



Board of Management Meeting
AGENDA – OPEN SESSION

Wednesday, July 23, 2025

7:30 AM 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

CALL TO ORDER at _____ a.m. by CHAIR BIGGAR

QUORUM – to be determined.

1. MOTION TO APPROVE THE AGENDA

Moved by: J. VanCampen Seconded by: M. Bossy

THAT the agenda for the Board of Management meeting of July 23, 2025, hereby be adopted.

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES

Moved by: B. Thompson Seconded by: W. Cameron

THAT the minutes as prepared for the meetings of May 28th and June 25th, 2025; hereby be approved.

4. CLOSED SESSION

MOTION

Moved by: H. Vallee Seconded by: B. Parsons

THAT the Board of Management moves into Closed Session for the purposes of discussing:

239 2(b) Personal matters about identifiable individuals

Human Resources: discussions regarding an update to the harassment of DTBIA team members, investigations, action plan.

239 2(c) Proposed land acquisition or disposal

A further update on the proposed expansion of the existing coworking space due to demands by existing and new tenants.

239 2(f) Matters subject to solicitor-client privilege including communications necessary thereof

Consideration by the Board of Management for additional steps to mitigate cost impacts to the organization.

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;

Discussion of a response to a request by the Clerk's Office regarding a submission by the Board of Management to appear in Closed Session.

5. STAFF REPORTS

5.1.1 2026 BUDGET AND BUSINESS PLANS

The team has prepared the 2026 budget and business plan based on a realignment of core BIA responsibilities, incorporating the following primary assumptions continuing with themes and directions approved by the board in previous budget cycles:

- A. Debt reduction will be pursued without incurring new debt – total debt payments in 2026 are projected at \$18,003.59, representing a 43% reduction, resulting in a remaining balance of \$23,943.53. It is planned that all current debt will be retired as of 31 December 2028.
- B. Levy adjustments are planned to build reserves and enhance cash flow, as a direct result in the 90-day delay in quarterly payments from the Town of Tillsonburg and an 18-month delay in receiving the annual PSAB/HST rebate.
- C. No FIP contribution is included. The program will be reviewed and potentially redesigned for future consideration by the board in subsequent years.
- D. Investments are planned for capital projects, including carryover projects.

- E. HR assumptions include no change to FTE count, a 2% increase in salaried wages, and updates to benefit costs reflecting EAP costs and potential changes to the benefits program.
- F. Deployment of manpower: reprioritize safety and operational imperatives to the busy summer period including consideration of security personnel. This will necessitate a change to scheduling and prioritization of public safety.
- G. External funding efforts will continue through applications to non-levy funding programs; an increase in coworking tenant income and further enhancements are anticipated.
- H. The TurtleFest MOU will be updated to support improved cost-recovery of BIA expenditures related to the festival.
- I. A significant increase in the town to BIA MOU given the increasing negative impacts of social issues, safety concerns, degradation of assets, increased maintenance costs and purchase of additional tools and equipment to remediate human waste/bodily fluids etc.
- J. Ongoing development and implementation of policies and procedures are planned.
- K. Additional priorities will be addressed as directed by the Board of Management.
- L. Additional allocations for training and development including board/staff education, conferences, meetings.
- M. Increased allocations due to higher subscription costs for IT services.
- N. Investment in IT assets including onsite back-up systems.
- O. Other projects may be undertaken subject to successful grant applications.

MOTION

Moved by: E. Odorjan

Seconded by: B. Parsons

THAT the Board of Management of the Downtown Tillsonburg BIA hereby approves the 2026 Budget and Business Plans as follows:

- 1) The total levy to be raised from the BIA membership is \$240,080 which represents a budget-to-budget increase of +8.8%. This increase is driven by the need to provide essential working capital and to provide for an increase in professional fees.

- 2) The MOU amount be increased to \$58,959. This increase is driven by social issues including increased maintenance of the downtown core area, repairs to assets and public realm elements and is forecasted at an additional 3 staff hours per day. There is a 50% increase in dumped garbage in the central core area including abandoned shopping carts full of household items/waste.
- 3) A town capital contribution of \$20,000 which is a zero % increase vs. prior year.
- 4) 2% increase in FTE wages, modest changes to the benefits program and to allocate expenses for the town-provided EAP program.
- 5) Continued focus on non-levy revenues including additional external funding to be provided by various stakeholders to be identified during the various program funding application periods.
- 6) Additional revenues and expenses associated with the proposed expansion of the co-working/business incubation space.
- 7) Service and operating agreements via an MOU with the TurtleFest Organizing Committee.
- 8) No contribution by either the Town of Tillsonburg or DTBIA to the Façade Improvement Program and thus no FIP funding is available for the 2026 fiscal year. The FIP restricted fund balance as at the end of FY2025 is zero.
- 9) Debt reduction of \$18,003.59 and no new debt placement. All existing debts to be fully retired by the end of FY2028.
- 10) There is an allocation under “General and Administrative” costs for increased professional fees including accounting and legal fees.

5.1.2 2024 FULL-YEAR FINANCIAL RESULTS

Please review the attached draft income and expense statement. Some items remain to be finalized.

A full-year profit was projected since no FIP expenses were recorded in 2024 due to project timing.

Professional and accounting fees were higher than expected because of issues with the previous bookkeeper, updates to bookkeeping systems, and adjustments to old A/R and A/P balances.

5.1.3 2025 FINANCIAL PERFORMANCE

It is expected that there will be a full-year deficit given the payments on the FIP projects in the pipeline as well as unplanned legal fees. Staff have been working diligently to mitigate the loss. Where possible, consideration will be given to shift projects into 2026.

The TurtleFest Organizing Committee will be invoiced for a portion of the actual incurred costs of the BIA in the production of TurtleFest.

5.1.4 TURTLEFEST – PRESENT AND FUTURE

The debrief took place on 25 June 2025 at Nectar Bistro. Planning for the 2026 event, scheduled for 19-20 June, has already begun. The team is required to prepare and submit a report to the Ministry of Tourism, Gaming and Culture as part of the grant funding agreement. This report is due on August 14th.

Management has recommended transitioning TurtleFest operations to the BIA under a hybrid committee structure involving a joint BIA/volunteer board, referred to as the TurtleFest Organizing Committee (TOC), to allocate staff time and resources more efficiently.

A draft video for the 2025 event will be presented to the board during the meeting.

TurtleFest experienced increased production costs for the 2025 event because some stakeholders were unable to participate, resulting in the need for out-of-county EMS services.

Many vendors from the 2025 event have already registered for participation in the 2026 event.

Acknowledgment is extended to the Province of Ontario – Ministry of Tourism, Gaming and Culture for their financial support of the festival.

5.1.5 AUDIT

The documentation and files have been uploaded to the file sharing system. As previously disclosed, there was an item in the aging A/P summary from 2013 with respect to a \$10k “tax write-off adjustment”.

This item has been flagged with the auditor for follow-up and the potential for resolution.

