

The Corporation of the Town of Tillsonburg

Economic Development Advisory Committee Meeting

AGENDA



Tuesday, June 13, 2023

7:30 AM

Council Chambers

200 Broadway, 2nd Floor

1. Call to Order

2. Adoption of Agenda

Proposed Resolution #1

Moved By: _____

Seconded By: _____

THAT the Agenda as prepared for the Economic Development Advisory Committee meeting of Tuesday, June 13, 2023, be adopted.

3. Disclosures of Pecuniary Interest and the General Nature Thereof

4. Adoption of Minutes of Previous Meeting

Proposed Resolution #2

Moved By: _____

Seconded By: _____

THAT the minutes of the Economic Development Advisory Committee of May 9, 2023, be approved.

5. General Business and Reports

5.1 Bill 97 Update and 25 Year Growth Forecast (7:30 a.m.)

Presented by: Gord Hough, Director, Community Planning, Oxford County

5.2 Monthly Activity Update

5.3 Community Video Project- Release Plan

6. Planning Items Circulation

7. Community Strategic Plan

7.1 Town Hall Update

7.2 Affordable and Attainable Housing Committee

7.3 Boundary Adjustment Committee

7.4 Health Care Committee

8. Closed Session

Proposed Resolution #3

Moved By: _____

Seconded By: _____

THAT the Economic Development Advisory Committee move into Closed Session at _____ a.m. to consider:

Section 239.2 (b) personal matters about an identifiable individual, including municipal or local board employees (Awards of Excellence Nominations);

Section 239.2 (c) a proposed or pending acquisition or disposition of land by the municipality or local board (Boundary Adjustment);

Section 239.2 (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them (TDMH Presentation); and

Section 239.2 (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (Awards of Excellence).

9. Community Organization Updates

9.1 Downtown Business Improvement Association

9.1.1 Report from BIA Chair

9.2 Tillsonburg District Chamber of Commerce

9.3 Woodstock, Ingersoll, Tillsonburg and Area Association of Realtors

9.3.1 Monthly Statistics

10. Information Items

10.1 Oxford County Water-Wastewater Master Plan Consultation Centre

<https://speakup.oxfordcounty.ca/wwwmp>

11. Round Table

12. Next Meeting

13. Adjournment

Proposed Resolution #4

Moved By: _____

Seconded By: _____

THAT the Economic Development Advisory Committee meeting of Tuesday, June 13, 2023
be adjourned at _____ a.m.

The Corporation of the Town of Tillsonburg

Economic Development Advisory Committee Meeting

MINUTES



Tuesday, May 9, 2023
7:30 AM
Council Chambers
200 Broadway, 2nd Floor

ATTENDANCE: Suzanne Renken
Dane Willson
Cedric Tomico
Councillor Bob Parsons
Deb Gilvesy, Mayor
Lisa Gilvesy
Randy Thornton
Steve Spanjers
Jesse Goossens
Kirby Heckford

Regrets: Andrew Burns
Gurvir Hans
Randi-Lee Bain

Staff: Kyle Pratt, Chief Administrative Officer
Cephas Panschow, Development Commissioner
Laura Pickersgill, Executive Assistant

1. Call to Order

The meeting was called to order at 7:33 a.m.

2. Adoption of Agenda

Resolution # 1**Moved By:** Dane Willson**Seconded By:** Kirby Heckford

THAT the Agenda as prepared for the Economic Development Advisory Committee meeting of Tuesday, May 9, 2023, be adopted.

Carried**3. Disclosures of Pecuniary Interest and the General Nature Thereof**

No disclosures of pecuniary interest were declared.

4. Adoption of Minutes of Previous Meeting**Resolution # 2****Moved By:** Cedric Tomico**Seconded By:** Dane Willson

THAT the minutes of the Economic Development Advisory Committee of April 11, 2023, be approved.

Carried**5. Closed Session****Resolution # 3****Moved By:** Cedric Tomico**Seconded By:** Dane Willson

THAT the Economic Development Advisory Committee moves into closed session at 7:36 a.m. to discuss matters related to the proposed or pending acquisition or disposition of land by the municipality; a position, plan, procedure, criteria or instruction to be applied to negotiations; and to consider a personal matter about identifiable individuals, including municipal or local board employees. (Boundary Adjustment)

Carried**6. General Business and Reports****6.1 Monthly Activity Update**

C. Panschow provided an overview of the monthly activity update.

6.2 Cayuga Rail Line Request

C. Panschow provided a brief summary of this item.

Resolution # 4

Moved By: Mayor Gilvesy

Seconded By: Dane Willson

THAT, in response to the March 10, 2023 letter received from Mike and Sandy Kloefer, Town Council supports the potential discontinuation of the Cayuga Rail Line East of Talbot Road to support Residential Growth in Courtland, subject to the allocation of additional industrial lands adjacent to the Cayuga Rail Line West of Talbot Road and within Norfolk County.

Carried

6.3 Community Video Project- Marketing & Communication Plan

This item to be deferred to the next meeting.

6.4 Results- New Tillsonburg Residents Survey

There were no questions regarding this item.

7. Planning Items Circulation

8. Community Strategic Plan

8.1 Town Hall Update

There were no updates.

