

## Board of Management Meeting

### AGENDA – OPEN SESSION

Wednesday, January 28<sup>th</sup>, 2026

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

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**CALL TO ORDER** at \_\_\_\_\_ a.m.

**QUORUM – TBD**

#### **1. MOTION TO APPROVE THE AGENDA**

Moved by:    M. Tedesco                      Seconded by:    W. Cameron

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

#### **2. DISCLOSURE OF PECUNIARY INTEREST**

#### **3. ADOPTION OF MINUTES**

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

THAT the MINUTES for the Board of Management meeting of November xxx;  
hereby be adopted.

#### **4. BOARD ANNUAL ELECTIONS**

During this portion of the meeting, the Executive Director, acting as Clerk, will oversee the nomination process for the Executive Committee and administer elections if necessary. In instances where there is only one nominee for a given position, an election will not take place; instead, the Clerk will officially confirm the appointment of the board member to the respective Executive Committee role, subject to the nominee's acceptance.

## **MOTION**

Moved by: J. Young

Seconded by: B. Thompson

THAT the following individuals will hereby constitute the Executive Committee for the remaining term of council as follows:

Chair \_\_\_\_\_

Vice-Chair \_\_\_\_\_

Secretary \_\_\_\_\_

Treasurer \_\_\_\_\_

\*Note: as per the Municipal Act; the board will serve until their successors are appointed by the new, incoming council.

## **5. CLOSED SESSION**

### **MOTION**

Moved by: B. Thompson

Seconded by: B. Parsons

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

#### **232 2(b) PERSONAL MATTERS ABOUT IDENTIFIABLE INDIVIDUALS INCLUDING MUNICIPAL AND LOCAL BOARD EMPLOYEES**

1. Applications received for vacant positions on the Board of Management.
2. Staffing update including onboarding of the new Digital Marketing & Activations Coordinator.
3. A review of individual team member performance and next steps.

#### **231 2(c) A PROPOSED OR PENDING ACQUISITION OR DISPOSAL OF LANDS**

An update and continued review of options to address space needs of the organization including a potential expansion of the offices to a second location in the downtown area.

## 6. MARKETING

### 6.1.1 MONTHLY REPORT

Staff will review the monthly report including all upcoming events for Q1 which includes a review of the both the most recent events and the upcoming planning associated with the following:

Valentine's Day      Pub Shammy      Easter      TurtleFest

The TurtleFest Organizing Committee, (TOC), has endorsed a fully-cost reimbursed plan for the BIA to onboard a contracted, term-limited individual to oversee the digital marketing and associated activities regarding planning and production for the 2026 TurtleFest event. There will be no cost impact to the BIA organization. The wages are covered through an agreement with Employment Ontario/MSC. The BIA will receive full reimbursement for all costs associated with this FTE.

### MOTION

Moved by:    B. Parsons                      Seconded by:            B. Thompson

THAT the marketing report be received as information.

## 7. STAFF REPORTS

### 7.1.1 2-HOUR PARKING – IMPACT TO THE BIA ZONE

The board will recall that a BIA member has presented a proposal to Town council and to the town's Traffic Safety Advisory Committee regarding proposed changes to the policy of 2-hour free parking in the downtown BIA zone. The BIA team has reached out to many of the member of the BIA to solicit feedback and to have general discussions regarding parking. One of the hallmarks of our downtown success story is the 2-hour parking and regulations/enforcement.

Please see the attached report that was sent to town staff.

Staff recommends that the 2-hour parking remain in place given that it is a proven tactic that supports downtown vitality, growth and economic activity. The downtown parking demand continues to increase as supported by the metrics as supported by the most recent reporting by the Canadian Urban Institute; Environics Analytics and increased traffic counts as recorded by the Town of Tillsonburg and MTO.

## **MOTION**

Moved by: J. Young

Seconded by: E. Odorjan

THAT the Board of Management of the Downtown Tillsonburg BIA recommends to the Council of the Town of Tillsonburg and town staff that the existing 2-hour parking mandate in the downtown core area and all-day parking in designated areas be maintained as is currently outlined in the associated by-laws and further; that the designations in all municipal parking lots remain unchanged.