5.1.6 NON-LEVY REVENUES

There is one new annual sponsor of the work truck effective immediately. Ward's Custom Towing will be sponsoring the truck for a 1-year term effective with installation of the signage. Management expects the contract to commence prior to the end of July. A new contract will be in place. The board will recall that each sponsorship is unique and has rolling annual terms.

MOTION

Moved by: H. Vallee Seconded by: B. Parsons

THAT the staff reports be received as information.

6.0 GOVERNANCE

6.1.1 BOARD VACANCIES

Management to give a verbal update to the board.

The constitution of the DTBIA has the following section on board operations:

“The board of directors shall have a minimum of 7 and maximum of 11 members”.

Management has received one application from the intake period which was a carryover from 2024. It is recommended to the board that staff continues to advertise the vacant positions and that effort be made to recruit additional board members.

7.0 PLANNING APPLICATIONS

7.1.1 APPLICATION FOR ZONE CHANGE AND OFFICIAL PLAN AMENDMENT – 671 BROADWAY

The principals of the Gateway Plaza have formally agreed to an overall annual payment to the BIA of \$6,000. This payment will be made with respect to our support of their applications for both the medical clinic and general merchandise store.

These payments commence upon the opening of both the medical clinic and Dollarama discount store.

Terms of the agreement: 20 years x \$6,000 = \$120,000 revenue contribution to the DTBIA to be used for marketing and promotion of the central core area.

8.0 FAÇADE IMPROVEMENT PROGRAM – STATUS UPDATE

A verbal update to be given.

9.0 MARKETING

9.1.1 MARKETING REPORT AND UPDATE

The marketing team will review the monthly report.

10.0 CAPITAL PROJECT UPDATE

**10.1.1 164 BROADWAY – REMOVAL OF TREES STUMPS +
NEW PLANTINGS**

The project is on hold pending receipt of capital funding from the town.

10.1.2 IT ASSETS

Funding from Canada Summer Job Service and Employment Ontario supports IT asset purchases for the workspace. We require an onsite backup system, two new workstations (an iMac for marketing and a laptop for administration), and a POS system for card payments and gift card tracking. These items are included in the approved budget. Management will conduct a cost analysis and procure the equipment, prioritizing local vendors if their prices are competitive.

**11.0 RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED
SESSION**

MOTION

Moved by: M. Bossy

Seconded by: B. Parsons

THAT the staff direction and action plan from Closed Session hereby be approved.

Note any specific time deadlines.

12.0 BY-LAWS/RESOLUTIONS

13.0 TO CONFIRM PROCEEDINGS RESOLUTION

MOTION

Moved By: E. Odorjan

Seconded By: J. VanCampen

THAT resolution 2025-007 to Confirm the Proceedings of the Special Board Meeting held on 23 July 2025, be read for a first, second, third and final reading and the Chair and Executive Director, hereby be authorized to sign the same, and place the corporate seal thereunto.

13.1 CONFIRMING RESOLUTION 2025-006; Meeting of 07/23/2025

14.0 ITEMS OF PUBLIC INTEREST/ROUNDTABLE

15.0 ADJOURNMENT

Moved by: M. Tedesco

Seconded by: H. Vallee

THAT the Board meeting of 23 July 2025, hereby be adjourned at _____ a.m.

Board of Management Meeting

MINUTES OPEN SESSION

Wednesday, May 28th, 2025

7:30 AM 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

CALL TO ORDER at 7:33 a.m. by CHAIR BIGGAR

QUORUM – Yes 8 of 10 present: M. Bossy, A. Biggar, E. Odorjan, M. Tedesco, C. Heutinck, J. VanCampen, B. Thompson, B. Parsons

REGRETS – H. Vallee, W. Cameron

1. MOTION TO APPROVE THE AGENDA

Moved by: J. Van Campen

Seconded by: E. Odorjan

THAT the agenda for the Board of Management meeting of May 28th, 2025,
hereby be adopted.

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES

Moved by: E. Odorjan

Seconded by: B. Parsons

THAT the minutes as prepared for the Board of Management meeting of May 6th,
2025, hereby be approved.

CARRIED

**4. CLOSED SESSION
MOTION**

Moved by: B. Thompson

Seconded by: B. Parsons

THAT the Board of Management moves into Closed Session for the purposes of
discussing:

239 2(b) Personal matters about identifiable individuals

Human Resources: discussions regarding the ongoing harassment of DTBIA team members and communications to the OPP.

239 2(c) Proposed land acquisition or disposal

Additional space requirements for the organization including the centralization of all BIA assets located at one physical site in the downtown core area.

CARRIED

5. STAFF REPORTS

5.1.1 BOARD MEMBER COMMUNICATIONS – BIA E-MAIL ADDRESSES – FOLLOW UP

To update the BOM, staff has implemented the e-mail addresses.

One additional email address was created for the purposes of handling Interac e-transfers for auto-deposit. finance@tillsonburgbia.ca is now operational and will be used for financial transactions and has been set-up for auto-deposit.

Please see the attached inter-office memo outlining the process for sending of payments to the BIA via e-transfer.

5.1.2 LEGAL FEES – FOLLOW UP

A decision letter was sent to clerks@tillsonburg.ca as per board direction. The existing transaction(s) and printed cheque have been voided. This item was added to the 26 May 2025 council agenda for consideration of action by council.

The BOM will recall that there are minimal budgeted funds for legal fees.

5.1.3 EXECUTIVE DIRECTOR REPORT

Please see the attached workplan update along with details on the priorities and action plan.

There were no action items.

5.1.4 TURTLEFEST ORGANIZING COMMITTEE

The encroachment permit has been approved and received from the Town of Tillsonburg. The TOC is awaiting an updated insurance certificate from Intact Entities for the Province of Ontario's wording requirements as attached. The event elements are well organized and both revenues and expenditures are on track with expectations. The TOC did not assume that there would be grant funding so this will be a significant positive impact on the festival allowing for a sizeable reserve to carry forward into 2026.

TOC revenues and expenses are closely monitored with oversight by both sides with dual signing authorities. Any BIA-issued cheques for TOC expenses are coded to a TurtleFest expense account and similarly, any revenues are coded to a TurtleFest revenue account. As was the case in 2024, the BIA will invoice the TOC for reimbursement of all reasonable expenses incurred as per the agreement. The TOC holds harmless the BIA from any unforeseen expenses incurred.

MOTION

Moved by: M. Tedesco

Seconded by: B. Parsons

THAT the staff reports be received as information.

CARRIED

6. FINANCE

6.1.1 AUDIT PREPARATIONS

The team has been working on the audit preparations. There are a couple of items that were not completed by the bookkeeper on a timely basis however have since been corrected. Additional workflow improvements and learnings have been implemented to assist with audit efficiency moving forward. The team has also provided critical feedback to CIBC on their technology issues which has created a slow-down in data entry. The staff team has implemented additional digital tools and is working with GRK Tech, Chris Jezovnik, for a data integrity process flow including the implementation of an onsite Synology back-up system with double redundancy. Staff will be bringing a forward a report in the near future about banking services and integration tools that will aid in the workflows and processing of financial functions. This may necessitate moving financial institutions.

