

Town Of Tillsonburg 2026 Business Plan

Economic Development & Marketing

November 27, 2025



2026 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Community Improvement Plan (Applications)	<p>Goal – Business Attraction, Retention and Expansion</p> <p>Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction</p> <p>Priority Project – N/A</p>	Development Commissioner	\$30,000	Ongoing
31 Earle St – Affordable/Attainable Housing	<p>Goal – Lifestyle and Amenities</p> <p>Strategic Direction – Work with Oxford County and community partners to ensure an adequate supply of affordable, attainable housing options</p> <p>Priority Project – Affordable housing collaboration with Oxford County</p>	Attainable/Affordable Housing Committee EDM	Revenue Generation	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	\$5.5 M (Revenue Generation)	Ongoing

2026 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Asset Management Work – 1) develop an inventory of all land parcels – 2) develop a plan for disposal of lands adjacent to roadways and those for development	<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>	Development Commissioner	Staff time	Q2
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
High Tech Manufacturing Action Plan	<p>Goal – Business Attraction, Retention and Expansion</p> <p>Strategic Direction – Develop a “made in Tillsonburg” approach to education, training and development based on the workforce needs of current and prospective employers</p> <p>Priority Project – Increase diversity in manufacturing and other key sectors</p>	Development Commissioner/ Industry/ Associations	Staff time	Ongoing

2026 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Airport Promotion	<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 – Leverage the municipal airport more effectively to increase access, visibility and business activity in Tillsonburg.</p> <p>Priority Project – Immediate Term – Airport Master Plan and implementation</p>	Economic Development & Marketing/ Manager of Public Works	\$0	Q3
Airport Land Assets (Surplus)	<p>Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives.</p> <p>Strategic Direction – N/A</p> <p>Priority Project – N/A</p>	Economic Development & Marketing	TBD	Q1
Airport Land Assets (Woodlot)	<p>Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives.</p> <p>Strategic Direction – N/A</p> <p>Priority Project – N/A</p>	Economic Development & Marketing	TBD	Q3

2026 Business Objectives (Carry Forward)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
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 – Concession Design/Approvals	<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
Film Policy Implementation	<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 – N/A</p>	Economic Development & Marketing	\$0	Q2

2026 Business Objectives (Carry Forward/Prior CapEx)

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

2026 Business Objectives (Carry Forward/Prior CapEx)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Project Polyiso Investment Support – Cost of Easement - enable municipal services across the 3 Rouse Street property	<p>Goal – Business Attraction, Retention and Expansion</p> <p>Strategic Direction – Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction</p> <p>Priority Project – Increase diversity in manufacturing and other key sectors</p>	Development Commissioner	<p>\$75,000 – Easement (subject to land sales revenues)</p> <p>\$200,000 – Environmental Assessment (Need approval and funding source)</p>	Q4
Van Norman Innovation Industrial Park – Marketing	<p>Goal – Business Attraction, Retention and Expansion</p> <p>Strategic Direction – Ensure adequate supply of “shovel ready” land for business attraction and expansion</p> <p>Priority Project – Marketing and build out of Van Norman Innovation Park</p>	Development Commissioner	\$10,000	Q4

2026 Business Objectives (New)

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Discover Tillsonburg – Investigate Coop Marketing Campaign with Local Home Builders	<p>Goal – Community Growth</p> <p>Strategic Direction – Work with Oxford County and the development community to proactively plan for a variety of housing options that are affordable and attainable for current and prospective residents.</p> <p>Priority Project – N/A</p>	EDM/Home Builders	TBD – Staff time, Cooperative	Q4
SCOR Affiliate Membership	<p>Goal – Business Attraction, Retention and Expansion</p> <p>Strategic Direction – Develop a “made in Tillsonburg” approach to education, training and development based on the workforce needs of current and prospective employers</p> <p>Priority Project – Not applicable</p>	EDM	\$5,000	Q4

Risks

- Each of the business plan categories (CIP, 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 growth goals identified for the Town.
- With respect to land sales, there is a risk that any slowdown in the economy could affect timing and revenue forecasts

Opportunities

- Continue to invest 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 and chamber of commerce through key sponsorships
- Generate significant revenues towards capital projects

Future Departmental Directions: 3 year outlook

- 2027
 - Van Norman Innovation Park Expansion (Ongoing Construction)
 - Completion of Economic Development Strategy
 - Expanded support for Airport Business Development
- 2028
 - Sale of Lands in Van Norman Innovation Park (Phase 2)
 - New Economic Development Strategy (or CSP Update?)
- 2029
 - Implementation of new Economic Development Strategy