## **8.0 PLANNING APPLICATIONS**

### **8.1.1 APPLICATIONS FOR OFFICIAL PLAN AMENDMENT, DRAFT PLAN OF SUBDIVISION AND ZONE CHANGE - OP 25-19-7, SB 25-03-7 & ZN 7-25-15 (1000509145 ONTARIO INC.)**

This planning application is expected to substantially and materially affect the downtown core area should the proposed "box-style" stores, as detailed in the report and application, receive approval. It is recommended that the Board of Management direct staff to forward correspondence to the County Planning Department, outlining the concerns identified.

The inclusion of a residential component is a positive aspect, contributing to overall economic development. The BIA supports progression of the development, provided amendments are made to address areas of non-compliance with the Official Plan—subject to agreement between the parties involved. As presented to Town Council during the January budget meeting, it remains a priority to expand the central core area to facilitate further retail, commercial, and high-density residential growth. Fragmenting the retail sector into other town areas could negatively impact the long-term viability and functionality of the central core area.

## **MOTION**

Moved by: B. Parsons

Seconded by: J. Young

THAT the Board of Management advises the County of Oxford Planning Department of the concerns expressed regarding the negative impacts to the function of the central core area and that staff be directed to work with the applicant + County Planning to facilitate a positive resolution between the parties.

## **9.0 FINANCE**

### **9.1.1 YEAR-END 2025 PREPARATIONS**

The target date for completion of all reconciliations is 31 January. The co-op student is diligently working on the files with the bookkeeper. There have been some issues with QBO not functioning correctly including glitches that have replicated certain transactions. These are being identified and corrected forthwith.

### **9.1.2 2026 FY BUDGET & BUSINESS PLANS**

With the budget and business plans being approved by the town; the team will be implementing the tactics and engage with the membership on execution of the business plan.

### **9.1.3 AUDIT PREPARATIONS**

Michael Leighfield will be responsible for organizing the necessary items, checklists, documentation and files for the audit. He was instrumental in the organization and excellent in preparations during the 2025 audit.

### **9.1.4 REPORTING – INCLUDING MONTHLY RECONCILIATIONS**

The team is focused on providing timely financial reporting. The team will strive to have fully reconciled accounts by the 15<sup>th</sup> of each month.

### **9.1.5 JANUARY 2026 FINANCIAL PROJECTIONS**

The BIA is expected to generate a surplus of approximately \$6,000 +/- Expenses continue to be well-controlled.

Revenues are forecasted to be in line with the approved financial plan. Expenses will be lower than forecast due to favourable impacts, some labour cost savings from the vacancy in the marketing department labour



### **10.1.3 BOARD RESIGNATIONS**

The Executive Committee and staff received the resignations of Allison Biggar and Holly Vallee effective immediately.

On behalf of the entire BIA organization; we thank Allison and Holly for their many contributions during their tenure on the board.

## **11.0 HUMAN RESOURCES**

### **11.1.1 STAFFING UPDATE**

Two team members have joined or will join soon:

Allan Fex: Ambassador (part-time), 15-week funded placement ending 04 May 2026 via Employment Ontario.

Alicia Lauren: Digital Marketing & Activations Coordinator, 30 hours/week starting 04 February 2026.

A 2% wage increase was applied to both full-time employees' payroll in the first FY2026 payroll.

The HR sub-committee and board are still required to develop pay scales for hourly staff and create a wage increase grid considering CPI and performance.

## **12.0 FAÇADE IMPROVEMENT PROGRAM**

### **12.1.1 FIP PROJECT AND DISBURSEMENT UPDATE**

All existing projects are fully completed. There are no new projects in the pipeline.

There remains the final payment of \$10,000 on 18-24 Oxford Street subject to available cash-flow. \$5,000 was paid on 31 December.

**Total FIP project payments to be recorded in FY2025: \$72,079 as per the previous forecasts.**

### **12.1.2 FIP PROPOSED PROGRAM CHANGES**

The Development Commissioner has proposed changes to the FIP program in the spirit of continuous improvement and the realities of the

increase(s) of the cost of construction. The Development Commissioner will review the report and solicit feedback from the board.