6.1.2 2026 BUDGET AND BUSINESS PLANS

The town's Director of Finance scheduled a teleconference with the BIA team including Treasurer. During the meeting, it was communicated that there would be changes to annual budget process now that the Town of Tillsonburg has been given "Strong Mayor" powers.

Subsequently we were informed that the mayor had delegated back those powers to the full council. Notwithstanding, the team has advanced the work plan and has prepared the 2026 budget which will be ready for board consideration at the upcoming meeting on June 25th.

The 2026 budget highlights as proposed, are summarized as an attachment to the agenda package.

Staff will proceed to have the full budget for consideration at the next working session in addition to scheduling an earlier AGM for consultation with the membership.

The current work-plan is to have the BIA budget finalized and sent to the town's finance team no later than September 30th. To finalize the budget on town's terms, we will need the levy impact calculator provided.

6.1.3 APRIL 2025 FINANCIAL REPORT

The board will recall that there was one approved FIP expense during the month for \$15,000. All other expenses were well controlled. The reports from QBO includes the monthly budget numbers with variance calculations. The net loss for the month was -\$13,072.99 which was driven almost entirely by 3 payroll expenses for the month and the FIP project expense of \$15,000. Year to date, FIP expenses are \$32,079 vs. a full-year budget of \$40,000. Due to timing and carryover expenses from FY2024, FIP expenses will be over-budget. Staff will be mitigating this variance by adjusting expenses in other cost categories. Year to date, there is a slight profit which aligns with our overall approved financial plan. Some of the main revenue and expense items are seasonal in nature and there will be some fluctuations due to timing of receipts such as MSC wage subsidies and payments from the Government of Canada with respect to the Canada Summer Job Service, (\$25,000). The TurtleFest revenue and expenses will be tracked and recorded with the necessary oversight, cheque signing authorities and subject to review by the Board of Management.

Staff has printed and will distribute copies of the bank statements and cancelled cheques for review during the meeting.

PLANNING APPLICATIONS SUBJECT TO REVIEW AND COMMENT BY THE DTBIA

6.1.4 APPLICATION FOR ZONE CHANGE AND OFFICIAL PLAN AMENDMENT – 671 BROADWAY (NEW PLAZA ACROSS FROM SOBEY’S)

The DTBIA was copied on a subsequent application regarding the new strip mall located at 671 Broadway. The application seeks to permit a general merchandise store identified as Dollarama which is not currently permitted under the Town of Tillsonburg Official Plan.

The BOM will recall that a resolution to support the location of a medical clinic was previously approved subject to an agreement whereas the landlord would pay the DTBIA \$4,000 for a 20-year term for a total of \$80,000. This agreement was approved by the board in July 2023. These funds would be used to market and support the downtown central core area. Staff recommends support for the application pending an updated agreement with Kermar Holdings whereas an additional fee be paid to the DTBIA in support of marketing of the central core area.

Staff is of the opinion that the general merchandise store is more likely to have an impact on the central core area than the Roulston’s Pharmacy and medical clinic, given that this new Dollarama location would directly impact the Dollar Tree location in the existing Tillsonburg Town Centre; and as such – an additional fee in support of marketing for the central core area is critical in order to support our membership.

To this end, staff recommends a “yes, if” resolution as follows:

MOTION

Moved by: C. Heutinck

Seconded by: J. Van Campen

THAT the Board of Management of the DTBIA hereby supports the zone change and OPA whereas Kermar Holdings Inc. of Chilliwack, BC pays a fee in support of marketing for the central core area of ***up to \$4,000*** per annum for a period of 20 years **in addition to** the existing agreement for

the DTBIA's approval of allowing a medical clinic in the Roulston's Pharmacy. The payment commencement date for this new agreement is effective and pro-rated to take effect upon the opening of the Dollarama location. The board agreed to have the ED negotiate with the principal owner of the property. The Development Commissioner suggested that the amount to be negotiated should be predicated on a "per square foot" basis and should be proportional to what was contained in the Rock Developments proposal in 2003.

Note: The DTBIA could have opposed both the medical clinic to be located within the Roulston's Pharmacy and the proposed Dollarama location since these are not permitted used within the Official Plan. Following the precedents with the Sobey's agreement in 2002 which facilitated BIA support for the project, staff feels it is prudent and responsible to support the OPA's provided the \$8,000 annual fee, (2 agreements x 20 years), is paid annually to the BIA for a period of 20 years.

CARRIED

Follow-up: Upon a favourable decision of the BOM, the ED will circulate a report and "decision letter" to the Clerk's Office as well as the Office of the County Planner, Marc Davidson.

7. FAÇADE IMPROVEMENT PROGRAM – STATUS UPDATE

7.1.1 77 BROADWAY

Staff from the DTBIA including members of the FIP sub-committee met onsite on May 10th, 2025, for a subsequent inspection. The board will recall that payment was made to the applicant dated May 1st, 2025, in the amount of \$15,000 which leaves a residual balance owing of \$15,000.

Background:

The board will recall that there is a zero balance in the FIP fund with forecasted expenses/payments for the existing projects in the pipeline which includes 4 projects, unpaid design fees and holdbacks as per board direction.

The Town of Tillsonburg and DTBIA did not make financial contributions to the FIP fund for either of 2024 or 2025. Associated transfers as approved by both the BOM and Town Council during budget processes and prior projects resulted in the FIP balance forecasted to lly be nil as at the end of

FY2025. Therefore, there are no additional monies available for this applicant or others to complete projects in the near term. Given the priorities of the board, it is unlikely that there would be FIP contributions in the next 2 fiscal years. The 10-year financial plan outlines new FIP contributions to commence again in FY2028 subject to approval of the financial plan.

The FIP sub-committee and staff recommends that payment be made to the applicant. Notwithstanding this recommendation, there remain some concern(s) about the quality of the siding used which was communicated to the applicant as there is premature fading of the James Hardie board siding panels and associated trim pieces. There are other minor outstanding issues which should have been corrected prior to the last site visit.

The board will also recall the concern about the western alley portion of the building which was not updated/improved as per the approved project drawings. The applicant seeks to finish these works with a new and separate FIP application. As per the above, there is no remaining funding and there are no new funds added to the FIP pool since FY2023. It is not anticipated that new funds will be added to the FIP program until 2028. The board modified the resolution as per below.

MOTION

Moved by: B. Thompson

Seconded by: E. Odorjan

THAT a payment be made to the applicant/owner of 77 Broadway in the amount of \$7,500.00 and that the remaining works be completed in 90 days.

There was a lengthy discussion regarding who is responsible for payment and the final inspection. The ED clarified that it was always the BIA that cut the cheques.

CARRIED

8. MARKETING

8.1.1 MARKETING REPORT AND UPDATE

The marketing team will review the monthly report including an update on the TurtleFest marketing and video highlight of the zone expansion.

