

Lucan Biddulph Economic Strategic Plan

2026-2030



Table of Contents

Executive Summary	2
1.0 Introduction	5
2.0 Community Profile & Economic Snapshot	7
3.0 Community Engagement	12
4.0 Vision, Mission & Guiding Principles.....	16
5.0 Economic Development Framework	19
6.0 Strategic Priority One.....	24
7.0 Strategic Priority Two.....	26
8.0 Strategic Priority Three	27
9.0 Strategic Priority Four	28
10.0 Implementation & Performance Measurement	30
11.0 Delivering the Strategy	32

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Executive Summary

The **Township of Lucan Biddulph Economic Development Strategic Plan 2026–2030** establishes a clear and practical roadmap to strengthen the local economy, support businesses, attract investment, and enhance the community's quality of life over the next five years. Developed through extensive community engagement, business input, and analysis of local economic trends, this Strategy provides a framework to guide municipal decision-making while responding to the opportunities and challenges facing a growing rural municipality.

Lucan Biddulph has experienced significant residential and commercial growth over the past decade. Its strategic location within Middlesex County, proximity to the City of London, strong agricultural foundation, expanding business community, and high quality of life position the Township for continued economic success. At the same time, growth presents new challenges, including housing affordability, infrastructure capacity, workforce availability, downtown revitalization, and maintaining the small-town character that residents value.

Recognizing these opportunities and challenges, the Township undertook a comprehensive strategic planning process that included community surveys, stakeholder engagement, and a SOARR (Strengths, Opportunities, Aspirations, Results and Risks) workshop. Participants consistently identified three overarching priorities: **economic diversification, business retention and expansion, and adapting to changing demographics**. These priorities have been expanded into four integrated strategic directions that will guide economic development initiatives through 2030.

The Strategy is founded on the following vision:

A thriving, innovative, and investment-ready community that celebrates its rural heritage, supports business success, embraces sustainable growth, and provides an exceptional quality of life for residents, businesses and visitors.

To achieve this vision, the Township will focus its efforts on four strategic priorities:



1. Build a Competitive Economy

Strengthen Lucan Biddulph's economic competitiveness by attracting investment, supporting entrepreneurship, promoting innovation, and ensuring the community remains investment-ready. The Township will work closely with Middlesex County and regional partners to leverage economic development opportunities while supporting local industries, agriculture, and emerging business sectors.

2. Support Business Success

Retaining and expanding existing businesses remains the Township's highest economic development priority. The Strategy emphasizes proactive business engagement, implementation of the Community Improvement Plan, promotion of Shop Local initiatives, downtown revitalization, and strengthening relationships with the local business community. By supporting existing businesses, the Township will foster long-term economic resilience and create conditions that encourage future investment.

3. Build Great Places

Economic prosperity depends on creating vibrant, attractive, and livable communities. The Strategy supports thoughtful residential and commercial growth through investments in infrastructure, accessibility, public spaces, housing diversity, placemaking, and downtown improvements. These initiatives will help ensure Lucan Biddulph remains an attractive place to live, work, invest, and visit while preserving the community's unique rural identity.

4. Build Partnerships & Capacity

Economic development is a shared responsibility. The Township will continue to build strong partnerships with Middlesex County, neighbouring municipalities, community organizations, business support agencies, and senior levels of government. By collaborating with regional partners, Lucan Biddulph can maximize available resources, attract external funding, and deliver coordinated economic development initiatives that benefit the entire community.

This Strategy recognizes the Township's role as a lower-tier municipality within Middlesex County. Rather than duplicating regional services, Lucan Biddulph will focus on local priorities such as business retention, community improvement, investment readiness, downtown development, communications, and municipal service excellence, while leveraging County expertise in investment attraction, workforce development, tourism, and regional economic initiatives.

Implementation of the Strategy will occur over five years through annual work plans, measurable performance indicators, and regular reporting to Council. Progress will be monitored using key performance indicators such as business retention activities, new business investment, Community Improvement Plan participation, commercial and industrial development, housing growth, resident satisfaction, and partnership development. The Strategy will remain flexible to respond to changing economic conditions, emerging opportunities, and evolving community needs.

The **Economic Development Strategic Plan 2026–2030** represents a shared commitment between Council, Administration, businesses, community organizations, residents, and regional partners to foster sustainable economic growth while preserving the qualities that make Lucan Biddulph a desirable place to call home. By building on its existing strengths and embracing innovation, collaboration, and responsible growth, the Township is well positioned to strengthen its local economy and create lasting prosperity for current and future generations.

1.0 Introduction

The Township of Lucan Biddulph Economic Development Strategic Plan 2026–2030 sets the direction for the Township's economic development efforts over the next five years. It reflects community and business input, local and regional economic trends, and the opportunities and challenges associated with continued growth.