### **12.1.3 MINUTES AND DOCUMENTATION FROM FIP COMMITTEE**

Please refer to the minutes and documentation from the last FIP committee meeting held on 17 January 2026.

## **13.0 OPERATIONS**

### **13.1.1 TRACKING OF OPERATIONAL METRICS**

The team continues to document all operational activities in accordance with the reporting requirements outlined in the recently renewed Memorandum of Understanding (MOU). Incidents involving negative public realm impacts, including the presence of needles and syringes, discarded garbage, and abandoned shopping carts, have increased. These occurrences are being systematically recorded as requested by the Town of Tillsonburg under the MOU.

Additional staffing hours have been allocated to support snow removal and the creation of accessible passageways from sidewalks to parking areas. Frequent issues with blocked AODA-compliant ramps, particularly on weekends, have been observed. BIA team members remain committed to ensuring these areas stay unobstructed.

Requests to remediate syringes and needles now occur daily, often necessitating urgent response and oversight by multiple staff members.

The incidence of dumped garbage and items left behind by social impacts also requires more careful and safe remediation.

Staff wants to ensure that we meet all of our commitments as recently agreed to under the new 2026-2028 MOU. There are also new requirements for reporting back to the town to justify all of the increase allocations.



### **12.1.2 MUNICIPAL STREET LIGHT POLES – ELECTRICAL ISSUES**

Significant and serious electrical safety concerns have been identified which have negatively impacted our recently purchased LED snowflake lights.

Multiple outlets were found to be damaged, and none of the poles are equipped with proper GFI outlets.

Our supplier responded promptly by providing their own personnel and bucket truck to repair and replace defective units on site. Subsequently, it became necessary to purchase additional units to ensure all poles were properly illuminated. It has been determined that the damaged outlets may have contributed to electrical shorting, which required replacements as well as an extensive service call and repair invoice.

The Executive Director will circulate pictures taken by Classic Displays during the board at the upcoming meeting.

## **13.0 CAPITAL PROJECT UPDATE**

### **13.1.1 OFFICE IT INVESTMENTS TO DATE**

The desktop system designated for the co-op student was acquired and installed ahead of their employment start date. In December 2025, the document imaging system was implemented under a lease agreement with OE London, following a provincial RFP, which secured the same favourable rate as obtained by the County of Oxford, University of Western Ontario, and City of Woodstock.

The copier is leased. Staff estimates that there will be significant savings with both staff and supply costs and increase productivity.

### **13.1.2 FORECASTED CAPITAL EXPENSES – Q1/2026**

As per the approved budget and business plans; staff will procure through the purchasing policy; capital items with priority as follows:

Office IT: iMac workstations x 2

Branded trade show booth items

Power-washer: x 1 unit

LED light bar for BIA truck: 1 unit

New LED light-bars for BIA work truck – to be installed upon in-service of the new truck which will be replaced pending a report and subsequent approval by the Board of Management.

The town did approve our request for a \$20,000 contribution to our capital expenditure plan for 2026.

The remaining capital items for 2026 will be purchased as needed and on a priority basis.

## **14.0 INFORMATION ITEMS**

### **14.1.1 MINISTRY OF THE ATTORNEY GENERAL**

Amendments to the Liquor License Act relating to “tailgate events” and the public drinking of alcohol at special events designated by municipalities.

Note: TurtleFest is a family-friendly event, and the Organizing Committee is not pursuing this initiative.

### **14.1.2 FINALIZED/SIGNED MOU – TOWN OF TILLSONBURG**

Please refer to the attachment. The MOU was approved as proposed and will receive assent from town council at the next meeting. The MOU is now carved in stone for fiscal years 2026-2028 including both the content and associated financial commitments.

### **14.1.3 MINUTES FROM THE FAÇADE IMPROVEMENT COMMITTEE MEETING**

Please refer to the attached minutes from the most recent FIP committee meeting.