The board directed staff to follow the OBIAA process for blocking or removal of negative comments and the commenters themselves until such a time that the board finalizes a Tillsonburg-specific policy.

9. PUBLIC REALM/CAPITAL PLAN/ITEMS TO BE COMPLETED IN 2025

9.1.1 BICYCLE RACKS

At the request of the Development Commissioner, staff placed this item on the meeting agenda. Staff is aware of the historical requests for bicycle racks and there is a need for additional assets.

Discussion:

The RED approved funding included a budget line for bicycle racks. This did not get completed within the timelines of the program cycle due to competing priorities and funding. Staff has been working with Green Theory Design who is local manufacturer located in Tillsonburg. Attached to this agenda are their available models. Feedback is welcomed. These can be custom ordered in our proper BIA colours which would match the seasonal banners. Part of the streetscape rollout plan will be matching waste containers when funding is available subject to BOM approval.

Note: Given the social issues and increased public nuisance and vandalism, more durable assets will need to be procured. The BIA team will liaise with town operations staff on

10.RESOLUTIONS/RESOLUTIONS RESULTING FROM HR EXECUTIVE COMMITTEE MEETING(S):

MOTION

Moved by: M. Bossy

Seconded by: B. Parsons

THAT the recommendations from the HR Committee meeting of May 22nd, 2025; hereby be approved.

CARRIED

11. BY-LAWS/RESOLUTIONS

12. TO CONFIRM PROCEEDINGS RESOLUTION

MOTION

Moved By: B. Parsons

Seconded By: J. VanCampen

THAT resolution 2025-005B to Confirm the Proceedings of the Special Board Meeting held on May 28th, 2025, be read for a first, second, third and final reading and the Chair and Executive Director, hereby be authorized to sign the same, and place the corporate seal thereunto.

CARRIED

12.1 CONFIRMING RESOLUTION 2025-005B; Meeting of 05/28/2025

13. ITEMS OF PUBLIC INTEREST/ROUNDTABLE

There were no action items.

14. ADJOURNMENT

Moved by: C. Heutinck

Seconded by: M. Bossy

THAT the Board meeting of May 28th, 2025, hereby be adjourned at 9:27 a.m.

CARRIED

Board of Management Meeting

MINUTES – OPEN SESSION

Wednesday, June 25th, 2025

7:30 AM 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

CALL TO ORDER at 7:34 a.m. by CHAIR BIGGAR

QUORUM – Yes – 6 of 9: A. Biggar, J. VanCampen, E. Odorjan, M. Tedesco, B. Thompson, M. Bossy, C. Panschow – (non-voting)

Staff present: M. Renaud, V. Fortner

Regrets: W. Cameron, B. Parsons, H. Vallee

1. MOTION TO APPROVE THE AGENDA

Moved by: E. Odorjan Seconded by: M. Bossy

THAT the agenda for the Board of Management meeting of June 25th, 2025,
hereby be adopted.

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

NONE

3. ADOPTION OF MINUTES

4. CLOSED SESSION

MOTION

Moved by: E. Odorjan Seconded by: M. Bossy

THAT the Board of Management moves into Closed Session for the purposes of discussing:

239 2(b) Personal matters about identifiable individuals

Human Resources: discussions regarding the ongoing harassment of DTBIA team members and communications regarding same.

239 2(c) Proposed land acquisition or disposal

Update on the additional space requirements for the organization including the centralization of all BIA assets located at one physical site in the downtown core area.

239 2(f) Matters subject to solicitor-client privilege including communications necessary thereof

Consideration by the Board of Management for additional steps to mitigate cost impacts to the organization.

CARRIED

5. STAFF REPORTS

5.1.1 CIBC – AUTO DEPOSIT + UPDATES TO SIGNING AUTHORITIES

As per board directions; the ED changed the auto-deposit settings to finance@tillsonburgbia.ca.

There was an IT and permissions issue at CIBC’s end which could not be resolved at either the branch or with the customer support centre. The CIBC account representative reached out to me on 20 June 2025 requesting a “letter of direction” to correct the issue. The letter of direction was signed by two authorized representatives and sent back to CIBC.

This matter should now be resolved. See attachment.

The Board of Management will also need to approve a “letter of direction” to update the signing authorities of the board reflecting the current board composition and deleting former board members.

5.1.2 LEGAL FEES – FOLLOW UP

Council voted to approve payment for a portion of the legal fees impacting FY2025. Staff will review remaining steps to be taken to mitigate other expenses for the balance of FY2025.

This may impact the capital plan and other events requiring funds to be expended, to be held in the balance of year. Given that there are no reserves, there will need to be cuts to achieve a balanced budget.

5.1.3 EXECUTIVE DIRECTOR REPORT

There will be a verbal update given the workload and challenges associated with TurtleFest time requirements.

5.1.4 TURTLEFEST

The event was very successful with many positive comments. A record number of vendor booths, food trucks and displays. The team has been in touch with Environics Analytics to order a report once the data becomes available in their system.

It appears that there was record attendance! The size of the crowds was noticeable right from the opening of the Block Party at 12 noon. Darren Winger, representative of the Ministry of Tourism, Culture and Gaming attended the event, and the TOC Chair walked the event with the Ministry representative to highlight all features and to ensure that the commitments made in the grant application had been met. Mr. Winger was very satisfied with the event and commented very positively.

The team must prepare and submit a report to Ministry of Tourism, Gaming and Culture as a condition of the grant funding. The TOC wrap-up meeting and debrief is being held 25 June 2025 at Nectar Bistro. Planning for next year's event is already underway. As always, all feedback either positive or constructive, are welcomed.

MOTION

Moved by: E. Odorjan Seconded by: B. Thompson

THAT the staff reports be received as information.

CARRIED

6. FINANCE

6.1.1 AUDIT

Virtually all the outstanding items have been submitted.

There has been a data uploading issue with ShareFile that caused documents to be uploaded more than once while others were uploaded and were “lost” somewhere in the process.

There is still an issue with QBO and amounts not properly updating after the bank and credit card reconciliations are completed.

Staff still require additional supports to ensure that we improve our financial, audit and administrative outputs and to be timelier in reporting.

6.1.2 2026 BUDGET AND BUSINESS PLANS

The team has updated the assumptions to include the following:

- 1) Provision for legal fee expenses effective January 1st since there is an unwillingness for town council to cover these costs and it is likely that there will be additional legal fees given a number of individuals who pursue frivolous and vexatious claims. This will continue to negatively impact the BIA finances.
- 2) Cash-flow planning adjustment to account for the delays in receipt of quarterly payments from the Town of Tillsongburg.
- 3) TurtleFest: hybrid committee between the parties with a positive revenue benefit to the BIA.
- 4) Allocation for increased maintenance due to social issues of an additional 3 hours per day, year-round. The focus will be on the late spring, summer and fall periods when there is higher pedestrian traffic downtown.
- 5) Allocation for community safety officer due to social issues which would be a seasonal cost from 15 May to 15 October.
- 6) 2% wage increase for all employees.