8.2 Affordable and Attainable Housing Committee

The Request for Quotation for conceptual drawings has been sent to eight companies to bid on. The plans are to include the highest density possible as directed by the Affordable and Attainable Housing Committee. The plans can include potential for use of excess lands leftover from the old Special Events Centre property.

8.3 Boundary Adjustment Committee

There were no updates.

8.4 Health Care Committee

The committee is reviewing different incentives and models of care available in other communities as a way to attract physicians.

The Mayor and Chamber will be hosting four medical students for lunch at the end of the month as part of the Discovery Week for Western Medical Students.

9. Community Organization Updates

9.1 Downtown Business Improvement Association

There was a favourable response from the event held at the airport.

Turtlefest planning is well underway!

9.2 Tillsonburg District Chamber of Commerce

The Chamber had the policies reviewed at the Ontario Chamber Annual General Meeting.

The Awards of Excellence is fast approaching.

The Chamber is participating in the upcoming entrepreneurial pop-up event with the Town.

9.3 Woodstock, Ingersoll, Tillsonburg and Area Association of Realtors

9.3.1 Monthly Statistics

D. Willson provided a brief summary of the statistics.

10. Round Table

Staff to confirm the timing for Committee meetings moving forward.

11. Next Meeting

June 13, 2023 7:30 a.m.

12. Adjournment

Resolution # 5

Moved By: Dane Willson

Seconded By: Councillor Parsons

THAT the Economic Development Advisory Committee meeting of Tuesday, May 9, 2023 be adjourned at 9:29 a.m.

Carried

Monthly Activity Update – (June 2023)
Prepared for the Economic Development Advisory Committee

Project Name/Reference	Status
Future Industrial Growth	Colliers Project Leaders preparing RFP to retain engineering design and related consultants
Lead Generation	Currently transitioning to a new Customer Relationship Management software so data tracking is temporarily on hold.
Post-Secondary Education Enhancements	<p>Project to raise awareness of all the local options for employment for high school/older youth who may be considering returning underway with MSC.</p> <p>Student survey completed. Expert Panel held on March 23, Career Fair held on May 23. Marketing consultant has completed Level Up Local branding and working on alumni/ ambassador testimonial program.</p> <p>Project completion and final report due June 2023</p>
Town Hall Project	Both Phase 1 ESA investigations have been received
Van Norman Innovation Park	<p>Lot 7 comprising of 2 acres has been listed by Avison Young (www.realtor.ca/real-estate/25682274/1001-progress-drive-tillsonburg) through a competitive Expression of Interest process to be evaluated based on price, target size of building, target sector/job creation and proposed start of construction</p>
Job Market Pulse	Per Workforce Planning Board for Elgin, Middlesex & Oxford data, the following is a summary of the jobs available in Tillsonburg and Oxford for April 2023 (May Report not available yet):
<p>Tillsonburg Jobs Data - https://datastudio.google.com/reporting/1c53041d-</p>	431 total jobs across 179 companies posted with 245 new jobs last month (April) versus 354 total

<p>4d1b-4e6c-a8b1-5587d32994de/page/ng76?s=n-gA4oUGKeo</p> <p>Oxford Jobs Data -</p> <p>https://datastudio.google.com/reporting/1c53041d-4d1b-4e6c-a8b1-5587d32994de/page/ng76?s=ux-mzIBHCEk</p>	<p>jobs posted with 191 new jobs posted in February 2023</p> <p>2,272 total jobs across 891 companies posted with 1,158 new jobs last month (April) versus 2,142 total jobs posted with 1,199 new jobs posted last month in February 2023</p> <p>Note: Oxford County has approximately 66,000 jobs so the County's December job vacancy rate is estimated at 3.4% (versus 3.2% in February)</p>
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Subject: Community Strategic Plan Updates

Report Number: CAO 23-04

Department: Office of the CAO

Submitted by: Kyle Pratt, Chief Administrative Officer

Meeting Type: Council Meeting

Meeting Date: Monday, April 24, 2023

RECOMMENDATION

THAT the report titled CAO 23-04 Community Strategic Plan Updates be received as information;

AND THAT Council adopts the proposed amendments to the Community Strategic Plan.

BACKGROUND

The current Community Strategic Plan was approved on June 28, 2021 by Tillsonburg Town Council. The Community Strategic Plan was developed using extensive internal and external communication from various commenting bodies including members of the public, community organizations and agencies, Town staff and members of Council.

Given that Council has a new composition as a result of the 2022 municipal election and almost two years have passed since the Plan's adoption, staff thought it was an excellent time to review the Plan and make any applicable and desired updates and amendments. As a result, Tillsonburg Town Council along with the entire Senior Leadership Team met for a priority setting meeting on April 6th. The meeting was progressive and productive.

DISCUSSION

The Community Strategic Plan is divided up into five key pillars which include: Lifestyle and Amenities; Customer Service, Communication and Engagement; Business Attraction, Retention and Expansion; Community Growth and Connectivity; and Transportation. Each section was reviewed and discussed in detail, and a variety of resolutions and staff direction was provided. These include:

CAO 23-04

Lifestyle and Amenities

Nurse Practitioner and Medical Office facilitation

THAT staff be directed to assist facilitating in recruitment of a Nurse Practitioner and facilitating the walk-in clinic/medical office at the BMI group location as a 2023 priority project.