Lucan Biddulph has experienced significant growth in recent years, with continued residential development, expanding commercial investment, and increasing interest from businesses seeking to locate within a vibrant, well-connected community. Situated within Middlesex County and just north of the City of London, the Township benefits from a strategic location, a strong agricultural economy, an expanding business community, quality municipal services, and an exceptional quality of life.

Economic development involves more than attracting new investment. It also means supporting existing businesses, encouraging entrepreneurship and employment, and ensuring that infrastructure, housing and municipal services keep pace with growth. These efforts require coordination among the Township, Middlesex County, other levels of government, businesses and community partners.

This Strategy builds upon previous economic development initiatives while responding to current economic conditions and emerging opportunities. It is informed by extensive public engagement, including a community SOARR (Strengths, Opportunities, Aspirations, Results and Risks) workshop, stakeholder discussions, and business input, which identified economic diversification, business retention and expansion, and adapting to changing demographics as the Township's highest priorities. These priorities form the foundation of this Strategy and have been expanded into four strategic directions that will guide economic development activities through 2030.

As a lower-tier municipality, Lucan Biddulph plays an important role in creating a business-friendly environment through responsive municipal services, investment readiness, land use planning, infrastructure, community improvement initiatives, communications, and business engagement. At the same time, the Township recognizes the importance of working collaboratively with Middlesex County, which leads regional initiatives such as investment attraction, workforce development, tourism promotion, and regional economic research. This Strategy complements the **Middlesex County Economic Development & Tourism Strategic Plan 2026–2030**, ensuring that local actions align with broader regional objectives while addressing the specific needs and opportunities within Lucan Biddulph.

The Strategy is guided by the principles of sustainability, collaboration, innovation, accountability, accessibility, and responsible growth. It recognizes that economic prosperity must be balanced with maintaining the Township's rural character, protecting agricultural lands, investing in community infrastructure, and preserving the high quality of life that residents value.

Implementation of this Strategy will occur through annual work plans, partnerships, measurable performance indicators, and regular reporting to Council. Progress will be monitored and evaluated to ensure the Strategy remains responsive to changing economic conditions, community priorities, and emerging opportunities throughout the five-year planning period.

The Economic Development Strategic Plan 2026–2030 provides a practical basis for setting priorities, coordinating municipal efforts and measuring progress. It will help the Township support business and investment while managing growth in a way that reflects Lucan Biddulph's local character and community priorities.

Purpose of the Strategy

The purpose of this Strategy is to:

- Establish a long-term vision for economic growth and prosperity in Lucan Biddulph.
- Identify strategic priorities and actions that support business retention, investment attraction, entrepreneurship, workforce development, and community vitality.
- Guide municipal decision-making, policy development, and investment over the next five years.
- Strengthen partnerships with Middlesex County, neighbouring municipalities, economic development organizations, businesses, and community stakeholders.
- Support sustainable growth while preserving the Township's rural identity
- Provide a framework for measuring success through clearly defined goals, actions, and performance indicators.

This Strategy will serve as the Township's primary economic development framework from **2026 to 2030**, ensuring that economic development efforts are coordinated, evidence-based, and aligned with Council's vision for a vibrant, resilient, and prosperous community.

2.0 Community Profile & Economic Snapshot

Community Profile

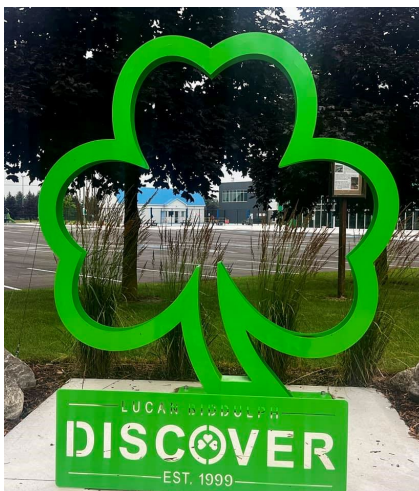
Located in the heart of **Middlesex County**, the Township of **Lucan Biddulph** is one of Southwestern Ontario's fastest-growing rural communities. Ideally situated approximately 25 kilometres north of the City of London, the Township offers residents and businesses the benefits of a vibrant rural lifestyle while maintaining convenient access to one of Ontario's largest urban centres. This strategic location provides excellent connectivity to regional transportation networks, post-secondary institutions, healthcare services, skilled labour markets, and major commercial centres.

Lucan Biddulph is recognized for its strong sense of community, exceptional quality of life, and commitment to responsible growth. The Township continues to attract new residents, families, entrepreneurs, and businesses seeking an affordable, welcoming community with modern municipal services and a supportive business environment.