The negative impacts from social issues continues as the biggest threat to the ongoing health of the downtown core area. BIA staff spend an inordinate amount of time managing difficult people.

The revised FY2026 proposed budget is attached for review. Given the Municipal Act changes, staff recommends that the budget be approved

sooner rather than later. To this end, the ED recommends a special board meeting to be held on 23 July 2025.

Staff will have the detailed budget documents sent well in advance of the proposed, special board meeting.

The overall levy increase is in the low double-digits due to several factors that are unavoidable – largely external factors outside of our care and control.

The BIA continues to excel by leading our membership to achieve greater results. The BIA involvement in TurtleFest for example, continues to deliver higher traffic and sales for our constituents.

6.1.3 FINANCIAL UPDATE – CASH FLOW

There are several items affecting cash-flows which are expected to be resolved in the coming weeks. To date, the following items are outstanding:

FY2024 HST rebate: \$11,000 +/-

FY2025 HST rebate, first half: \$6,148.29

RED reimbursements: \$13,400

Town capital allocation: \$20,000

Experience Ontario Grant: \$20,000

Q2 levy: \$55,175.25

TurtleFest Organizing Committee payment to the BIA: \$4,182 plus ancillary expenses of approximately \$3,575.

Wage receivables from MSC-funded placements: \$1,880

Sponsorships outstanding: \$2,000

Other: \$500

Total cash-flows/receivables: \$137,860.54

An advance of \$18,774 was received by Service Canada regarding our approved allocations for the Canada Summer Job Service program.

There are several MSC-funded positions that we receive twice-monthly credits which deposited and are coded to “wage reimbursements” and positively affect the profit and loss statement.

7.0 GOVERNANCE

7.1.1 BOARD VACANCIES

There are now 2 vacancies on the Board of Management.

Staff recommends a posting and communications plan to have these positions filled.

The following timeline is suggested:

- 1) Posting on website and socials by close of business 27 June 2025.
- 2) Application form must be filled out and submitted to info@tillsonburgbia.ca with a 14-day closing period.
- 3) The ED and HR committee reviews the applications at a special meeting prior to the special budget meeting.
- 4) Staff recommends a special HR meeting on 16 July 2025 via Zoom to review the applications.
- 5) The ED and HR committee prepares a report including recommendations for appointees for the special board meeting.
- 6) Board of Management makes a recommendation via resolution at the 23 July 2025 special meeting.
- 7) The board-approved resolution regarding a recommendation of new appointees to the Board of Management is sent via a “decision letter” to the Clerk’s Office to be included in the next Town council meeting agenda.

Note: there are applicants from the last round of vacancies that are still interested in the open board of management director seats.

8.0 PLANNING APPLICATIONS

8.1.1 APPLICATION FOR ZONE CHANGE AND OFFICIAL PLAN AMENDMENT – 671 BROADWAY (NEW PLAZA ACROSS FROM SOBEY’S)

The ED is meeting Casey Kerkhoff, principal owner of the Gateway Plaza development, at 4 pm on 20 June 2025 for a review of the BIA’s resolution in support of the project. The ED will report back to the BOM.

DOWNTOWN TILLSONBURG BIA 2026 BUDGET + BUSINESS PLAN



PRESENTATION TO BIA BOARD OF MANAGEMENT – JULY 23RD, 2025

PRESENTATION TO THE MEMBERS OF THE DTBIA – ANNUAL GENERAL MEETING - TBD

PRESENTATION TO THE COUNCIL OF THE TOWN OF TILLSONBURG – TBD



2026 – BUILDING ON PROVEN SUCCESS



We have built a dynamic platform that consistently supports a thriving downtown for everyone involved.

Systems: continue to refine and update our daily mission deliverables.

Procedures: provide the necessary oversight and response mechanisms to deliver a pristine downtown. Leverage our stakeholder relationships to deliver excellence.

Focus + discipline: refocus on our core functions – safety, cleanliness, tourism, wayfinding to deliver economic development – continuous improvement in all we do.

OUR SUCCESSES



- Regarded as one of the **most effective BIA's** in Ontario.
- **Salthill Capital/Tillsonburg Town Centre** – 2 million plus traffic in full year 2024.
- Reputation for cleanliness, **well maintained BIA zone** – maintaining a high standard.
- **Non-levy funding programs** – Province of Ontario, Town of Tillsonburg, Employment Ontario, Canada Summer Job Service.
- **Resilient membership** – the team continues to nurture and support business.
- Continued **low vacancy rates** – and continuing to assist landlords/building owners.
- **Debt reduction** – with a target of zero debt by end of FY2028
- **Strong team** – building on our key team members to deliver excellence in operations and marketing.
- **Execution of special events:** Pub Shammy, Easter, Mother's Day, TurtleFest, Canada Day Pancake Breakfast, Optimist Night Parade, Christmas promotions.

CREATING + SUPPORTING COMMUNITY EVENTS & ACTIVATIONS



A foundational partner in TurtleFest which strengthens the entire BIA zone



Continue to lead events to be held downtown where and when possible.



Planning and executing events + activations in the Tillsonburg Town Centre.



Increase the frequency of use of town-owned lands in the central core area.



Continue to support the Optimist Night Parade + other downtown-centric events.



ECONOMIC DEVELOPMENT IN ALL WE DO

BUILDING ON PROVEN STRATEGIES/INITIATIVES



Further developing the coworking space to incubate new businesses while adjusting fees over time.



Management of social media channels for external businesses – grow this category.



Leveraging marketing programs through sponsorships - reducing costs to the membership.



Further develop non-levy revenue opportunities – including new grant applications.



Refocus resources on asset renewal including streetscape elements.



Additional maintenance + oversight of the central core area including safety patrols.

FINANCIAL OVERVIEW + HIGHLIGHTS

2025 Forecast

- ❑ **Significant FIP** payments vs. prior years.
- ❑ **Careful, cautious spending** across the board.
- ❑ **Focus on non-levy** revenue generation.
- ❑ Profitable TurtleFest with **payment to BIA**.
- ❑ **Successful grants:** HR/programs/TF.
- ❑ **No bad debts/write-offs.**
- ❑ **Forecasted loss** driven by carryover FIP expenses and unplanned legal fees.
- ❑ **Compliance** with all audit guidelines.

2026 Plan

- ❑ **8.8% increase** in the total levy to improve working capital given timing of revenues and expenses.
- ❑ **Priority to develop revenues outside of the levy** = achieving more, with value to the membership.
- ❑ **Zero FIP contribution** by TOWN and BIA.
- ❑ **\$20,000 town capital** – no increase.
- ❑ Significant debt reduction – **decrease of \$18k.**
- ❑ **HR funding programs** – local, provincial, federal.
- ❑ **Targeted** capital expenditure plan.
- ❑ Build on the **profitable** business incubation centre.