### **14.1.4 CANADIAN URBAN INSTITUTE – TILLSONBURG REPORTS**

The Development Commissioner, ED and EMC attended a Zoom call with Chris Rickett from the Canadian Urban Institute. The reports will be circulated at the meeting as they contain proprietary and confidential information that was provided to the BIA and Town of Tillsonburg. These reports further support our assumptions and the importance of ensuring that the downtown is kept relevant and strategically managed to prevent fragmentation as was discussed with Town Council during the 07 January 2026 budget and business plan presentation.



## Downtown Tillsonburg Business Improvement Area

### MINUTES

Board Meeting - Board of Management – November 26<sup>th</sup>, 2025

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

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#### **1. CALL TO ORDER – 7:30 a.m. – QUORUM – YES 6 of 8**

Members present: A. Biggar, E. Odorjan, M. Bossy, H. Vallee

Members on Zoom: W. Cameron, B. Thompson

Members absent: B. Parsons, M. Tedesco

Staff present: M. Renaud, V. Fortner

Town staff present: C. Panschow

#### **2. MOTION TO ADOPT THE AGENDA**

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

THAT the agenda as prepared for the Board of Management meeting of  
November 26<sup>th</sup>, 2025, hereby by adopted.

CARRIED

#### **3. DISCLOSURE OF PECUNIARY INTEREST**

NONE DECLARED

#### **4. ADOPTION OF THE MINUTES**

## MOTION

Moved by: E. Odorjan

Seconded by: M. Bossy

THAT the minutes as prepared for the Annual General Meeting held October 29<sup>th</sup>, 2025, hereby be adopted.

CARRIED

## 5. MOTION TO MOVE INTO CLOSED SESSION

Moved by: B. Thompson

Seconded by: M. Bossy

That the HR Committee of the DTBIA moves into Closed Session for the purposes of discussing:

### **239 (2) (b) Personal matters about identifiable individuals, including local board employees.**

#### **Board member(s), BIA employees**

Discussion of HR matters:

- i) Application to the Board of Management – Jennifer Young.
- ii) Update regarding harassment of BIA board members and staff.

### **239 (2) (c) ACQUISITION OR DISPOSAL OF LANDS**

Proposed expansion of the BIA co-working space to add a second location in the downtown area.

## 7. PUBLIC MEETINGS

## 8. PLANNING REPORTS

### **8.1.1 APPLICATIONS FOR DRAFT PLAN OF SUBDIVISION/ZONE CHANGE - SB 25-02-7 & ZN 7-25-14 (TOWN OF TILLSONBURG)**

The DTBIA received notice of proposed development of the Van Norman Industrial Park, next phase, which includes the development of various lots and a new street called Progress Drive to facilitate the development.

Staff has reviewed the materials and has consulted with the town's Development Commissioner.

A resolution in support of the development is proposed for consideration by the Board of Management as follows:

**MOTION**

Moved by: M. Bossy

Seconded by: H. Vallee

THAT the board of management of the DTBIA hereby supports the application for draft plan of subdivision/zone changes – SB 25-02-7 AND ZN 7-25-14 (Town of Tillsonburg).

CARRIED

**9. DELEGATIONS**

**10. DEPUTATION(S) ON COMMITTEE REPORTS**

**11. INFORMATION ITEMS**

**12. STAFF REPORTS**

**12.2 MARKETING AND EVENTS**

**12.2.1 MONTHLY MARKETING REPORT**

The EMC will review the monthly report and metrics.

Follow-up: The board still needs to approve certain policies as it relates to handling member communications. V. Fortner to address this with the board at the January 2026 board meeting.

**12.3 ECONOMIC DEVELOPMENT**

The team has updated the various metrics which report on the state of the downtown area including percentage mix of retail and service businesses; ground floor – office – and 2<sup>nd</sup> floor vacancy rates; etc. The data is being

assembled, reviewed and checked for accuracy before being submitted to the Town of Tillsonburg.