The local economy is diversified and continues to evolve. Agriculture remains a cornerstone of the Township's identity and economy, supported by a growing mix of retail, commercial, industrial, professional services, construction, health care, home-based businesses, and tourism-related enterprises. Continued residential development has created opportunities for new commercial investment while strengthening demand for local goods and services.

Municipal investments in infrastructure, recreation, parks, accessibility, broadband connectivity, and community facilities have positioned Lucan Biddulph as an attractive location for both business investment and residential growth. The Township's collaborative approach to economic development, combined with strong regional partnerships through Middlesex County, creates opportunities to leverage shared resources while focusing on local priorities.

As growth continues, the Township remains committed to preserving the characteristics that define the community, including its small-town atmosphere, agricultural heritage, strong volunteer culture, and safe, family-oriented neighbourhoods.



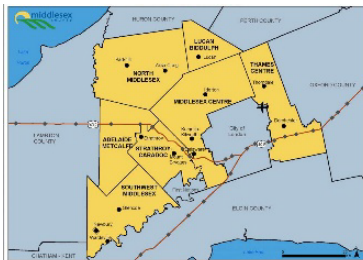
◆ MUNICIPALITY Township of Lucan Biddulph	● UPPER-TIER Middlesex County
■ COMMUNITIES Lucan • Granton	□ LOCATION Approx. 25 km north of London, Ontario
□ PLAN PERIOD 2026–2030	▲ ECONOMY Agriculture • Retail • Construction Manufacturing • Professional Services Health Care • Tourism
✓ COMMUNITY IMPROVEMENT Official Community Improvement Plan	↔ ECONOMIC DEVELOPMENT Township + Middlesex County Partnership

Economic Snapshot

Lucan Biddulph continues to experience growth and development influenced by residential development, business investment and regional population trends. The Township benefits from its strategic location within the rapidly expanding London metropolitan region while maintaining the advantages of a rural community.

Strategic Location

Lucan Biddulph provides excellent regional accessibility through Provincial Highway 4 and County Road networks, offering convenient access to London, Stratford, St. Marys, Exeter, and Highway 402. This location supports commuting, goods movement, tourism, and business expansion.



Growing Population

Population growth has generated increased demand for housing, commercial services, recreation, healthcare, and community amenities. New residential neighbourhoods continue to strengthen the local customer base and create opportunities for business expansion.

Diverse Local Economy

The Township's economy is supported by a broad mix of industries that contribute to economic resilience.

Key sectors include:



Agriculture & Agri-Business



Retail & Commercial Services



Construction & Skilled Trades



Manufacturing & Light Industrial



Professional Services



Health Care



Home-Based Businesses



Tourism & Hospitality

Business Environment

Lucan Biddulph's business community includes independent businesses, agricultural enterprises, professional offices, retail establishments, restaurants, service providers, and home-based entrepreneurs. Continued investment in commercial development has expanded shopping and service options for residents while strengthening the Township's assessment base.

The Township supports business growth through:

- Community Improvement Plan (CIP) incentives
- Business engagement and visitation
- Investment readiness initiatives
- Streamlined municipal services
- Regional partnerships with Middlesex County
- Business promotion and Shop Local campaigns

Workforce

Residents benefit from access to a highly skilled regional workforce supported by nearby post-secondary institutions, apprenticeship programs, employment service providers, and regional workforce development initiatives. Many residents also commute throughout Southwestern Ontario while choosing Lucan Biddulph for its quality of life and affordability.

Agriculture

Agriculture remains one of the Township's most significant economic drivers. Farms, agri-businesses, and agricultural services contribute substantially to employment, investment, and the local economy while supporting value-added food production and rural entrepreneurship. Protecting agricultural land and supporting innovation within the sector remain important priorities.

Infrastructure

The Township has continued to invest in infrastructure that supports long-term economic growth, including:

- Water and wastewater capacity improvements
- Road infrastructure
- Parks and recreation facilities
- Accessible municipal facilities
- Community gathering spaces
- Active transportation connections

These investments improve quality of life while supporting business attraction and future development.

Competitive Advantages

Lucan Biddulph offers several competitive advantages that position the community for continued economic success:

- Strategic location within the London Region and Middlesex County
- Strong population and residential growth
- Competitive cost of doing business
- Available commercial, industrial and employment land opportunities
- High quality municipal services
- Strong agricultural economy
- Community Improvement Plan incentives
- Growing retail and commercial sector
- Safe, welcoming, family-oriented community
- Excellent parks, recreation, and cultural amenities

- Collaborative relationship with Middlesex County Economic Development
- Strong community organizations and volunteer base
- Reliable municipal infrastructure and broadband connectivity
- Responsive local government and business-friendly approach to development

Looking Ahead

Over the next five years, Lucan Biddulph is well positioned to capitalize on continued regional growth and evolving economic opportunities. Strategic investments in infrastructure, housing, downtown revitalization, business support, and community amenities will help ensure the Township remains competitive while preserving the rural character and sense of community that residents value.