FINANCIAL STABILITY



- ☐ Prioritize **excellence in financial management**.
- ☐ Continue the with long-term **cash-flow planning** – and update all long-term plans annually.
- ☐ **Elimination** of all long-term debt – (2028 – final payment on infrastructure).
- ☐ Self-financing of capital expenditures – **end of debt placement** as supported by the BOM.
- ☐ **Working capital** – add \$'s to account for the delays in receipt of monies from the town including quarterly levy, PSAB/HST rebates and government funding holdbacks.
- ☐ Continue to work with the town revenue team - **CVA increases** from new developments: Station-View, expansions + renovations with **effective CVA file oversight** in partnership with the town.
- ☐ Leverage the BIA cost structure by **expansion of the BIA zone**.

FINANCIAL SUSTAINABILITY PLANNING



- The BIA **needs to bolster cash-flows.**
- Determine prudent means of **limiting legal fees.**
- Refocus on core BIA responsibilities – **no additional FIP contributions.**
- **Excellence in procurement practices** in all areas of goods and services.
- Continued **research and application for grant funding** that meets BIA priorities.
- Establishment of a clear plan to **create reserve funds.**
- Debt reduction provides for more **financial flexibility + independence from the town.**
- Determine **additional fundraising opportunities** for capital purchases.
- **Refocus and fine tune HR resources** particularly with reference to external funding – need to have the right people in the right place at the right time.

MARKETING, EVENTS + ACTIVATIONS



- ❑ Delivering **excellence** in marketing initiatives, branding + digital strategies.
- ❑ **Foundational partner with the TurtleFest Organizing Committee** under the BIA with leadership to deliver a another successful upcoming in 2026!
- ❑ **Granthaven Media** – building a strong partnership to communicate BIA activities and operations – regular content in the now weekly newspaper.
- ❑ **Comprehensive media plan** in development with My Broadcasting Corporation; new owner of Country 107.3 and 101.3 Easy (pending CRTC approval).
- ❑ TurtleFest 2025 attendance: **40,000+ person visits** + Facebook metrics: **70k+ reach** – unprecedented!
- ❑ **Building on our successful events:** Pub Shammy, Easter, TurtleFest, Canada Day, Halloween, Christmas, and new store/business openings as they occur.

IMPORTANCE OF TURTLEFEST

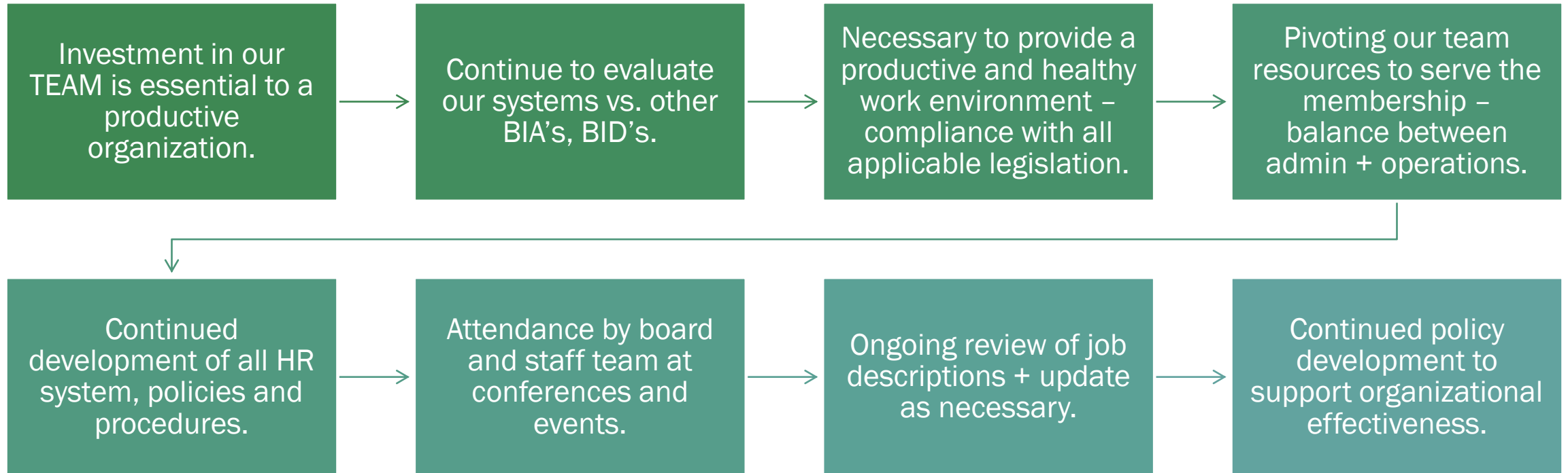
- ❑ Tillsonburg's **signature town event** - attracts more visitors than any other festival or activity.
- ❑ **Free with no admission** – no \$ barrier!
- ❑ **Town-wide positive impacts** businesses, shops and stores reported increased sales/visits!
- ❑ **Puts Tillsonburg on the map** to the entire Southwestern Ontario region. It is becoming a regional event.
- ❑ **The BIA becomes the keeper of TurtleFest** – permanency of staff ensures a success and sustainable event.
- ❑ As the board knows, more than 60% of community festivals in Ontario are **managed + operated by BIAs**.



CO-WORKING SPACE



- ☐ Time and experience has proven this to be a clear **winning proposition**:
 - ☐ All suites and spaces at **100% occupancy** + inquiries continue to increase.
 - ☐ There is **ongoing interest** in our business model with a waiting list.
 - ☐ As tenants mature – their **fees increase over time**.
 - ☐ We continue to research the sector in other communities to improve our management, oversight and determine the “sweet-spot” of revenues necessary to ensure a sustainable business proposition.
- ☐ Our tenant **roster has grown** and matured with varied business segments and services + there is still opportunity to add revenues to further **leverage the BIA cost structure** + offset costs.
- ☐ **Planned expansion in the near term is a clear priority** - to either of one section of the former town offices or another proximate building to facilitate a larger boardroom, additional storage, podcast/TV studio and provide for designated offices and additional spaces for business incubation activities.
- ☐ **External grant applications** will continue to be pursued to address known barriers, to meet **AODA legislative requirements** for public services access + to **fund expansion** of the co-working space to provide for additional dedicated spaces for indigenous + other underrepresented groups in the community.



