investment-ready Town that turns its strategic location, serviced land, and entrepreneurial spirit into lasting prosperity, while protecting the farmland, lakeshore, and small-town character its residents value.

Mission

To create the conditions for business to invest, grow, and stay in Plympton-Wyoming.

Values



Responsive & action-oriented

We move decisively and follow through on commitments to business and community.



Rural & agricultural pride

We protect and build on our farmland heritage as an economic strength.



Open for investment

We reduce barriers and make it easy to do business here.



Fiscal responsibility

We invest public dollars wisely and leverage partnerships and grants.



Partnership

Strong relationships with SLEP, the County, and senior governments.



Quality of life

We grow in ways that keep Plympton-Wyoming a great place to live, work, and play.



Strategic Framework

Pillars, Objectives & Actions

The strategy is organized around six strategic pillars. Each pillar contains objectives, and each objective is delivered through specific actions with measures of success. The pillars are mutually reinforcing: readying land (Pillar 1) depends on servicing (Pillar 2); marketing and attraction (Pillars 4–5) sell the readied land; and agriculture, downtown revitalization, and quality-of-life investments (Pillars 3 and 6) broaden and deepen the base. Together they move Plympton-Wyoming from a residential commuter community toward a more complete, diversified local economy.

Strategic Priorities (Pillars)

1	Land Ready for Business	2	Infrastructure & Servicing
3	Agriculture & Rural Economy	4	Marketing, Branding & Investment Attraction
5	Business Investment, Retention & Attraction	6	Grow Commercial Core & Downtown Revitalization



1.0 Land Ready for Business





1 Land Ready for Business

Plympton-Wyoming cannot attract the commercial, industrial, and institutional investment it needs without a supply of appropriately designated, investment-ready land. Lambton County's 2026 Land Needs Assessment confirms a deficit of employment land in every category even as residential land sits in surplus. This pillar closes that gap by updating the Official Plan and Zoning By-law, inventorying and identifying candidate lands (including brownfield and lakeshore-area sites), and reallocating underused land to employment uses.

Objective	Action	Measure of Success
1.1 Increase investment-ready land inventory	1.1.1 Update the Official Plan and Zoning By-law to reflect investment-ready land requirements	Increased commercial tax revenue
1.2 Increase commercial/industrial land supply	1.2.1 Identify candidate lands for rezoning or reallocation, including brownfield sites and lakeshore-area lands 1.2.2 Rezone or reallocate underutilized residential envelope lands for commercial/industrial use	Increase in lands ready for business and expansion

2.0 Infrastructure & Servicing





2 Infrastructure & Servicing

Land is only ‘ready for business’ when it is serviced. Servicing (water, wastewater, natural gas, electricity, and broadband) is the Town’s most significant barrier to unlocking employment land, particularly along Highway 402 and at the Town-owned Reece’s Corners property. This pillar pursues grant funding and municipal investment for servicing, implements a servicing plan for Reece’s Corners, expands utility and connectivity coverage, and sustains asset renewal so that today’s investments keep paying off.

Objective	Action	Measure of Success
2.1 Increase percentage of serviced industrial and commercial land	2.1.1 Pursue grant funding for sewer and water infrastructure investment 2.1.2 Increase municipal investment in servicing infrastructure	Increased servicing capacity; more shovel-ready lands
2.2 Bring servicing to municipally-owned lands	2.2.1 Implement a servicing plan for Reece’s Corner 2.2.2 Lobby senior levels of government for servicing funding	Shovel-ready lands
2.3 Expand natural gas and hydro capacity and reliability	2.3.1 Partner with the provincial government and utility stakeholders to identify expansion opportunities and improve service reliability	Expansion of the service area; fewer outages and brownouts
2.4 Expand internet connectivity, cellular coverage, and service area	2.4.1 Lobby government and partner with stakeholders to identify opportunities for expanded service coverage	Expansion of the service area
2.5 Maintain and renew existing infrastructure & assets	2.5.1 Develop a needs-and-condition-based asset maintenance master plan focused on immediate needs first and align with annual budget.	Assets kept in good repair; maintenance embedded in the annual budget

3.0 Agriculture & Rural Economy





3 Agriculture & Rural Economy

Agriculture is the Town’s economic bedrock and its clearest competitive advantage. This pillar protects the working farmland that underpins the sector while helping farm businesses diversify, add value, and reach visitors, through a farm-diversification guide, identification of value-added processing opportunities, agri-tourism promotion, and support for a local farmers’ market. These are lower-risk, high-fit growth opportunities that build on existing strengths.