## **12.4 FINANCE**

### **12.4.1.1 YEAR-TO-DATE FINANCIAL UPDATE**

The team and bookkeeper are diligently progressing with bank reconciliations, updating the asset tracking file, preparing ADP year-end reports, balancing WSIB reporting, processing outstanding payables, and managing other key responsibilities. The objective is to achieve “audit ready” status by January 31, 2026.

As a reminder to the Board, total FIP expenditures for FY2025 amount to \$72,079, which have been supported by available cash flow. All 2025 project expenses have been settled in full; with the exception of the 18-24 Oxford Street project, for which \$15,000 remains outstanding of the \$30,000 project cost; this balance will be paid pending available cash flow.

The financial results for October 2025 indicate a break-even position, as detailed in the attached documents. YTD, it is forecasted that there will be a modest surplus.

Staff continues to conduct cost evaluation and procurement to ensure optimal value for our member constituency.

### **12.4.1.2 MANULIFE BENEFITS RENEWAL UPDATE**

The annual report was received in August 2025. The revised rates were determined based on claims experience and associated cost impacts. The monthly rate has been reduced from \$538.01 to \$507.36, reflecting a 5.7% decrease. This plan is available exclusively to full-time BIA employees.

No action is required by the Board of Management.

### **12.4.1.3 2026 COWORKING TENANT FEES/CHARGES**

Staff are updating coworking tenant fees based on the length of tenancy, incurred costs, and business incubation practices. These fees undergo annual reviews and are revised according to tenure. In FY2025, coworking

income is projected to reach \$22,059.62 by year-end, marking a 32.7% increase compared to FY2024.

To achieve 2026 financial projections, there is a need to expand the coworking space to meet current and expected demands for space. The team also expects a significant requirement for on-demand daily boardroom rentals which is forecasted to generate a significant portion of the \$48,000 increase in co-working fee income in FY2026.

The team is also preparing for a marketing campaign for the new coworking space to include brochures, posters, social media campaign and other outreach initiatives.

#### **12.4.1.4 TURTLEFEST**

The Experience Ontario final report was submitted to the Ministry on November 18<sup>th</sup>. The TD Bank Financial Group financial reporting is awaiting submission due to technical issues at TD's end with their reporting portal.

The TREIM model report is attached to the agenda which indicates a positive TurtleFest economic impact of \$1,446,623 for the 2-day event.

Planning for the 2026 event is actively underway with many returning sponsors being confirmed. The Experience Ontario grant portal for 2026 opened on November 18<sup>th</sup> and an application for funding will be submitted prior to the program deadline.

The team believes there is a strong demand for participation for the 2026 event as evidenced by the inbound communications. There remains an opportunity to market the festival outside of the region.

Tillsonburg TurtleFest is now Canada's largest turtle-themed festival from coast-to-coast-to-coast.

### **12.5 BOUNDARY EXPANSION – BIA PEER BOUNDARIES + INDUSTRIAL AREAS (BACKGROUND INFORMATION)**

Staff has conducted additional research regarding how industrial areas are viewed, included and benefits provided when they are included in a BIA



area. The Emery Village BIA in the former city of North York and now City of Toronto – was toured by DTBIA staff in June 2025. The Emery Village BIA is Canada's largest BIA and is the largest designated employment zone in the City of Toronto. This BIA is home to 3,000 industrial, manufacturing, retail and commercial businesses. Residences represent less than 5% of the BIA by CVA, (current value assessment). This BIA focuses primarily on beautification of the industrial corridors including plants, hanging baskets, signage, public realm assets and beautification of the public transit areas. Typically, BIAs in industrial and office areas focus on B2B events such as networking, meet your neighbours and collaborate on food truck events for the employees of the BIA.

Please see the attached Emery Village executive summary and map with the boundaries.

Industrial areas being included in a BIA zone is considered “normal” with initiatives and efforts aligned with higher levels of public realm investments, heightened beautification with landscaped areas, gardens and hanging baskets.

Staff recommends that additional research and benchmarking should take place to further support the assumptions for the proposed expansion(s) in future years.

Staff believes that the boundary adjustment needs to be introduced once the new council is inaugurated in November following the feedback and learnings from the 2025 Clerk-led process.