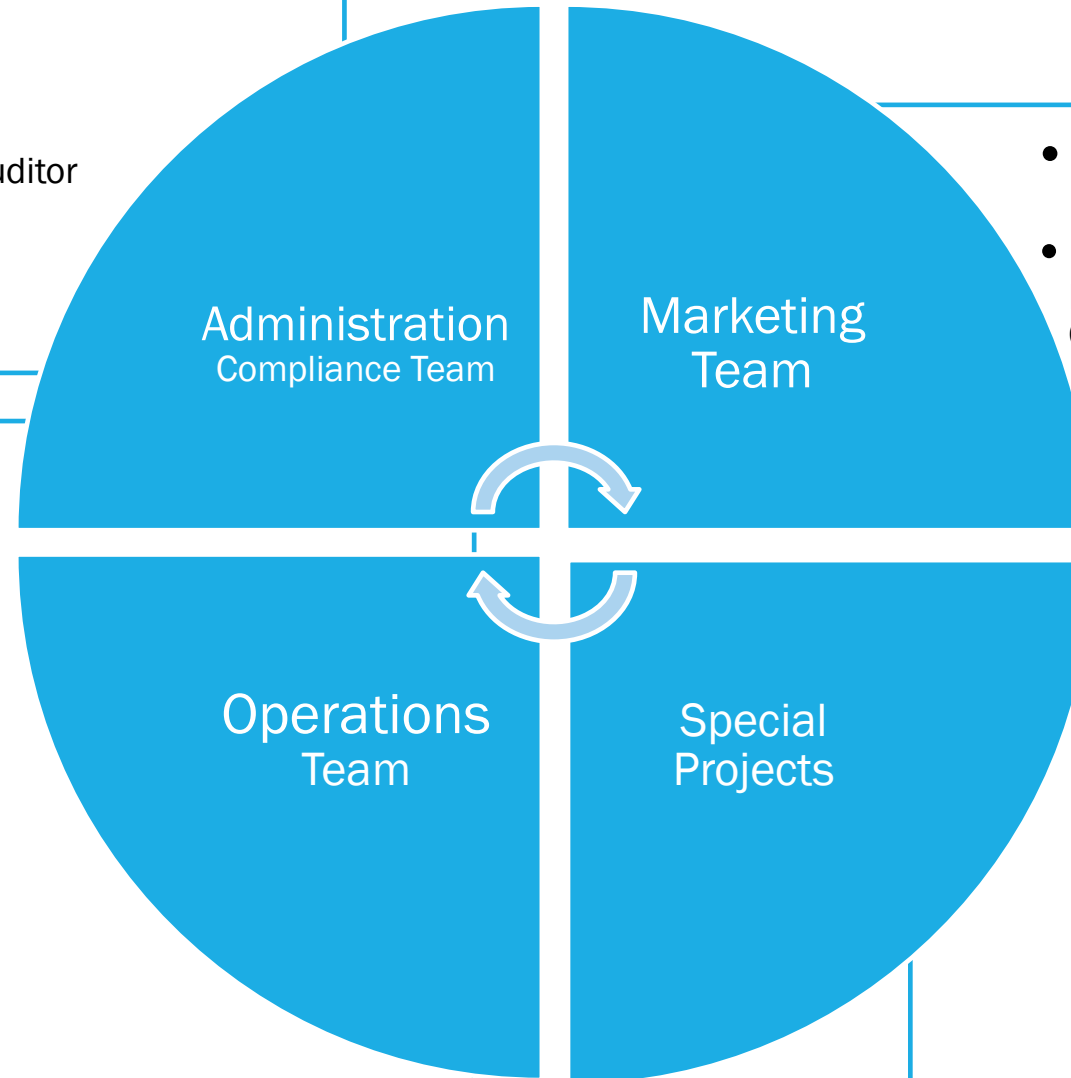
2026 HUMAN RESOURCE PLAN SUMMARY

OUTSTANDING ITEMS WITHOUT RESOLUTION

- Storage of BIA assets – the BIA has amassed many individual assets that require proper, covered storage.
- Additional financial resources to address critical safety and social issues.
- Traffic signals: Broadway/Bridge – traffic study from 2003 necessitated the 4-way advanced green and this have never been operational.
- Broken and missing curb sections, uneven interlocking stone – tripping hazard
- Library Lane – uneven surfaces, poor drainage, inadequate lighting.
- Safety and security issues – there is a lack of lighting and security measures in key public areas.
- Traffic enforcement in the central business district/zone requires improvement.
- Asset renewal – starting to fall behind other communities.

- **Mark Renaud** – Executive Director
- **Agnes Brodzinski** - Bookkeeper
- **Whitney Deane** – Auditor – Millards
- **Jo-Anne Beresford** – Payroll, Office Administration

- **Mason Smith**
- **Meini Knelsen**
- **Phil Kirby**
- **Mark Palmer**
- **Rick Ryan**
- **Logen Moser**
- **Aaron Kearns**
- **Christian Taylor**



- **Vanessa Fortner** – Marketing Lead
- **Naomi Dubé** – Digital Marketing + Activations Coordinator

- **Michael Leighfield** – Special Projects
- **Olivia Taylor** – TurtleFest + Sponsorships

SUMMARY



The 2026 plan continues to prioritize **specific tactics** that supports a resilient organization to deliver ongoing, **positive** member impacts:

- ❑ Providing **measurable, effective initiatives** + programs to the membership.
- ❑ A disciplined financial plan to deliver **excellence**, organizational **effectiveness + value**.
- ❑ **Investing in our people: continuing to build an efficient and effective team that serves our members.**
- ❑ **Planning and execution** of proven marketing initiatives including a successful 2026 TurtleFest!
- ❑ Supporting all stakeholders: Station-View, Town of Tillsonburg, Tillsonburg Town Centre, etc.
- ❑ Continuing to provide a **pristine and safe downtown** environment.
- ❑ Providing **leadership** for downtown economic development.
- ❑ **Compliance** with all statutory obligations under the Municipal Act, PSAB, constitution, etc.