Over the plan period, the Township will continue to work with businesses, residents, Middlesex County and regional partners to respond to opportunities and support responsible economic growth.

3.0 Community Engagement

Building the Strategy Together

The Township of Lucan Biddulph Economic Development Strategic Plan 2026–2030 has been shaped through a collaborative planning process that placed community engagement at the centre of strategy development. Recognizing that sustainable economic growth requires a shared vision, the Township sought input from residents, business owners, community organizations, Community Economic Development Committee, and regional partners to identify opportunities, challenges, and priorities for the future.

The engagement process was designed to ensure that the Strategy reflects the needs and aspirations of the community while building on the Township's existing strengths. Rather than focusing solely on economic indicators, participants were encouraged to consider the broader factors that contribute to a thriving and resilient community, including quality of life, housing, infrastructure, workforce development, community services, and business competitiveness.

Community feedback consistently reinforced the importance of balancing growth with the preservation of Lucan Biddulph's rural character, strong community spirit, and high quality of life. Participants expressed a desire for thoughtful, sustainable growth that supports local businesses, attracts new investment, creates employment opportunities, and enhances services for residents of all ages.

Engagement Process

The development of this Strategy included a comprehensive review of previous planning initiatives, municipal policies, demographic trends, and community priorities. A facilitated **SOARR (Strengths, Opportunities, Aspirations, Results and Risks)** workshop was held in March 2026, bringing together Council members, staff, community leaders, and stakeholders to identify the Township's economic development priorities and future direction. The findings from this workshop were complemented by previous business engagement activities, community surveys, and ongoing discussions with residents and regional partners.

This collaborative approach ensured that the Strategy reflects local knowledge, community values, and practical recommendations while aligning with broader regional economic development initiatives.

What We Heard

Participants identified numerous strengths that position Lucan Biddulph for continued economic success. These strengths include:

- A strong sense of community and volunteerism
- A safe, welcoming, and family-oriented environment
- High quality municipal services

- A growing retail and commercial sector
- Strong agricultural roots and local employment opportunities
- Strategic location within Middlesex County
- Ongoing residential and commercial growth
- Excellent parks, recreation facilities, library, and museum
- Investments in infrastructure and broadband connectivity
- Strong partnerships between Council, staff, businesses, and community organizations

Participants also identified opportunities to strengthen the local economy, including:

- Attracting new commercial investment
- Supporting entrepreneurship and home-based businesses
- Expanding agri-business and agri-tourism
- Revitalizing the downtown core
- Increasing housing diversity
- Strengthening partnerships with Middlesex County and regional organizations
- Enhancing community gathering spaces
- Supporting workforce development and education
- Building stronger business networks and regional collaboration

Community members expressed a vision for Lucan Biddulph as a welcoming, inclusive, and prosperous community that supports local businesses, creates employment opportunities, encourages responsible growth, and maintains its unique small-town character. Aspirations included preserving agricultural heritage, improving access to housing and healthcare, enhancing recreation opportunities, and fostering a vibrant downtown.

Key Themes

ECONOMIC DIVERSIFICATION	BUSINESS RETENTION & EXPANSION	CHANGING DEMOGRAPHICS
Attract investment • support entrepreneurship • expand employment opportunities	Engage existing businesses • promote CIP • strengthen downtown and Shop Local	Adapt housing, recreation and services for youth, families, seniors and newcomers

Throughout the engagement process, three consistent themes emerged that now form the foundation of this Economic Development Strategic Plan.

Economic Diversification

Participants emphasized the importance of strengthening and diversifying the local economy by attracting new businesses, supporting entrepreneurship, expanding employment opportunities, and encouraging investment across a range of industries. Maintaining an inventory of available commercial and employment lands, promoting innovation, and supporting workforce development were identified as essential to long-term economic resilience.

Business Retention and Expansion

Supporting existing businesses was identified as the Township's highest economic development priority. Participants recognized that successful local businesses create employment, contribute to the tax base, support community events, and strengthen the overall economy. Continued business engagement, promotion of the Community Improvement Plan, Shop Local initiatives, downtown revitalization, and enhanced business communications were viewed as critical actions.

Adapting to Changing Demographics

As Lucan Biddulph continues to grow, participants stressed the importance of ensuring municipal services, housing options, recreation, and community programs evolve to meet changing demographic needs. Supporting youth, families, seniors, newcomers, and an increasingly diverse population will be essential to maintaining a vibrant and inclusive community.

Risks and Challenges

The engagement process also identified several factors that could influence the Township's long-term economic success if left unaddressed. These include:

- Housing affordability and cost-of-living pressures
- Limited housing diversity
- Labour shortages and workforce availability
- Funding constraints
- Community resistance to change
- Downtown business vacancies
- Infrastructure and servicing requirements
- Changes in government policies and funding programs
- Economic uncertainty and broader market conditions
- Maintaining meaningful community and business engagement

Recognizing these risks has helped shape the strategic priorities and actions contained within this Plan.