Objective	Action	Measure of Success
3.1 Support existing agricultural businesses	3.1.1 Preserve agricultural lands through zoning and land-use protections	More agricultural businesses; growth of existing businesses
3.2 Promote agricultural small businesses and value-added agriculture	3.2.1 Develop a “how-to” guide on farm and business diversification 3.2.2 Identify opportunities for value-added agriculture and processing facilities	More small agri-businesses
3.3 Increase agri-tourism and value-added agricultural services	3.3.1 Partner with the agricultural community to promote agri-tourism and value-added services 3.3.2 Support the successful operation of a local farmers’ market	Increase agri-tourism; a successfully operating farmers’ market

4.0 Marketing, Branding & Investment Attraction





4

Marketing, Branding & Investment Attraction

Investment follows awareness. Plympton-Wyoming is often overshadowed by larger neighbours; a stronger, consistently applied identity and a deliberate investment-attraction posture will raise its profile with investors, businesses, and visitors. This pillar implements the Town's branding kit, grows its digital presence, brands and signs its three hubs, dedicates funding to commercial growth, and deepens partnerships with regional economic-development agencies to position the Town as a commercial-growth destination.

Objective	Action	Measure of Success
4.1 Strengthen town identity and increase awareness of the Town's profile	4.1.1 Implement the branding kit across municipal materials and communications 4.1.2 Continue building the town's social media presence 4.1.3 Individually brand the hubs (Camlachie, Wyoming, Reece's Corners) with wayfinding and attraction signage on Highway 402	Increased digital traffic and awareness of the Town; increased interest in the local economy
4.2 Position Plympton-Wyoming as a Commercial Growth Sector	4.2.1 Allocate dedicated funding for commercial growth initiatives 4.2.2 Partner with Lambton County business development corporations/services (ex., Sarnia-Lambton Economic Partnership) to secure increased funding and resources 4.2.3 Use the investment attraction strategy (5.2.2) to market the town's profile as a commercial growth sector	Increased new commercial activity

5.0 Business Investment, Retention & Attraction





5

Business Investment, Retention & Attraction

Keeping and growing existing businesses is as important as attracting new ones, and usually more cost-effective. This pillar sustains an active business-retention-and-expansion (BR+E) program, delivers innovation and entrepreneurship supports through regional partners, modernizes incentives through the CIP, undertakes a formal investment-attraction strategy, and addresses two enabling needs the Town's data make plain: workforce housing and seniors' health and housing services.

Objective	Action	Measure of Success
5.1 Support local business retention and expansion	5.1.1 Convene regular business engagements and events to maintain open dialogue and ongoing support 5.1.2 Partner with Lambton County business development corporations/services (ex., Sarnia-Lambton Economic Partnership) to deliver innovation and entrepreneurship workshops for local businesses	Continued local business growth and expansion
5.2 Increased Business Expansion & Investment	5.2.1 Include phased-in tax increases within the Community Improvement Plan (CIP) 5.2.2 Undertake an investment attraction strategy 5.2.3 Leverage the commercial growth brand positioning (4.2) to attract investors	Use of expanded CIP; economic growth and retention
5.3 Support local business growth and labour supply	5.3.1 Partner with developers to build affordable housing	More service-industry jobs and patrons
5.4 Attract health care and seniors' service providers	5.4.1 Identify and designate land for seniors' housing and care facility development 5.4.2 Engage health care providers and seniors' service agencies to identify service gaps and partnership opportunities 5.4.3 Work with Lambton County to build more affordable senior housing in Plympton-Wyoming	Increased seniors' housing units and care service availability

6.0 Grow Commercial Core & Downtown Revitalization





6

Grow Commercial Core & Downtown Revitalization

A vibrant commercial core signals a healthy community and anchors local spending. The Town's 2018 Community Improvement Plan is limited to downtown Wyoming and to a single façade grant; this pillar renews and broadens the CIP, directs investment into existing commercial areas, strengthens Camlachie's commercial core with a gap assessment and prospectus, and improves walkability and connectivity (beautification, trails, sidewalks, and waterfront access) that draw foot traffic and visitors.

