

Town Of Tillsonburg 2025 Business Plan

Economic Development & Marketing

November 18, 2024



2025 Business Objectives (Ongoing)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Community Improvement Plan (Applications)	Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction Priority Project- N/A	Development Commissioner	\$60,000	Ongoing
Business Improvement Association – Contribution to Capital Expenditures	Goal – Community Growth Strategic Direction – Promote, preserve and enhance the downtown core as the retail centre and community hub for Tillsonburg Priority Project- Not applicable	BIA	\$20,000	Ongoing
Updated Economic Development Strategy Implementation	Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction Priority Project- Economic Development Strategy update	Economic Development & Marketing	\$5,000	Ongoing
Enhanced Business Processes (Zoho)*	Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction. Priority Project- Marketing and build out of Van Norman Innovation Park, Increase diversity in manufacturing and other key sectors	Economic Development & Marketing	\$3,000	Q1 – Q4

2025 Business Objectives (Ongoing)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
High Tech Manufacturing Action Plan (Hub Development Feasibility)	<p>Goal – Business Attraction, Retention and Expansion Strategic Direction – Develop a “made in Tillsonburg” approach to education, training and development based on the workforce needs of current and prospective employers Priority Project- Increase diversity in manufacturing and other key sectors</p>	Development Commissioner/ Industry/ Associations	\$20,000	Ongoing
SOMA Membership	<p>Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction. Priority Project- Increase diversity in manufacturing and other key sectors</p>	SOMA	\$24,000	Q4
SOMA Asia Mission	<p>Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction. Priority Project- Increase diversity in manufacturing and other key sectors</p>	SOMA	\$24,000	Q4

2025 Business Objectives (Ongoing)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Discover Tillsonburg (Additional Video Production)	<p>Goal – Community Growth</p> <p>Strategic Direction – Promote, preserve and enhance the downtown core as the retail centre and community hub for Tillsonburg</p> <p>Priority Project- Not applicable</p>	Economic Development & Marketing	\$10,000	Q4
Town Hall Project Support	<p>Goal – Customer Service, Communication & Engagement</p> <p>Strategic Direction – Position Tillsonburg as a leader in the municipal sector</p> <p>Priority Project- Consolidated Town Hall initiative</p>	Town Hall Steering Committee/ CAO	Not applicable	Ongoing
Asset Management Work, Land assets	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks, and the world through effective traditional and digital infrastructure</p> <p>Strategic Direction – Develop a robust , long-term asset mgmt. plan to inform evidence-based decisions on the maintenance, rehabilitation and replacements of municipal infrastructure</p> <p>Priority Project – <i>Short Term</i> - Asset Management Plan</p>	Ec Dev Commissioner	Staff time	Q1 first draft for 2025 AMP; then Ongoing

2025 Business Objectives (Sponsorship)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Chamber Awards – Grant	Goal – Customer Service, Community & Engagement Strategic Direction – Position Tillsonburg as a leader in the municipal sector Priority Project- Not applicable	Chamber of Commerce	\$4,000	Q3
Chamber Awards – Sponsorship	Goal – Customer Service, Community & Engagement Strategic Direction – Engage community groups, including advisory committees and service organizations, in shaping municipal initiative Priority Project- Not applicable	Economic Development Advisory Committee/ Chamber of Commerce	\$5,500	Q3
Youth Robotics Challenge	Goal – Business Attraction, Retention and Expansion Strategic Direction – Develop a “made in Tillsonburg” approach to education, training and development based on the workforce needs of current and prospective employers Priority Project – Not applicable	Oxford Youth Invitational Challenge	\$1,000	Q4
Discover Tillsonburg – Turtlefest Sponsorship	Goal – Lifestyle and Amenities Strategic Direction – Increase opportunities to enjoy culture, events and leisure activities in Tillsonburg. Priority Project- Not applicable	Downtown BIA	\$2,500	Q2