Green Space Priorities within Development

THAT, when considering development activities, staff be directed to prioritize green space over cash-in-lieu options.

It was discussed by consensus that the homelessness item has been addressed to date in 2023.

The trail system upgrades was listed as a short-term project, however, this will be amended to be reflected as an ongoing project over the ten-year term.

Long-term care advocacy can be marked as completed in 2023 as the new People Care facility will be launching in Tillsonburg in the near future.

Other discussion included that Tillsonburg Hydro Inc. is currently in the process of updating their Master Services Agreement and Memorandum of Understanding with the Town. The Police Services Board is undergoing a review of police services at an upcoming Board meeting.

A new priority was identified to include a project to commence work on the Town participating in a Filming Location registry and recruiting filming options in Tillsonburg as another revenue generation source. A timeline was not established, however, staff propose that this project commence in 2023.

Customer Service, Communication and Engagement

Consolidated Town Hall - CSC focus

THAT staff be directed to focus planning efforts on the consolidated new town hall as an expansion to the Customer Service Centre, 10 Lisgar Ave, and report to council on plans, timelines, impacts and other synergies for the CSC location.

It was decided by consensus that item listed as financial and environmental sustainability plan be separated out to be two separate items. The environmental sustainability is to be slated as a 2026, 2027 and 2028 project.

Council asked that staff consider green initiatives when planning for the new town hall.

CAO 23-04

Business Attraction, Retention and Expansion

By consensus, Council adjusted the BIA COVID-19 recovery item to be completed effective immediately.

Community Growth

There was a consensus decision made to consider the growth of emergency services in line with the growth of the municipality. There was no timeline proposed for this, however, staff are recommending that this be an ongoing item with commencement in 2023. The energy capacity issues is to be slated as a medium term priority with commencement in 2023.

The attainable housing plan, by way of consensus, was noted as achieved by initiatives and can be removed from the Plan.

Land Analysis

THAT staff be directed to complete an analysis of the land available within the Town including an inventory of various types of land and the connections of said land to the Town's Official Plans and other land use policies.

Connectivity and Transportation

Electric Vehicle Infrastructure Study

There was a general discussion regarding electric vehicle plans. By consensus, Council removed 2025 from the timeline of the short term priority project.

CONSULTATION

Senior Leadership Team

Tillsonburg Town Council

Executive Assistant

FINANCIAL IMPACT/FUNDING SOURCE

There is no immediate financial impact by adopting these amendments. An additional, unbudgeted, future costs arising from projects moving forward based on this direction would be brought to Council for consideration and approval prior to proceeding.

CORPORATE GOALS

How does this report support the corporate goals identified in the Community Strategic Plan?

CAO 23-04

- ☒ Lifestyle and amenities
- ☒ Customer service, communication and engagement
- ☒ Business attraction, retention and expansion
- ☒ Community growth
- ☒ Connectivity and transportation
- ☐ Not Applicable

Does this report relate to a specific strategic direction or project identified in the Community Strategic Plan? Please indicate section number and/or any priority projects identified in the plan.

Goal – All

Strategic Direction – All

Priority Project – All

ATTACHMENTS

Appendix A – Amended Community Strategic Plan

Appendix B – Amended Goal Charts



Community Strategic Plan



2021 – 2030

Message from the Mayor

This is a Community Strategic Plan and hearing from local residents, businesses, and community groups was essential to develop the priorities identified in this document. Even during challenging times associated with the global pandemic the focus remained on ensuring every opportunity was available for effective and efficient public engagement. I am pleased to report that more than 400 individuals from throughout our community contributed their ideas. Whether you completed our community survey, prepared submissions from your organization, or participated in a focus group, please be assured that every contribution was carefully considered and helped to formulate the eventual roadmap that will guide our community over the next ten years.

As we listened to our community, key themes emerged such as ensuring affordable and attainable housing options, enhancing our trails and community amenities, attracting and retaining strong employment opportunities, fostering community partnerships, and maintaining our family-oriented small-town appeal. These needs are addressed within our Community Strategic Plan with tangible priority projects and timelines. Municipal accountability and regular community updates will remain key to delivering on the framework of this living document.

The Mission, Vision and Values identified in this comprehensive plan reflect who we are

On behalf of Municipal Council and the Town of Tillsonburg, I am pleased to present our new Community Strategic Plan.

as a community, where we have come from, and importantly focuses on where we are going to enhance and protect the legacy of our unique community.

I would like to take this opportunity to thank our Town employees for contributing their ideas during this process. Our team at the Town is proud to serve the people of Tillsonburg and demonstrate their commitment to the community on a daily basis.

We are grateful for the contributions and guidance of our community as we continue to strive for local government excellence. I hope you will take the time to review the objectives we've presented in this document and the aspirational goals as contributed by our community partners and hold us accountable for results.

This Community Strategic Plan, as reinforced by the population of the Town of Tillsonburg, is designed to guide the municipality over the next several years, while remaining flexible to ensure opportunities remain available to succeed and prosper within the overall scope of our shared collective Vision.