Building on Our Strengths

A consistent message throughout the engagement process was the importance of building upon the Township's existing assets rather than focusing solely on challenges. Lucan Biddulph benefits from a strong foundation that includes an engaged community, a growing economy, excellent municipal services, committed volunteers, successful local businesses, and strong regional partnerships.

The Strategy takes an Asset-Based Community Development (ABCD) approach, building on existing local strengths while responding to identified gaps and new opportunities. This approach recognizes the role of the Township, businesses, community organizations and residents in supporting local economic development.

From Engagement to Action

The ideas, priorities, and recommendations identified throughout the community engagement process have directly informed the four strategic priorities presented in this Plan. Together, they provide a practical and community-driven roadmap for economic development that balances growth, investment, community well-being, and fiscal responsibility.

The Township extends its sincere appreciation to all residents, businesses, Council members, community organizations, and regional partners who contributed their time, ideas, and expertise. Their participation has helped shape a shared vision for a prosperous, resilient, and vibrant Lucan Biddulph over the next five years and beyond.

4.0 Vision, Mission & Guiding Principles

Vision

A thriving, innovative, and investment-ready community that celebrates its rural heritage, supports business success, embraces sustainable growth, and provides an exceptional quality of life for residents, businesses, and visitors.

The Township of Lucan Biddulph envisions a prosperous future where economic growth is balanced with community values, preserving the small-town character and agricultural heritage that define the Township while creating opportunities for businesses, entrepreneurs, and future generations.

Mission

The Township of Lucan Biddulph will foster a resilient and diversified local economy by creating an environment where businesses can succeed, investment is welcomed, innovation is encouraged, and partnerships drive sustainable growth.

Through proactive leadership, responsive municipal services, strategic planning, and collaboration with Middlesex County, businesses, community organizations, and residents, the Township will support economic opportunities that strengthen the community while enhancing the quality of life for all who live, work, invest, and visit.

Guiding Principles

The following guiding principles provide the foundation for all economic development initiatives undertaken by the Township between 2026 and 2030. These principles will guide decision-making, investment priorities, partnerships, and the implementation of this Strategy.

1. Sustainable Growth

Growth should be planned, responsible, and balanced. Economic development decisions will support long-term prosperity while protecting the Township's agricultural heritage, natural environment, infrastructure capacity, and rural character.

2. Business-Centred Approach

Existing businesses are the foundation of Lucan Biddulph's economy. The Township is committed to supporting business retention and expansion while creating an environment that encourages entrepreneurship, investment, innovation, and long-term business success.

3. Collaboration & Partnerships

Economic development is a shared responsibility. The Township will work collaboratively with Middlesex County, neighbouring municipalities, Indigenous communities, provincial and federal governments, educational institutions, business organizations, community groups, and the private sector to maximize opportunities and leverage shared resources.

4. Investment Readiness

The Township will proactively prepare for future investment by maintaining modern infrastructure, streamlining municipal processes, promoting available employment lands, supporting downtown revitalization, and ensuring businesses have access to the information and services they need to invest with confidence.

5. Innovation & Entrepreneurship

Innovation drives economic resilience. The Township will encourage entrepreneurship, support emerging businesses, promote technology adoption, and create opportunities for local businesses to adapt and compete in a changing economy.

6. Community Well-Being

A strong economy contributes to a high quality of life. Economic development initiatives will support vibrant neighbourhoods, accessible community spaces, housing diversity, recreation opportunities, cultural amenities, and services that benefit residents of all ages and abilities.

7. Inclusivity & Accessibility

Economic opportunity should be available to everyone. The Township is committed to creating an inclusive community where businesses, residents, employees, entrepreneurs, and visitors can fully participate in economic and community life regardless of age, ability, background, or circumstance.

8. Excellence in Customer Service

The Township is committed to providing responsive, professional, and transparent municipal services that support investment, encourage business growth, and build confidence among residents, developers, investors, and community partners.

9. Accountability & Continuous Improvement

The Township will implement this Strategy through measurable actions, transparent reporting, and ongoing evaluation. Progress will be monitored using performance indicators, annual reporting, and regular review to ensure the Strategy remains responsive to changing economic conditions and community priorities.

Our Commitment

The Township will use the Vision, Mission and Guiding Principles to inform economic development decisions and annual priorities. Ongoing work with businesses, residents, Middlesex County and regional partners will remain important to supporting local investment, employment and community development.

Together, these guiding principles establish the foundation for the four Strategic Priorities presented in this Plan and provide a consistent framework for decision-making throughout the 2026–2030 planning period.