2025 Business Objectives (Carry Forward)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Airport Business Development	<p>Goal – Connectivity and Transportation Strategic Direction – Leverage the municipal airport more effectively to increase access, visibility and business activity in Tillsonburg Priority Project – <i>Support</i> Airport Master Plan and implementation</p>	Economic Development & Marketing, Airport	\$10,000 (seeking matching funding)	Q4
Project Big Swing	<p>Goal – Community Growth Strategic Direction - Pursue the acquisition of additional municipal land to accommodate growth Priority Project – Recreation Master Plan</p> <p>Goal – Lifestyle and Amenities Strategic Direction – Update municipal sports facilities consistent with modern standards Target new programs, services, amenities and attractions that will be a magnet for young families Priority Project – New playgrounds construction</p>	Development Commissioner/ Recreation, Culture & Parks	\$5,500,000	Ongoing
Project Big Swing	<p>Goal – Lifestyle and Amenities Strategic Direction – Work with Oxford County and community partners to ensure an adequate supply of affordable, attainable housing options. Priority Project- New playgrounds construction, Affordable housing collaboration with Oxford County</p>	Development Commissioner/ Recreation, Culture & Parks	\$500,000	Ongoing

2025 Business Objectives (Carry Forward/Prior CapEx)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Rokeby Road Property - Engineering Design Services	Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction Priority Project- Increase diversity in manufacturing and other key sectors	Operations Department/ Development Commissioner/Consultant	\$265,000 with offsets per Report DCS 20-22	Q4
Rokeby Road Property - Construction	Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction Priority Project- Increase diversity in manufacturing and other key sectors	Operations Department/ Development Commissioner/Consultant	\$400,000 with offsets	Q4
Van Norman Innovation Park – Planning & Design	Goal – Business Attraction, Retention and Expansion Strategic Direction – Ensure adequate supply of “shovel ready” land for business attraction and expansion Priority Project- Marketing and build out of Van Norman Innovation Park	Development Commissioner	\$300,000	Q4
Van Norman Innovation Park – Construction	Goal – Business Attraction, Retention and Expansion Strategic Direction – Ensure adequate supply of “shovel ready” land for business attraction and expansion Priority Project- Marketing and build out of Van Norman Innovation Park	Development Commissioner	\$9,312,000 offset by \$8,096,000 in land sale and debt revenues	Q4
Progress Dr Extension	Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction Priority Project- Increase diversity in manufacturing and other key sectors	Development Commissioner	\$600,000 with offsetting \$600,000 in land sale revenues	Q4

2025 Business Objectives (New)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
FT Contract Continuation	Goal – Customer Service, Communication and Engagement Strategic Direction – Position Tillsonburg as a leader in the municipal sector Priority Project- N/A	Development Commissioner	\$65,000 (\$25K Service Level Increase)	Q4
Van Norman Innovation Park – Marketing Campaign	Goal – Business Attraction, Retention and Expansion Strategic Direction – Ensure adequate supply of “shovel ready” land for business attraction and expansion Priority Project- Marketing and build out of Van Norman Innovation Park	Development Commissioner	\$30,000	Q4
Ground Lease Enhancement	Goal – Customer Service, Communication and Engagement Strategic Direction – Position Tillsonburg as a leader in the municipal sector Priority Project – Ground Lease	Development Commissioner/Real Estate Broker	\$10,000	Q4
Bridge St Re-imagining	Goal – Community Growth Strategic Direction – Promote, preserve and enhance the downtown core as the retail centre and community hub for Tillsonburg. Priority Project- Enhanced development standards that benefit the community (including tree planting, affordable housing, walkability, livability, connectivity) Enhanced public engagement in planning policies and placemaking	EDM/Operations & Development (Asset Management Planning)	N/A	Ongoing

2025 Business Objectives (New)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Project Polyiso Investment Support	Goal – Business Attraction, Retention and Expansion Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction Priority Project- Increase diversity in manufacturing and other key sectors	Development Commissioner	\$TBD per CLD EDM 23-02	Q4

Risks

- Each of the business plan categories (CIP, strategy, SOMA, Discover Tillsonburg, Van Norman Innovation Park expansion, sponsorship, infrastructure, developer support, etc) support the ongoing development of the town as a more complete community and not supporting these comprehensive actions will detract from the goals identified for the Town

Opportunities

- Investment in the Van Norman Innovation Park, Recreation Facilities, and business to support the growth and diversification of the Town's economy
- Continue to enhance promotion through ongoing community video production, chamber awards and newsletters
- Use updated strategy and high tech manufacturing action plan to build resilience into local economy
- Maintain partnerships to support visitors, chamber of commerce, and youth through key sponsorships