## **12.6 TRUCK SPONSORSHIP UPDATE + UPDATED CONTRACT**

The following update is provided with respect to the ongoing sponsor participation with the 2024 Silverado work truck. The board will recall that Rogers Media sold the 2 Tillsonburg radio stations to My Broadcasting Corporation. The formats and logos changed entirely for 101.3 Easy which is now Giant FM and Country 107.3, while the same country format; the logo and programming has also changed. Until such a time that there is an updated agreement with MBC, the old Rogers logos have been removed from the truck.

As reported earlier, Wards Custom Towing came on board and paid their fees in late October for a 1-year term with their new logo stickers placed on the truck the week of November 17<sup>th</sup>, 2025.

The proposed new policy is attached.

Given the staggered nature of the contracts, the replacement of the leased truck every 2 years and changes to sponsor participants over time; the new agreements will address all the various factors.

### **MOTION**

Moved by: M. Bossy      Seconded by: W. Cameron

THAT the truck sponsorship update be **received as information only**.

CARRIED

## **13. HUMAN RESOURCES**

### **13.1.1 UPDATED POLICY DOCUMENTS – RZONE, PERSONNEL, EAP**

Staff have updated several documents as directed by the board at previous meetings. Staff suggests that the proposed, revised documents being reviewed by the HR committee. The HR committee will then make a formal recommendation to the full BOM for adoption at the January 2026 meeting. The cost of the EAP program implementation is included in the board approved 2026 financial plan.

There were no action items.

### **13.1.2 STAFFING UPDATE**

The team is proactively formulating strategies to address the board's priorities while preparing for year-end activities and future HR planning, including workforce deployment for 2026. To support these objectives, Justin Tosto will be joining as a temporary Junior Team Accountant effective January 5th, 2026. Mr. Tosto is expected to complete his co-op term with the Town of Tillsonburg Finance Department this December and is currently pursuing a Bachelor of Commerce. His engagement with the

BIA will extend from January through April, during which he will contribute 12–15 hours per week on finance-related tasks such as QBO data entries, uploading supporting documentation, managing receivables, and issuing invoices. These hours have been allocated in line with budgeted projections. Additionally, Mr. Tosto will provide support to the team on other initiatives essential to ensuring the success of BIA operations in the first quarter.

The Canada Summer Jobs application is due December 7<sup>th</sup>. The team will be making application for 6 positions as follows:

- 1) Digital content creator – 1 person (9 weeks)
- 2) Operations Ambassador – 3 people (8 weeks, staggered)
- 3) Asset Coordinator – 1 person (8 weeks) – see the attached, proposed job description.
- 4) TurtleFest assistant – 1 person (9 weeks)

The total funding request = \$25,050.

The onboarding of the specific positions will only occur upon success of the funding application. These positions are fully funded to the Ontario adult minimum wage of \$17.60 per hour with the BIA absorbing the wage differential between the posted wage and this amount + the remittances required for each of WSIB, EI and CPP premiums.

The team continues to liaise with the Multi-Service Service Centre with candidates funded by the Employment Ontario program. At present, there are 2 funded individuals through this program with staggered employment terms.

### 13.1.3            **HR SUB-COMMITTEE – PROPOSED DECEMBER MEETING**

There are several items that should be looked at by this committee:

- 1) Update job descriptions as necessary;
- 2) Wage bands and scales for all hourly positions to be determined;
- 3) 2026 updated JHSC annual policy statement to be signed and posted;
- 4) Review and recommendation to the full BOM with respect to the RZone, personnel, benefits, leave, and other policies;

- 5) Review of compliance with all necessary legislative requirements for 2025-2026;
- 6) Discussion of quarterly HR committee standing meeting dates.

**14. GOVERNANCE + RISK MANAGEMENT**

**14.1.1 2026 PROPOSED MEETING SCHEDULE**

**MOTION**

Moved by: M. Bossy                      Seconded by: B. Thompson

THAT the 2026 Board of Management meeting schedule hereby be approved and further that this document be posted on the DTBIA website.

CARRIED

Note: there will be a separate schedule for sub-committee meetings.