Questions

Comments

Suggestions

Mark Renaud

Executive Director

Downtown Tillsonburg Business Improvement Area

2026 Budget vs. FY2025 forecast + full 5-year forecast to end of FY2030

*Revised to 15 July 2025

	2025 <u>*Forecast</u>	2026 <u>Proposed</u>	Chg <u>+/-</u>	2027 <u>Planned</u>	Chg <u>+/-</u>	2028 <u>Planned</u>	Chg <u>+/-</u>	2029 <u>Planned</u>	Chg <u>+/-</u>	2030 <u>Planned</u>	Chg <u>+/-</u>
Revenues:											
Total Levy	\$220,701	\$240,080	8.8%	\$248,800	3.6%	\$257,125	3.3%	\$265,500	3.3%	\$273,750	3.1%
Façade Improvement Program	\$0	\$0	n/a	\$0	n/a	\$0	n/a	\$0	n/a	\$0	n/a
Town to BIA MOU (SSA/MOU)	\$37,119	\$58,959	59%	\$60,138	2.0%	\$61,341	2.0%	\$62,568	2.7%	\$63,819	1.2%
Town contribution to capital	\$20,000	\$20,000	0%	\$21,000	20.0%	\$25,000	3.0%	\$25,000	3.0%	\$25,000	3.0%
Town of Tillsonburg total:	\$277,820	\$319,039		\$329,938	3.4%	\$343,466	4.1%	\$353,068	3.4%	\$362,569	4.4%
Grant income - approved	\$0	\$10,000		\$30,000		\$20,000		\$0		\$20,000	
Grant income - applications (new) pending	\$0	\$125,000		\$30,000		\$50,000		\$10,000		\$0	
Wage subsidy programs	\$42,500	\$46,000		\$46,000		\$47,000		\$48,000		\$50,000	
Co-working space income	\$36,000	\$58,000		\$61,000		\$65,000		\$70,000		\$75,000	
Interest + other income	\$0	\$800		\$1,000		\$2,625		\$1,700		\$1,800	
Donations + sponsorship income inc mktg	\$40,000	\$46,000		\$47,000		\$49,000		\$60,000		\$65,000	
TurtleFest MOU to BIA for services	\$7,661	\$15,000		\$15,000		\$15,500		\$16,000		\$16,620	
Contracted services - external	\$6,000	\$9,000		\$7,300		\$7,500		\$8,000		\$8,500	
671 Broadway agreement	\$6,000	\$6,000		\$6,000		\$6,000		\$6,000		\$6,000	
Product sales, marketing income	\$1,000	\$3,000		\$8,000		\$15,600		\$17,500		\$14,600	
Other revenue sub-total:	\$139,161	\$318,800		\$251,300		\$278,225		\$237,200		\$257,520	
Total Revenues:	\$416,981	\$637,839		\$581,238		\$621,691		\$590,268		\$620,089	
Expenses:											
Beautification – plants, trees, flowers (partial capital)	\$5,155	\$12,000		\$12,605		\$19,800		\$21,000		\$22,800	
Capital projects - equipment	\$1,500	\$20,000		\$22,000		\$18,500		\$40,000		\$20,000	
Capital projects - public realm	\$3,000	\$37,500		\$16,800		\$15,000		\$28,950		\$69,000	
Capital projects - office/IT	\$5,430	\$6,500		\$11,200		\$11,500		\$4,000		\$1,000	
Capital total:	\$9,930	\$64,000		\$50,000		\$45,000		\$72,950		\$90,000	
Grant project costs (includes capital purchases)	\$0	\$125,000		\$60,000		\$70,000		\$0		\$0	
Debt payments	\$23,847	\$18,003		\$12,160		\$11,784		\$0		\$0	
FTE salaries	\$131,000	\$135,677		\$138,373		\$145,292		\$149,735		\$154,225	
casual + part time labour inc MSC placements	\$81,000	\$85,000		\$93,200		\$95,000		\$98,000		\$101,500	
Non-wage HR costs - CPP, EI, WSIB, etc.	\$21,063	\$24,335		\$26,750		\$33,748		\$34,423		\$35,112	
Human Resources	\$233,063	\$245,012		\$258,323		\$274,040		\$292,277		\$299,190	
General & Administrative	\$64,304	\$102,629		\$111,682		\$118,667		\$126,258		\$130,432	
Adjustment Town of Tillsonburg	\$0	\$0		\$0		\$0		\$0		\$0	
Façade Improvement Program	\$72,079	\$0		\$0		\$0		\$0		\$0	
Transfer from General Fund to Restricted Fund	\$69,855	\$0		\$0		\$0		\$0		\$0	
Marketing and events	\$16,600	\$24,195		\$30,478		\$31,000		\$21,502		\$24,620	
Gift card program - one time + ongoing fees	\$10,010	\$5,900		\$5,990		\$6,400		\$6,400		\$6,400	
Transfer to reserves	\$0	\$41,100		\$40,000		\$45,000		\$60,000		\$55,000	
*Total Expenses:	\$434,988	\$637,839		\$581,238		\$621,691		\$590,268		\$620,089	
Excess (deficiency) of Revenues over Expenses	-\$18,007	\$0		\$0		\$0		\$0		\$0	

Statement of Activity

Downtown Tillsonburg BIA

January-December, 2024

DISTRIBUTION ACCOUNT	TOTAL
Income	
4050 Other Revenue	14,639.19
4055 MOU Income from Town of Tillsonburg	37,451.00
4800 Sales	\$44,390.39
4805 Social media	5,544.89
Total for 4800 Sales	\$49,935.28
4999 Uncategorized Income	47.31
REVENUE	0
4005 BIA LEVY	0
4100 Taxes - regular	221,495.46
Total for 4005 BIA LEVY	\$221,495.46
4190 INCOME FROM CONTRACTS	0
4200 Donations - general	8,655.75
Total for 4190 INCOME FROM CONTRACTS	\$8,655.75
4215 Wage Subsidy	25,119.57
4370 Truck & trailer graphic sponsorships	3,000.00
4395 Office rental income	16,603.00
4400 Turtlefest Income	5,727.50
4450 Interest Income	113.53
Total for REVENUE	\$280,714.81
Total for Income	\$382,787.59
Cost of Goods Sold	
Gross Profit	\$382,787.59
Expenses	
8000 SPECIAL PROJECTS	0
8350 Special Projects Contingency	314.64
Total for 8000 SPECIAL PROJECTS	\$314.64
8500 Capital Expenditures	3,205.40
BEAUTIFICATIONS	\$590.08
5100 Flowers & Trees	9,320.11
5200 Street Furniture	1,661.19
5550 Keep Downtown Beautiful	
Total for BEAUTIFICATIONS	\$11,571.38
MARKETING/PROMOTION	\$25.38
6100 Office/Meeting exp/Sundry/Phone	592.22
6200 General Advertising	2,407.41
6305 Marketing and Events	10,273.25
6318 Marketing Production	2,261.53
6320 Marketing Miscellaneous	2,773.92
6350 Seasonal Promotions	2,364.38
Total for MARKETING/PROMOTION	\$20,698.09

Statement of Activity

Downtown Tillsonburg BIA

January-December, 2024

DISTRIBUTION ACCOUNT	TOTAL
OPERATIONS	0
7000 COST OF LABOUR	0
7150 Executive Director	66,886.53
7160 Events & Marketing Co-ordinator	44,120.22
7170 Hourly Part Time Staff	70,737.73
7222 EI	4,255.37
7223 CPP	9,072.41
7225 Retirement plan	3,072.41
7226 Benefits - Health & Dental	5,701.45
7455 ADP Payroll Service	1,962.78
Total for 7000 COST OF LABOUR	\$205,808.90
7005 Bank and other Interest	1,522.26
7011 AGM Meals, hall rental	2,985.03
7200 Accounting	12,399.96
7205 HST	47.01
7235 Maintenance supplies	5,561.53
7240 Office Utilities	4,693.44
7250 BIA Meetings	966.48
7260 Office Supplies/Equipment	4,064.32
7270 Membership fees, dues & subscriptions	3,057.02
7275 AGM & Other Meetings	3,126.18
7280 IT & Phone	3,438.90
7300 Debt Principal	21,237.01
7325 Debt Interest	2,992.70
7350 HST Expense	138.21
7400 OBIAA Membership	863.45
7450 Office Expense	3,220.26
7460 Telephone Expense	697.22
7550 Professional Fees	8,123.26
7600 Software Expenses	315.71
7650 Rent	12,189.84
VEHICLE EXPENSES	\$13.29
7110 Vehicle Operating Costs	3,575.16
7120 Vehicle Lease	9,181.06
7130 Vehicle Insurance	2,216.07
Total for VEHICLE EXPENSES	\$14,985.58
Total for OPERATIONS	\$312,434.27
Total for Expenses	\$348,223.78
Other Income	
Other Expenses	
Profit	\$34,563.81