5.0 Economic Development Framework

A Collaborative Approach to Economic Development

Economic development is most successful when it is guided by collaboration, shared responsibility, and a clear understanding of organizational roles. As a lower-tier municipality within Middlesex County, the Township of Lucan Biddulph plays a critical role in fostering a business-friendly environment, supporting existing businesses, planning for sustainable growth, and enhancing community vitality.

At the same time, the Township benefits from the regional leadership, expertise, and resources provided by Middlesex County. By working together, the Township and County can deliver coordinated economic development services, maximize funding opportunities, reduce duplication, and provide businesses and investors with seamless support.

This Strategic Plan recognizes that economic development is a partnership between municipal governments, businesses, community organizations, economic development agencies, and residents. Each partner has a unique role to play in creating a resilient, competitive, and prosperous local economy.

Township of Lucan Biddulph's Role

The Township's primary responsibility is to create the local conditions that encourage businesses to invest, expand, and succeed. Through responsive municipal services, strategic planning, infrastructure investment, and community leadership, the Township helps build a competitive business environment while enhancing the quality of life for residents.

The Township's economic development responsibilities include:

Business Retention & Expansion

- Maintain strong relationships with local businesses through regular engagement
- Identify business opportunities and challenges.
- Connect businesses with available programs and resources.
- Support business expansion and succession planning.

Investment Readiness

- Maintain an inventory of available commercial, industrial and employment lands.
- Facilitate development approvals through efficient municipal processes.
- Promote investment opportunities within the Township.
- Support developers and investors throughout the development process.

Community Improvement

- Administer the Community Improvement Plan (CIP).
- Encourage façade improvements, accessibility upgrades, and downtown revitalization.
- Promote investment incentives to businesses and property owners.

Downtown & Commercial Development

- Support a vibrant downtown business district.
- Encourage mixed-use development and commercial investment.
- Improve public spaces, streetscapes, and placemaking initiatives.
- Promote local shopping and business awareness.

Community Marketing & Communications

- Promote Lucan Biddulph as a great place to live, work, invest, and visit.
- Celebrate local business success stories.
- Coordinate Shop Local campaigns and business recognition initiatives.
- Maintain current economic development information on the Township website.

Infrastructure & Growth Planning

- Plan and invest in municipal infrastructure.
- Support employment land development.
- Coordinate land use planning and growth management.
- Ensure municipal services support future economic growth.

Middlesex County's Role

Middlesex County provides regional economic development leadership and delivers programs and services that benefit all lower-tier municipalities. The County's broader geographic perspective enables regional collaboration, investment attraction, workforce development, tourism promotion, and economic research that individual municipalities cannot efficiently undertake alone.

Key County responsibilities include:

Regional Investment Attraction

- Market Middlesex County to domestic and international investors.

- Respond to investment inquiries.
- Promote regional industrial and commercial opportunities.
- Support business relocation and expansion.

Workforce Development

- Collaborate with workforce development organizations.
- Support labour market research.
- Promote skilled trades and employment initiatives.
- Facilitate partnerships between employers and educational institutions.

Tourism Development

- Lead regional tourism marketing initiatives.
- Promote Middlesex County as a visitor destination.
- Support destination development and visitor experiences.
- Coordinate tourism partnerships across municipalities.

Business Intelligence

- Maintain demographic and economic data.
- Conduct regional business research.
- Monitor economic trends.
- Provide market information to municipalities and investors.

Regional Partnerships

- Coordinate partnerships with provincial and federal governments.
- Collaborate with economic development organizations.
- Pursue regional funding opportunities.
- Support inter-municipal initiatives.

Business Support Programs

- Coordinate regional business visitation initiatives.
- Promote business support services.
- Connect businesses with funding opportunities.
- Support entrepreneurship programs through regional partners.

Partnership Approach

Implementation of the Strategy will rely on continued coordination with Middlesex County and other partners. The Township will focus its resources on local priorities and use County programs, expertise and regional services where they add value or avoid duplication.

This collaborative approach allows the Township to:

- Maximize municipal resources.
- Improve service delivery.
- Strengthen regional competitiveness.
- Increase access to external funding.
- Deliver coordinated support to businesses and investors.
- Share data and best practices.
- Advocate for regional infrastructure and economic priorities.

The Township will continue to work closely with Middlesex County in several key areas, including:

- Business retention and expansion initiatives.
- Investment attraction and site selection.
- Community Improvement Plan promotion.
- Workforce development.
- Tourism and destination marketing.
- Industrial and commercial land development.
- Housing and population growth planning.
- Infrastructure investment.
- Regional marketing and communications.

Delivering Results Together

The Township will continue to serve as the local champion for economic development while leveraging the regional expertise of Middlesex County and other strategic partners. This coordinated approach ensures that municipal resources are used effectively, businesses receive comprehensive support, and investment opportunities are pursued collaboratively.