**14.1.2 2026 INSURANCE REVIEW**

The team is researching products and services to address the existing gaps in our insurance coverages. In addition to basic commercial general liability and vehicle insurance; there are quotes in development for the following:

- i. Directors and Officers Liability Insurance.
- ii. Employee dishonesty insurance.
- iii. E and OE insurance.
- iv. Business interruption insurance.
- v. Other coverages as necessary and determined by the Board of Management.

A report will be presented to the board with the January 2026 meeting agenda or when the quotes are received.

Note: Staff have been working with various insurance companies however it has been difficult to find one provider that can provide insurance coverages for the various and necessary identified risks.

### 14.1.3 NOTICE OF ANNUAL ELECTIONS TO THE EXECUTIVE

Pursuant to constitutional requirements, the executive committee is to be elected annually for each calendar year. At the January 2026 meeting, the board will appoint the executive committee to serve through the conclusion of FY2026 or until successors are designated by the newly elected council. Municipal elections are planned for October 2026.

The ED will make the necessary preparations for the board election to be held at the upcoming board meeting in January 2026.

### 14.1.4 E-MAIL COMMUNICATIONS + MATERIALLY ADVANCING BIA BUSINESS OUTSIDE OF A BOARD MEETING

Update from the Clerk's office regarding the Ombudsman's reporting.

There were no action items or follow-ups.

## 15. INFORMATION ITEMS

### 15.1.1 2026 OBIAA CONFERENCE – ST. CATHARINES, ON

The upcoming 2026 conference will be held April 19-22, 2026, in St. Catharines. The theme of the event is "BIA's: Rooted in Purpose". The team will be attending the conference, the costs of which are contained within the approved budget.

There was no feedback or action on this item.

### 15.1.2 UNITED WAY OXFORD – COLDEST NIGHT OF THE YEAR

The United Way of Oxford County is once again holding this fundraising event to benefit local charities serving people experiencing hurt, hunger and homelessness upcoming on February 28<sup>th</sup>, 2026.

Is there any interest by the Board of Management for a team to be entered into the event? If so, any willing participants?

There was no action or staff direction on this item.

Moved By: B. Thompson                      Seconded By: H. Vallee

THAT resolution 2025-11-01 to Confirm the Proceedings of the Board Meeting held on November 26th, 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

**20.1 CONFIRMING RESOLUTION 2025-011-1**

**Meeting of 11/26/2025.**

**21. ITEMS OF PUBLIC INTEREST/ROUNDTABLE**

**22. ADJOURNMENT**

Moved By: M. Bossy

Seconded By: H. Vallee

THAT the Board meeting of November 26<sup>th</sup>, 2025, hereby be adjourned at  
9:09 a.m.

## **MKE 26-01-01**

### **Staffing Transition**

Following the holiday break, the Marketing Department experienced a staffing transition with the departure of the Digital Marketing and Activations Coordinator, whose final day in the office was Friday, January 9, 2026. In preparation for this transition, social media content was strategically scheduled through the first week of February to ensure continued visibility and engagement across BIA platforms (Facebook and Instagram). This schedule maintains an average of two posts per week and includes a combination of previously created but unpublished content, as well as newly developed content.

### **Recruitment & Onboarding Update**

The recruitment process for the Digital Marketing and Activations Coordinator position had extremely strong interest, with more than 40 applications received. A screening assignment was used to assess candidate skills and suitability, allowing for an effective and fair shortlisting process. Several strong candidates were interviewed, and one applicant was selected to move forward. An offer of employment was issued and accepted, and the successful candidate will begin employment on February 4, 2026.

As previously discussed, the role has been scaled back to allow the new hire to ease into their responsibilities. As the year progresses and the employee becomes more familiar with the organization and its priorities, the scope of the role will gradually expand, with the long-term goal of returning the position to the full capacity previously held.

### **DTBIA Business Directory Review**

Work is currently underway to explore improvements to the BIA's business directory. Conversations have begun with the Town regarding the potential use of their existing business directory for the downtown core, as the platform currently in use has been identified as insufficient. This opportunity arose organically through recent tourism-related discussions. Staff will work to determine whether this option can meet our needs before pursuing the outsourcing of an alternative platform.