We look forward to continuing to work with you to build a Tillsonburg that is connected, enriched and inspired.

Sincerely,

Stephen Molnar, Mayor of Tillsonburg

Town Council

Get to know your 2018–2022 Tillsonburg Town Council



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What is a Strategic Plan?

The Town of Tillsonburg Community Strategic Plan provides a roadmap for municipal projects, priorities and initiatives by working with residents, businesses, community partners and employees to answer the following five questions:

Vision Statement

1

What are we working toward as a community?

Mission Statement

2

What is the Town of Tillsonburg's role?

Corporate Values

3

Which values are most important in serving Tillsonburg?

Goals, Strategic Directions, Priority Projects

4

Where should we focus our energy and attention?

Performance Measurement Framework

5

How will we know the plan is successful?



Vision

What are we working toward as a community?

“Our vision for Tillsonburg is to grow a vibrant and engaged community built on partnerships and entrepreneurial spirit. The vision includes diverse housing, employment options, modern amenities and sustainable growth that remains true to our culture and heritage and positions the community as a regional centre.”



Mission

What is the Town of Tillsonburg's role?

“The Town of Tillsonburg strives for excellence in local government by providing efficient and effective municipal services, facilitating partnerships, attracting and supporting businesses, promoting local heritage and identity, advancing the community as a regional centre and demonstrating results to the community.”

Corporate Values

Which values are most important in serving Tillsonburg?

Serving Our Community

We have heard from our community that the following values are most important when interacting with Town representatives and employees.

- **Integrity** – Doing what is right and making decisions in the best interest of the community.
- **Service** – Providing exceptional customer experiences and effective municipal services.
- **Accountability** – Demonstrating value for tax dollars and visible progress on municipal initiatives.
- **Efficiency** – Making each tax dollar go as far as possible.
- **Transparency** – An open government that is forthcoming with information and decisions.
- **Respect** – Valuing the role that each resident, business and organization plays in making Tillsonburg a great community.
- **Communication** – Raising awareness for municipal services, initiatives and decisions and offering opportunities for the community to become involved.
- **Professionalism** – Information and services provided by highly knowledgeable and skilled municipal experts.
- **Consistency** – Clear policies and procedures that are applied with fairness for all residents, businesses and community partners.

Values are the behaviours that govern how individuals in an organization interact with each other and their customers.

Working as one team

To succeed in serving our community, our team prioritizes the following values when working together.

- **Respect** – Valuing the role that each employee, regardless of title or position, plays in making Tillsonburg a great community.
- **Teamwork** – Breaking down silos and working as one team in service to the community.
- **Service** – Providing exceptional customer experiences and effective municipal services.
- **Accountability** – Demonstrating value for tax dollars and visible progress on municipal initiatives.
- **Integrity** – Doing what is right and making decisions in the best interest of the community.
- **Professionalism** – Investing in the growth of employees to deliver value to Tillsonburg.
- **Communication** – Sharing knowledge across the organization to engage employees and meet the needs of customers and partners.
- **Transparency** – An open government that is forthcoming with information and decisions.
- **Trust** – Relying on colleagues for responsive support to meet customer needs and achieve shared goals.

Corporate Goals

Where should we focus our energy and attention?

The following goals guide the implementation of the Town of Tillsonburg's Community Strategic Plan:

1

Lifestyle and Amenities

Within the community Tillsonburg will strive to offer all residents the amenities, services and attractions they require to enjoy balanced lifestyles.

2

Customer Service, Communication and Engagement

The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives.

3

Business Attraction, Retention and Expansion

Through community and regional partnerships, Tillsonburg will attract and retain a diverse range of businesses, creating employment opportunities for residents and a balanced tax base.

4

Community Growth

The Town of Tillsonburg will accommodate and support sustainable growth.

5

Connectivity and Transportation

Tillsonburg will strive to improve connectivity for residents and businesses through traditional and digital infrastructure.

The actions and priorities under each of these goals are described on the following pages.

Lifestyle and Amenities

Goal:

Within the community, Tillsonburg will strive to offer residents the amenities, services and attractions they require to enjoy balanced lifestyles.

Strategic Directions:

- Work with Oxford County and community partners to ensure an adequate supply of affordable, attainable housing options.
- Provide an expanded, accessible network of parks and trails.
- Update municipal sports facilities consistent with modern standards.
- Develop a robust, long-term asset management plan to inform evidence-based decisions regarding the maintenance, rehabilitation and replacement of community facilities.
- Facilitate the enhancement and diversification of retail and dining opportunities in the downtown.
- Increase opportunities to enjoy culture, events and leisure activities in Tillsonburg.
- Maintain and enhance programs and facilities to support an active, engaged senior population.
- Maintain and enhance programs and facilities to support an active, engaged youth population.
- Target new programs, services, amenities and attractions that will be a magnet for young families.
- Expand community partnerships in the delivery of programs and amenities.
- Preserve and naturalize Lake Lisgar and its surroundings as a community attraction.