Future Departmental Directions: 3 year outlook

- 2026
 - Van Norman Innovation Park Expansion (Construction)
 - Implementation of updated Economic Development Strategy
 - Expanded support for Airport Business Development
- 2027
 - Sale of Lands in Van Norman Innovation Park (Phase 2)
 - Implementation of updated Economic Development Strategy
- 2028
 - Implementation of updated Economic Development Strategy



**2025 Financial Plan
Operating Plan - Cost Code Summary
Devel & Communication Services**

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
User Charges	80,000	80,000			
Contribution from Reserves	39,500		(39,500)	100.00%	1
Total Revenues	119,500	80,000	(39,500)	33.05%	
Expenditures					
Purchases	72,000	20,000	(52,000)	(72.22%)	2
Total Expenditures	72,000	20,000	(52,000)	(72.22%)	
Total Net Levy	47,500	60,000	12,500	(26.32%)	
Notes:					
	1	To fund One-time Expenses			
	2	Special Projects - One-time Expense; Net costs for Discover Tillsonburg allocated to Department Economic Development			



2025 Financial Plan
Operating Plan - Cost Code Summary
Devel & Communication Services

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
User Charges	80,000	80,000			80,000		80,000		80,000	
Contribution from Reserves	39,500		(39,500)	100.00%		#DIV/0!				
Total Revenues	119,500	80,000	(39,500)	33.05%	80,000		80,000		80,000	
Expenditures										
Purchases	72,000	20,000	(52,000)	(72.22%)	55,000	175.00%	55,000		55,000	
Total Expenditures	72,000	20,000	(52,000)	(72.22%)	55,000	175.00%	55,000		55,000	
Total Net Levy	47,500	60,000	12,500	(26.32%)	25,000	58.33%	25,000		25,000	



2025 Financial Plan
Operating Plan - Cost Code Summary
Economic Dev

	2024	2025			Note
	Total	Total	Budget	%	
	Budget	Budget	Variance	Variance	
Revenues					
Grants	5,000	8,000	3,000	(60.00%)	1
User Charges	46,500	44,500	(2,000)	4.30%	
Contribution from Reserves	78,868	67,935	(10,933)	13.86%	2
Total Revenues	130,368	120,435	(9,933)	7.62%	
Expenditures					
Labour	291,325	331,400	40,075	13.76%	3
Purchases	118,518	211,441	92,923	78.40%	4
Contracted Services	70,000	75,000	5,000	7.14%	5
Interfunctional Adjustments	16,900	20,096	3,196	18.91%	6
Debt Principal & Interest	58,868	57,935	(933)	(1.58%)	
Total Expenditures	555,611	695,872	140,261	25.24%	
Total Net Levy	(425,243)	(575,437)	(150,194)	(35.32%)	
Notes:					
	1	SOMA			
	2	To fund Debt P&I payments relating to Industrial Land & One time costs			
	3	Payroll costs, Benefits, COLA & Contract Position			
	4	Special Projects & Special Events increase; Discover Tillsonburg costs allocation			
	5	Legal costs increase			
	6	IT charges			



2025 Financial Plan
Operating Plan - Cost Code Summary
Economic Dev

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Grants	5,000	8,000	3,000	(60.00%)	5,500	31.25%	5,500		5,500	
User Charges	46,500	44,500	(2,000)	4.30%	24,500	44.94%	24,500		24,500	
Contribution from Reserves	78,868	67,935	(10,933)	13.86%	57,055	16.02%	56,175	1.54%	56,175	
Total Revenues	130,368	120,435	(9,933)	7.62%	87,055	27.72%	86,175	1.01%	86,175	
Expenditures										
Labour	291,325	331,400	40,075	13.76%	338,668	2.19%	346,136	2.21%	353,846	2.23%
Purchases	118,518	211,441	92,923	78.40%	122,558	(42.04%)	122,662	0.08%	122,763	0.08%
Contracted Services	70,000	75,000	5,000	7.14%	75,000		75,000		75,000	
Interfunctional Adjustments	16,900	20,096	3,196	18.91%	21,141	5.20%	22,249	5.24%	22,249	
Debt Principal & Interest	58,868	57,935	(933)	(1.58%)	57,055	(1.52%)	56,175	(1.54%)	56,175	
Total Expenditures	555,611	695,872	140,261	25.24%	614,422	(11.70%)	622,222	1.27%	630,033	1.26%
Total Net Levy	(425,243)	(575,437)	(150,194)	(35.32%)	(527,367)	8.35%	(536,047)	(1.65%)	(543,858)	(1.46%)