Objective	Action	Measure of Success
6.1 Improve and broaden the Community Improvement Plan (CIP)	6.1.1 Undertake a new CIP 6.1.2 Broaden the range and type of grants offered to reflect current needs 6.1.3 Ensure the CIP covers growth initiatives and beautification	Increased applications for grants
6.2 Increase investment in existing commercial areas	6.2.1 Use the renewed CIP to allocate funding for commercial support programs	Increased use of CIP funds
6.3 Strengthen Camlachie's commercial core	6.3.1 Complete a commercial-gap assessment and community prospectus for Camlachie 6.3.2 Identify and market commercial properties for development	Attract 3 new businesses in Camlachie within 3 years
6.4 Improve walkability and connectivity	6.4.1 Beautification: trees, lighting, signage, and sidewalks to increase foot traffic 6.4.2 Extend the Howard Watson Trail into Camlachie 6.4.3 Build Lakeshore sidewalks between Egremont and Camlachie Road by 2027 6.4.4 Improve public waterfront access through a waterfront access plan	Trail extended by 2027; new sidewalks in place; improved public access to the lake; waterfront plan in place



Governance, Roles & Monitoring

Why governance matters

A strategy delivers results only if someone owns it, tracks it, and reports on it. Because Plympton-Wyoming has no dedicated in-house economic development staff and relies on the Sarnia-Lambton Economic Partnership for delivery, this plan adopts a lean governance model that assigns clear responsibility without assuming new staff the Town does not yet have.

Council

Council provides leadership and direction, adopts the plan, approves the annual economic-development budget and work plan, champions advocacy to senior governments, and receives quarterly progress reports and the annual Report Card. Council should formally adopt this plan and reaffirm its priorities each year through the budget process.

Economic Development standing / advisory committee

An Economic Development Committee (a Council committee or advisory committee including Council, staff, and business/agriculture/tourism representatives) should oversee implementation, review progress each quarter, and recommend adjustments. Comparable rural municipalities (e.g., North Middlesex, Lucan-Biddulph) use this model effectively.

Staff lead

A designated staff lead (for example, the CAO or a delegate) should coordinate delivery, maintain the action tracker, prepare reporting, and manage grant applications. As growth and grant success allow, the Town should consider a dedicated or shared economic-development officer (potentially cost-shared or grant-funded) as a priority capacity investment.

Delivery partners

The Sarnia-Lambton Economic Partnership and its Business Enterprise Centre, the Sarnia-Lambton Business Development Corporation (Community Futures), the Chamber of Commerce, Tourism Sarnia-Lambton, and Lambton County remain essential delivery partners named against actions throughout the implementation plan.

Action ‘champions’

Each action carries a named lead in the companion Implementation and Action Plan. The committee should confirm a ‘champion’ for every active action so accountability is unambiguous.

Reporting cadence

Progress should be reported to Council quarterly, and a plain-language annual ‘Report Card’ summarizing the status of every action, key metrics, and grant dollars leveraged should be presented publicly and posted to the Town’s website. The plan is a living document: it should be reviewed each year and fully refreshed at the end of the 2027–2031 term.



Appendix A: Statistical Snapshot & Sources

Statistical snapshot

Population 2021 / 2016	8,308 / 7,795 (+6.6%)
Land area / density	318.86 km ² / 26.1 per km ²
Forecast population 2031 / 2051	~10,067 / ~12,320 (County reference forecast)
Median age	~45 (Ontario ~41.6)
Aged 65+	~22% (~1,830 residents)
Private dwellings / households	3,513 / ~3,170
Homeownership	88%
Median household income (2020)	~\$108,000 (avg. \$128,200)
Avg. home sale price (2024 HNA)	~\$851,000
Households spending 30%+ on shelter	~13% · rental vacancy 2.7%
Labour force participation / unemployment (2021)	61.2% / 7.5%
Top local employment	Construction (545); Health care (505); Agriculture (350)
Residents working within Town	16.7%
Employment land balance to 2051	Industrial –3.3 ha; Commercial –3.1 ha; Institutional –7.5 ha
Residential land balance to 2051	Surplus ~124 ha
Reece's Corners municipal site	~18 ac, 4475 London Line (purchased 2024)



Sources

- Statistics Canada, 2021 Census of Population: Plympton-Wyoming, Town (Census subdivision), Ontario (DGUID 2021A00053538035).
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Prepared by Town Hall Consulting Inc. for the Town of Plympton-Wyoming, Draft. Figures reflect the sources listed above and were current at the time of writing.



ECONOMIC DEVELOPMENT

Strategic Plan 2027–2031

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