Priority Projects

Ongoing Projects

- Physician recruitment program
- New playgrounds construction
- Trail system upgrades

Immediate Term

(1–3 year implementation start)

- Community Centre rehabilitation
- Enhanced tree planting
- Affordable housing collaboration with Oxford County
- Partnership for a new splash pad
- Secure a new walk-in clinic
- Long-term care advocacy
- Assessing Police Services*
- THI- MSA & MOU*
- Filming Location Registry*

Short Term

(3–5 year implementation start)

- Property standards review & enforcement plan
- Create additional community events

Medium Term

(5–10 year implementation start)

- Feasibility study for increased/enhanced cultural amenities

* added in updated version

Customer Service, Communication and Engagement

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.

Strategic Directions:

- Continue to develop digital service delivery while maintaining counter and telephone channels.
- Develop a communications strategy to increase awareness of Council decisions and municipal programs, projects and services.
- Increase opportunities and promotion for public engagement in municipal initiatives.
- Engage community groups, including advisory committees and service organizations, in shaping municipal initiatives.
- Enhance employee engagement and training as the foundation for exceptional customer service.
- Explore opportunities for service efficiencies in partnership with adjacent municipalities.
- Advocate for community needs with other levels of government.
- Position Tillsonburg as a leader in the municipal sector.

Priority Projects

Ongoing Projects

- Continued roll-out of enterprise-wide workflow management
- County-wide service delivery study implementation

Immediate Term

(1–3 year implementation start)

- Consolidated Town Hall initiative
- Navigation improvements on municipal website
- Mobile application for reporting and service requests
- Employee Engagement Strategy
- Volunteer Recognition Program
- Youth Engagement Strategy and Youth Advisory Committee
- Consolidated customer service counter/Corporate Office Lease Renewal*
- Ground Lease*

Short Term

(3–5 year implementation start)

- Multi-year budgeting
- Financial Sustainability Plan
- Municipal service review

Medium Term

(5–10 year implementation start)

- Environmental Sustainability Plan

* added in updated version

Business Attraction, Retention and Expansion

Goal:

Through community and regional partnerships, Tillsonburg will attract and retain a diverse range of businesses, creating employment opportunities for residents and a balanced tax base.

Strategic Directions:

- Continue to streamline and expedite the building approval process.
- Instill an “open for business” culture across the corporation that prioritizes economic development and business attraction.
- Ensure adequate supply of “shovel ready” land for business attraction and expansion.
- Develop a “made in Tillsonburg” approach to education, training and development based on the workforce needs of current and prospective employers.
- Support local businesses in post-COVID-19 recovery.
- Explore the feasibility of an enhanced tourism product offering in Tillsonburg.
- Facilitate attainable housing options for local employees.

Priority Projects

Ongoing Projects

- Marketing and build out of Van Norman Innovation Park
- Continued roll-out and resourcing for Cloud-based permit application system
- Continued promotion and facilitation of COVID-19 business support programs
- Increase diversity in manufacturing and other key sectors

Immediate Term

(1–3 year implementation start)

- Boundary expansion initiative
- Economic Development Strategy update
- Corporate-wide rapid response approach for new business opportunities

Short Term

(3–5 year implementation start)

- Build out of new industrial land purchase

Community Growth

Goal:

The Town of Tillsonburg will accommodate and support sustainable growth.

Strategic Directions:

- Promote, preserve and enhance the downtown core as the retail centre and community hub for Tillsonburg.
- Continue to offer relevant, leading incentives for revitalization and diversification in the downtown and throughout Tillsonburg.
- Pursue the acquisition of additional municipal land to accommodate growth.
- Plan and develop a long-term financing strategy for new services and infrastructure to support growth.
- 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.

Priority Projects

Ongoing Projects

- Replenish and grow municipal reserves
- Growth of emergency services

Immediate Term

(1–3 year implementation start)

- Boundary expansion initiative
- Development Charges Study
- *Energy Capacity Issue
- *Project Big Swing
- Enhanced development standards that benefit the community (including tree planting, affordable housing, walkability, livability, connectivity)
- Identify opportunities for infill development

Short Term

(3–5 year implementation start)

- Enhanced public engagement in planning policies and placemaking
- Recreation Master Plan

Medium Term

(5–10 year implementation start)

- Downtown Parking Strategy
- Resourcing review to service growth

Connectivity and Transportation

Goal:

Tillsonburg residents and businesses will be connected to each other, regional networks, and the world through effective traditional and digital infrastructure.

Strategic Directions:

- Develop a multi-modal transportation network with improved connectivity to the 401 and VIA Rail.
- Leverage the municipal airport more effectively to increase access, visibility and business activity in Tillsonburg.
- Provide alternatives to automobile travel through active transportation and public transit.
- Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.
- Continue to support and advocate for reliable, affordable and universal access to broadband services.

Priority Projects

Ongoing Projects

- Town participation in regional transit initiative
- Asset Management Plan

Immediate Term

(1–3 year implementation start)

- Airport Master Plan and implementation

Short Term

(3–5 year implementation start)

- Transportation Master Plan
(includes investigation of truck route and Concession Street extension)
- Electric vehicle infrastructure study

Medium Term

(5–10 year implementation start)

- Master drainage planning study

Performance Framework

How will we know the plan is successful?

What gets measured, gets done.