Clear roles and ongoing coordination will help the Township make effective use of available resources and provide businesses and investors with consistent local and regional support.

Table 5.1 – Economic Development Roles and Responsibilities

Township of Lucan Biddulph	Middlesex County
Business retention and expansion	Regional investment attraction
Community Improvement Plan administration	Workforce development and labour market initiatives
Local business engagement and visitation	Regional tourism development and promotion
Downtown revitalization and placemaking	Regional economic research and data analysis
Investment readiness and local site promotion	Regional marketing and investment lead generation
Municipal planning and development approvals	Inter-municipal collaboration and advocacy
Infrastructure planning and servicing	Provincial and federal partnership development
Community marketing and Shop Local initiatives	Regional business support coordination
Local events and community vitality	County-wide economic development programs

Together, the Township and Middlesex County provide a comprehensive, coordinated economic development system that supports local businesses, attracts investment, and strengthens the long-term economic competitiveness of Lucan Biddulph and the broader region.

6.0 Strategic Priority One



BUILD A COMPETITIVE ECONOMY

Lucan Biddulph's long-term prosperity depends on maintaining a competitive, resilient, and diversified economy that supports local businesses, attracts new investment, and creates employment opportunities. Building a competitive economy requires strategic investment in infrastructure, employment lands, entrepreneurship, workforce development, and innovation while leveraging the Township's strategic location, strong agricultural sector, and proximity to major regional markets.

The Township will work collaboratively with Middlesex County and regional partners to promote opportunities for business expansion, industrial development, commercial investment, and entrepreneurial success.

STRATEGIC OBJECTIVE	ALIGNED KEY ACTIONS	MEASURES OF SUCCESS
1. Investment & Economic Diversification	• Maintain commercial and employment land inventory • Develop investment-ready marketing materials • Promote shovel-ready opportunities • Streamline development approvals • Promote industrial and commercial investment opportunities	✓ New business investment ✓ Investment inquiries
2. Entrepreneurship & Small Business	• Promote Community Futures programs • Encourage home-based business growth • Support local entrepreneurs through networking opportunities	✓ Business start-ups ✓ Business expansions
3. Workforce Development	• Partner with Middlesex County and employment agencies • Support employer recruitment initiatives • Encourage youth retention	✓ Employment growth
4. Agriculture & Agri-Business	• Support value-added agriculture • Encourage agri-business investment • Promote innovation in agricultural industries • Protect agricultural lands through responsible planning	✓ Agri-business investment / expansion

5. Infrastructure & Growth Readiness	• Ensure municipal infrastructure supports future growth • Identify growth readiness lands (public and private) – serviced and non-serviced	✓ Serviced & non-serviced lands available ✓ Infrastructure investment
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7.0 Strategic Priority Two



SUPPORT BUSINESS SUCCESS

Existing businesses are the foundation of Lucan Biddulph's economy. Supporting their continued success is the Township's highest economic development priority. Business retention and expansion create employment opportunities, strengthen the municipal tax base, increase community investment, and contribute to a vibrant local economy.

The Township will continue to build strong relationships with local businesses through proactive engagement, responsive customer service, business support initiatives, and programs that encourage investment and revitalization.

STRATEGIC OBJECTIVE	ALIGNED KEY ACTIONS	MEASURES OF SUCCESS
1. Business Relationships & Retention	• Conduct regular business visitation • Identify business challenges • Connect businesses with support programs	✓ Business visits completed ✓ Business satisfaction ✓ Business retention & expansion
2. Business Expansion & Municipal Programs	• Promote façade improvement grants • Encourage accessibility improvements • Increase awareness of available incentives	✓ CIP applications ✓ Business retention & expansion
3. Downtown Revitalization	• Support streetscape improvements • Encourage mixed-use development • Improve public spaces • Promote beautification initiatives	✓ Downtown investment ✓ CIP applications
4. Shop Local & Business Promotion	• Continue Shop Local campaigns • Feature local businesses • Encourage cross-promotion • Support community events	✓ Shop Local participation
5. Communications & Business Success	• Promote business success stories • Improve business communications • Improve communication methods and reach to residents and businesses	✓ Business satisfaction

8.0 Strategic Priority Three



BUILD GREAT PLACES

A strong economy is supported by great communities. Businesses choose to invest where people want to live, and residents choose communities that offer excellent services, attractive public spaces, diverse housing, quality infrastructure, and a vibrant downtown.

Lucan Biddulph will continue investing in community infrastructure, placemaking, accessibility, and growth management to ensure the Township remains an attractive destination for residents, businesses, and visitors.