In addition to demonstrating progress on the priority projects listed in this document, the Town of Tillsonburg is committed to tracking and reporting the following performance indicators on an annual basis to monitor Tillsonburg's progress toward community goals.

Lifestyle and Amenities

- Average percentage of household income spent on housing
- Proportion of residents in core housing need
- Number of trees planted
- Total kilometers of trail network
- Total paved kilometers of trail network
- Total kilometers of cycling network
- Kilometers of trail network per capita
- Acres of parkland maintained
- Acres of parkland per capita
- Average household distance to a municipal park
- Average age of play structures
- Accessibility – number of compliant play structures
- Facilities condition rating
- Accessibility – number of compliant facilities

- Percentage of downtown storefronts as dining and retail
- Number of annual community events
- Number of community partnerships
- Net new community physicians
- Number of recreation program registrations
- Waterpark utilization
- Number of facility rentals
- Prime time facilities utilization rate
- Off-peak facilities utilization rate

Customer Service

- Number of services available online
- Number of services available through centralized customer service counter

Communication, Engagement

- Customer satisfaction rate
- Employee engagement rate
- Annual local tax increase
- Rolling four-year average tax increase
- Average time for service resolution
- Average number of monthly visits to municipal website
- Number of public engagement campaigns

Performance Framework

How will we know the plan is successful?

Business Attraction, Retention and Expansion

- Number of jobs created through new investment
- Number of jobs retained
- Number of business starts/firm creation growth
- Number of net new business starts
- Percentage of tax base related to employment
- New commercial/industrial assessment
- Total acres of employment land
- Total acres of employment land available for development
- Acres sold/developed in Van Norman Innovation Park
- Working age population, 15 to 64 years of age
- Employment participation rate
- Number of local post-secondary training programs
- Average fire response times, in minutes
- Number of registered heritage properties
- Acres of land available for industrial development
- Acres of land available for commercial development
- Acres of land available for residential development
- Number of housing units created as rent geared to income
- Number of single-family detached units
- Number of semi-detached units
- Number of rowhouse units
- Number of multi-residential units
- Number of secondary units
- Rental vacancy rate
- Value of funding applications approved through Community Improvement Plan

Community Growth

- Population growth
- Taxable assessment growth
- Value of construction activity
- Number of building permit applications
- Total value of building permits
- Downtown vacancy rate
- Average building permit approval time, in days
- Number of public input opportunities in planning issues

Performance Framework

How will we know the plan is successful?

Connectivity and Transportation

- Average road condition rating (Pavement Condition Index)
- Average bridge condition rating (OSIM)
- Number of road lane kilometers maintained
- Number of road lane kilometers resurfaced or reconstructed
- Number of sidewalk kilometers maintained
- Number of sidewalk kilometers rehabilitated
- Percentage of properties with access to high-speed internet
- Number of passenger trips, T:GO in-town
- Number of passenger trips, T:GO inter-community
- Kilometers of water/wastewater distribution pipes
- Kilometers of stormwater collection pipes
- Number of stormwater collection ponds
- Number of watermain breaks
- Number of sewer back-ups
- Number of sinkholes
- Number of potholes
- Aircraft movement
- Airport hangar square footage
- Total rail volume
- Number of companies accessing rail



Acknowledgements

Thank you to the over 400 local residents who participated in the Town of Tillsonburg's strategic planning process. From improving local amenities such as the Community Centre and trail network, to strengthening community connections, to creating opportunities for youth, every contribution was considered and drove the development of this final Community Strategic Plan.

Thank you to local businesses and service clubs who took the time to participate in focus group sessions. Feedback from local leaders was instrumental in determining priorities related to supporting businesses and facilitating community partnerships.

Thank you to the many employees who shared their views and ideas. With a steadfast commitment to the people, businesses and organizations in Tillsonburg, employees are important contributors to the community's success.

Thank you to Members of Tillsonburg Town Council for their leadership, guidance and community commitment during the strategic planning process. Together with employees and the community, Council has established a forward-thinking vision for Tillsonburg, a roadmap for moving the community forward, and a commitment to demonstrate results.



Lifestyle and Amenities

Goal: Within the community, Tillsonburg will strive to offer residents the amenities, services and attractions, they require to enjoy balanced lifestyles.

Timeline	Priority Project	Subproject	Y1 (2021)	Y2 (2022)	Y3 (2023)	Y4 (2024)	Y5 (2025)	Y6 (2026)	Y7 (2027)	Y8 (2028)	Y9 (2029)	Y10 (2030)
Ongoing Project	Physician Recruitment Program		x	x	x	x	x	x	x	x	x	x
		Walk-in Medical Clinic			x							
	New playgrounds construction		x	x	x	x	x	x	x	x	x	x
Immediate Term	Community Centre rehabilitation		x	x	x							
	Affordable housing collaboration with Oxford County		x	x	x							
		Work with County to establish solutions for displaced persons (homelessness)			x							
Short Term	Trail system upgrades				x	x	x	x	x	x	x	x
	Long-term care advocacy				x	(X)	(X)					
	Secure a new walk-in clinic				x	x	x					
	Property standards review & enforcement plan				x	x	x					
	Create additional community events				x	x	x					
Medium Term	Feasibility study for increased / enhanced cultural amenities						x	x	x	x	x	x

	New Priorities (2023)	Subproject	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	Hydro - Master Services Agreement and Memorandum of Understanding				x							
	Assessing Police Services				x							
	Filming Location Registry				x							

Timeline	Completed Projects	Subproject	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Immediate Term	Enhanced tree planting		x	x	x							
Immediate Term	Partnership for a new splash pad		x	x	x							



Legend

Completed	
In Progress	
Not Started	
Indicates Years of Project	x
Added/Amended	x
To be removed	(X)

Customer Service, Communication and Engagement

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.

Timeline	Priority Project	Subproject	Y1 (2021)	Y2 (2022)	Y3 (2023)	Y4 (2024)	Y5 (2025)	Y6 (2026)	Y7 (2027)	Y8 (2028)	Y9 (2029)	Y10 (2030)
Immediate Term	Consolidated Town Hall Initiative		x	x	x							
		Corporate Office Lease Renewal			x							
	Employee Engagement Strategy	Mall Ground Lease			x							
			x	x	x							
		Market Review										
		Succession Planning										
	Youth Recognition Program		x	x	x							
Short Term	Multi-Year Budgeting	Youth Engagement Strategy & Advisory Committee	x	x	x							
		Consolidated customer service counter	x	x	x							
	Environmental Sustainability Plan				x	x	x					
		Continuation of Multi-year budget development & asset management integration & alignment										
	Financial Sustainability Plan Municipal Service Review	Tangible Capital Asset (TCA) Policy Update										
					x	x	x					
					x	x	x					
		By-Law: Sign By-Law										
		By-Law: Scooter, Bike, Sidewalk Safety										
		Community Risk Assessment & Master Fire Plan										
		Fire Hall										

	New Priorities (2023)	Subproject	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	Enhanced Communications (Council Blast) Engaging partnerships with community organizations to aid in facilitating projects											

Timeline	Completed Projects	Subproject	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Ongoing Project	Continued roll-out of enterprise wide workflow management		x	x	x	x	x	x	x	x	x	x
Ongoing Project		County-wide service delivery study implementation	x	x	x	x	x	x	x	x	x	x
Immediate Term	Navigating improvements on municipal website		x	x	x							
Immediate Term		Mobile application for reporting and service requests	x	x	x							
Short Term	By-law Review: RV's in driveways											



Legend	
Completed	
In Progress	
Not Started	
Indicates Years of Project	x
Added/Amended	x
To be removed	(x)

Business Attraction, Retention and Expansion

Goal: Through community and regional partnerships, Tillsonburg will attract and retain a diverse range of businesses, creating employment opportunities for residents and a balanced tax base.

Timeline	Priority Project	Subproject	Y1 (2021)	Y2 (2022)	Y3 (2023)	Y4 (2024)	Y5 (2025)	Y6 (2026)	Y7 (2027)	Y8 (2028)	Y9 (2029)	Y10 (2030)
Ongoing Project	Marketing and built out of Van Norman Innovation Park		x	x	x	x	x	x	x	x	x	x
	Continued support for BIA and town-wide businesses during COVID-19 recovery		x	x	x	(X)	(X)	(X)	(X)	(X)	(X)	(X)
	Increase diversity in manufacturing and other key sectors		x	x	x	x	x	x	x	x	x	x
Immediate Term	Boundary expansion initiative		x	x	x							
	Economic Development Strategy update		x	x	x							
	Corporate-wide rapid response approach for new business opportunities		x	x	x							
Short Term	Build out new industrial land purchase				x	x	x					
		Industrial Park - Phase 2			X							

Timeline	Completed Projects	Subproject	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Ongoing Project	Continued roll-out and resourcing for Cloud-based permit application system		x	x	x							
Ongoing Project	Continued promotion and facilitation of COVID-19 business support programs		x	x	x							



Legend	
Completed	
In Progress	
Not Started	
Indicates Years of Project	x
Added/Amended	X
To be removed	(X)

Community Growth

Goal: The Town of Tillsonburg will accommodate and support sustainable growth.

Timeline	Priority Project	Subproject	Y1 (2021)	Y2 (2022)	Y3 (2023)	Y4 (2024)	Y5 (2025)	Y6 (2026)	Y7 (2027)	Y8 (2028)	Y9 (2029)	Y10 (2030)
Ongoing Project	Replenish and grow municipal reserves		x	x	x	x	x	x	x	x	x	x
Immediate Term	Boundary expansion initiative		x	x	x							
		Project Big Swing										
	Recreation Master Plan		(X)	(X)	x	x						
	Attainable Housing Plan		(X)	(X)	(X)							
	Identify Opportunities for infill development		x	x	x							
		List of Town owned land			x							
Short Term	Enhanced public engagement in place making				x	x	x					
Medium Term	Downtown Parking Strategy						x	x	x	x	x	x
	Resourcing review to service growth						x	x	x	x	x	x
		Energy Capacity Issue			x							

	New Priorities (2023)	Subproject	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	Growth of emergency services				x	x	x	x				

Timeline	Completed Projects	Subproject	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Ongoing Project	Development Charges Study		x	x	x							
Immediate Term	Enhanced development standards that benefit the community		x	x	x							



Legend	
Completed	
In Progress	
Not Started	
Indicates Years of Project	x
Added/Amended	x
To be removed	(X)

Connectivity and Transportation

Goal: Tillsonburg residents and businesses will be connected to each other, regional networks, and the world through effective traditional and digital infrastructure.