STRATEGIC OBJECTIVE	ALIGNED KEY ACTIONS	MEASURES OF SUCCESS
1. Housing Diversity	• Support diverse housing options • Encourage affordable housing opportunities • Coordinate with developers • Consider changing demographic needs in housing and community planning	✓ Housing starts
2. Infrastructure & Servicing	• Invest in roads, water and wastewater • Support active transportation	✓ Infrastructure investment
3. Downtown & Placemaking	• Improve streetscapes • Enhance public spaces • Support commercial redevelopment	✓ Downtown improvements ✓ Resident satisfaction
4. Accessibility & Inclusive Design	• Continue accessibility improvements • Promote inclusive design • Support barrier-free businesses	✓ Accessibility projects
5. Community Spaces & Quality of Place	• Invest in parks • Enhance recreation facilities • Improve gathering spaces	✓ Park usage ✓ Resident satisfaction

9.0 Strategic Priority Four



BUILD PARTNERSHIPS & CAPACITY

Economic development is achieved through collaboration. By strengthening partnerships with businesses, educational institutions, community organizations, neighbouring municipalities, and senior levels of government, Lucan Biddulph can leverage resources, attract investment, and deliver initiatives that would not be possible independently.

The Township will continue building organizational capacity while working collaboratively to create opportunities that benefit the entire community.

STRATEGIC OBJECTIVE	ALIGNED KEY ACTIONS	MEASURES OF SUCCESS
1. Regional Partnerships & Collaboration	• Continue working with Middlesex County • Participate in regional economic initiatives • Share best practices	✓ Partnership agreements ✓ Collaborative initiatives completed ✓ Stakeholder satisfaction
2. External Funding & Investment	• Pursue provincial and federal grants • Support collaborative funding applications • Maximize external investment	✓ External funding secured ✓ Collaborative initiatives completed
3. Workforce & Innovation	• Strengthen relationships with regional partners • Support workforce training	✓ Collaborative initiatives completed ✓ Stakeholder satisfaction
4. Community & Business Partnerships	• Support volunteer organizations • Encourage business partnerships • Collaborate with service clubs	✓ Community engagement ✓ Partnership agreements ✓ Stakeholder satisfaction
5. Organizational Capacity & Excellence	• Monitor economic trends • Improve performance reporting	✓ Annual reporting completed

	• Complete annual strategy reviews • Update action plans annually	✓ Stakeholder satisfaction
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10.0 Implementation & Performance Measurement

Implementation of the Economic Development Strategic Plan 2026–2030 will occur through annual economic development work plans. Actions will be prioritized based on municipal resources, Council priorities, partnership opportunities, available funding, and changing economic conditions. Annual work plans will identify specific initiatives, timelines, and performance targets, allowing the Township to remain responsive while advancing the long-term objectives of the Strategy.

Implementation Timeline

The timelines below identify the anticipated period of emphasis for key initiatives. Many actions will be ongoing throughout the 2026–2030 planning period and may be advanced earlier or later in response to funding opportunities, municipal priorities, development activity, and available resources.

TIMING	IMPLEMENTATION FOCUS
ONGOING 2026–2030	• Business visitation and engagement • Shop Local promotion • Investment attraction • Partnership development • Pursue grant and funding opportunities • Community Improvement Plan promotion • Workforce collaboration
SHORT TERM 2026–2027	• Update commercial, industrial and employment land inventory (private and public) • Develop investment-ready marketing materials • Strengthen business communications • Establish annual performance baselines and targets
MEDIUM TERM 2027–2028	• Advance downtown revitalization and placemaking initiatives • Expand workforce partnerships • Advance accessibility initiatives
LONGER TERM 2029–2030	• Continue long-term investment attraction • Complete priority community development initiatives • Assess progress toward long-term strategic outcomes
ANNUALLY	• Establish annual economic development work plan • Establish performance targets • Review measures of success • Report progress to Council • Update actions and priorities as required

Monitoring & Reporting

Progress will be monitored annually using the measures of success identified under each Strategic Priority. Annual performance targets will be established through the Township's economic development work plan, with progress reported to Council as part of the Strategy's annual review. Actions and priorities may be adjusted in response to changing economic conditions, funding opportunities, partnership initiatives, and evolving community needs.

11.0 Delivering the Strategy

The Economic Development Strategic Plan 2026–2030 provides a clear direction for the Township’s economic development efforts over the next five years. Its four strategic priorities reflect the opportunities, challenges and community priorities identified through the planning and engagement process.

Implementation will be supported through annual economic development work plans, partnerships and available resources. Progress will be monitored and reported to Council, allowing priorities and actions to be adjusted as economic conditions, funding opportunities and community needs evolve.

By building on local strengths and working with businesses, community organizations, Middlesex County and other partners, Lucan Biddulph will continue to support business success, encourage investment and strengthen the community for the future.

FROM STRATEGY TO ACTION



OUR FOUR STRATEGIC PRIORITIES