Timeline	Priority Project	Subproject	Y1 (2021)	Y2 (2022)	Y3 (2023)	Y4 (2024)	Y5 (2025)	Y6 (2026)	Y7 (2027)	Y8 (2028)	Y9 (2029)	Y10 (2030)
Ongoing Project	Town participation in regional transit initiative		x	x	x	x	x	x	x	x	x	x
	Asset Management Plan		x	x	x	x	x	x	x	x	x	x
Immediate Term	Airport Master Plan and implementation		x	x	x							
		Airport Land Sales			x							
		Marketing of Airport										
Short Term	Transportation Master Plan				x	x	x					
	Electric vehicle infrastructure study				x	x	(X)					
Medium Term	Master drainage planning study						x	x	x	x	x	x



Legend	
Completed	
In Progress	
Not Started	
Indicates Years of Project	x
Added/Amended	X
To be removed	(X)



BIA ECDEV REPORT

EXECUTIVE SUMMARY

May/June 2023

- 1) Finances are well controlled with revenues exceeding forecast and expenses below budget.
- 2) Membership engagement activities continue forward with a focus on being responsive to feedback, suggestions and pivoting to priorities based on community events.
- 3) Marketing activities continue to be robust with continued growth of all social media metrics.
- 4) TurtleFest planning is well under way with significant revenue attainment including confirmation that Rogers Sports & Entertainment has committed \$25,000 - the largest amount in the history of the festival.
- 5) Spring beautification initiatives are well underway with purple being the colour of the year as planned by the "Communities in Bloom" national organization.
- 6) Several planning meetings underway with stakeholders to deliver on 2023 business plan commitments.
- 7) Funding applications to support the business plan are in the queue - one successful project for the "Tree Canopy Renewal" program was received - \$2,500.
- 8) Supplementary ambassador supports have been funded with students starting through the balance of June.
- 9) The pop-up patio program has been modified to deliver flexibility to the member hospitality sector.
- 10) Planning is well underway for the 2023 Budget & Business plans.



WOODSTOCK INGERSOLL TILLSONBURG & AREA ASSOCIATION OF REALTORS®
MLS® ACTIVITY FOR THE TOWN OF TILLSONBURG
MONTH ENDING MAY 2023

		<u>YEAR TO DATE</u>			<u>MONTHLY</u>	
	2023	2022	% Difference	2023	2022	% Difference
\$ value of Total Units Sold	\$116,012,628	\$116,064,305	-0.0004%	\$29,451,299	\$22,620,045	30.2%
\$ value of Residential Units Sold	\$106,692,628	\$100,086,893	6.6%	\$29,451,299	\$22,620,045	30.2%
\$ value of Other Units Sold	\$9,320,000	\$15,977,412	-41.6%	-	-	-
 Total # of Units Sold	 181	 153	 18.3%	 46	 35	 6.4%
# of Residential Units Sold	171	145	17.9%	46	35	31.4%
# of Other Units Sold	10	8	25%	0	0	-
 Total # of New Listings	 267	 242	 10.3%	 63	 72	 -12.5%
Total # of New Residential Listings	246	209	17.7%	60	62	-3.2%
Total # of Other New Listings	21	33	-36.3%	3	10	-70%
 Total # Currently on Market	 ***see monthly numbers			 88	 60	 46.6%
# of Residential Currently on Market	***see monthly numbers			72	47	53.1%
# of Other Listings Currently on Market	***see monthly numbers			16	13	23.1%

RESIDENTIAL SALES BY PRICE CATEGORY	Accum. 2023 YTD	Accum. 2022 YTD	Month Reporting 2023	Month Reporting 2022
\$ - \$299,999	2	1	1	1
\$300,000 - \$499,999	30	19	6	5
\$500,000 - \$599,999	68	24	15	5
\$600,000 - \$699,999	39	22	7	11
\$700,000 - \$799,999	31	41	10	9
\$800,000 - \$899,999	12	24	5	5
\$900,000 - \$999,999	6	15	2	1
\$1,000,000 - \$1,099,999	2	1	1	0
\$1,100,000 - \$1,199,999	1	0	0	0
\$1,200,000 or Greater	0	0	0	0

Average Residential Sale Price			
	2023	2022	%DIFF
MONTH	\$640,246	\$646,060	-0.9%
TYD	\$623,933	\$690,191	-9.6%

Region: Oxford
Municipality: Tillsonburg

All YTD Totals may not match the month to month cumulative due to continuous, live updates of data combined with permitted timing of entry.

The information only represents MLS® listings sold and reported through the ITSO MLS® system. The information has been drawn from sources deemed reliable, but the accuracy and completeness of the information is not guaranteed. In providing this information, the Woodstock Ingersoll Tillsonburg & Area Association of REALTORS® does not assume any responsibility or liability.