## Event Planning

### **Downtown Tillsonburg Pub Shammy**

Planning is underway for the third annual Downtown Tillsonburg Pub Shammy. The event has seen strong attendance in its first two years and has provided valuable insight that is being used to guide improvements for this year's event. Dorchester Limo will once again be providing shuttle transportation via the event's "party bus." Initial outreach has been sent to all pubs, bars, and restaurants within the downtown core, and feedback to date has been very positive, with many businesses showing interest in participating again. Participating businesses will again receive branded event t-shirts with their logo on it at a cost of \$50, with two shirts included per business and additional shirts available for purchase.

Although Pub Shammy only takes place once per year, it continues to address a gap in downtown nightlife and consistently receives very positive feedback from participants.

### **Tillsonburg TurtleFest: Marketing & Communications Update**

Planning for TurtleFest is well underway. Sponsorship forms are currently live on the TurtleFest website and are being actively distributed by the TurtleFest Committee. Vendor applications will launch on January 26th, with several updates to the application structure, including increased rates for non-profits and BIA members. Historically, BIA members received a free space in front of their storefronts; however, due to increasing costs related to insurance, entertainment, staging, and other operational expenses, the committee has approved a new structure that provides BIA members with a discounted rate of 50% for their space on the street. They will still have the first choice of a space located out front of their business but they **MUST** inform us of this choice no later than March 1st, 2026 otherwise this space will become available to other vendors.

A detailed letter outlining these changes will be distributed to members via email on January 26th and will also be hand-delivered to downtown businesses in the weeks that follow.

Ongoing work includes:

- Social media and website updates
- New t-shirt design
- Entertainment booking
- Coordination with Black Creek Media (staging) and MBC / Giant FM / New Country 107.3 (promotion & entertainment)
- Street layout/rearrangement

***The 2026 event will take place on June 19th and 20th (Fathers Day Weekend).***

### **Upcoming Partnerships & Community Events**

A meeting is scheduled for February 4th with Salthill Capital (Tillsonburg Town Centre) to discuss a variety of events planned for 2026. One activation that is being discussed is a Valentine's pop-up event in the centre court, which is still in the early planning stages. Staff have acquired multiple boxes of chocolates to include in a giveaway, which we hope to tie in with the Downtown Gift Card program. With the addition of a portable debit machine, we are now able to accept payments remotely, opening up additional opportunities for pop-ups and activations. Dates for the Halloween event have already been confirmed with Salthill Capital, and we will continue exploring additional events or activation opportunities throughout the year.

### **Youth Engagement**

The Events and Marketing Coordinator has been invited to attend the next Youth Advisory Committee meeting on February 4th, providing an opportunity to connect directly with youth from the community. The goal is to explore ways to create meaningful experiences for young people in the downtown core.

This aligns with the BIA's mandate;

- 1) to support downtown businesses and members
- 2) to promote downtown as a place to eat, shop, live, and explore.

Post-secondary education options are not available locally, resulting in many youth leaving the area. It is important to provide opportunities for young residents to engage, feel connected, and create memorable experiences downtown, even on a small scale. These initiatives help foster long-term attachment to the community and support downtown vibrancy.

### **Trade Show Materials & Set-Up**

Work is currently underway to design a refreshed trade show set-up in house. The new materials are being developed to ensure a cohesive, professional presence when representing the BIA at upcoming events. This includes but is not limited to job fairs, TurtleFest, pop-up events and activations.

The proposed trade show set-up includes a branded tablecloth, two pull-up banners, and BIA-branded lanyards. All design concepts are expected to be finalized within the next month, with the intention of moving to production by the end of February.

### Ongoing Member Communications

The Downtown Dispatch continues to be distributed to members on a regular basis, providing timely updates, relevant tools and resources, and important community notices. This ongoing communication remains a key component of keeping members informed and engaged.

#### **Email Performance Comparison: August to December 2024 vs August to December 2025**

*\*August 2024 is when DTBIA launched "Downtown Dispatch"*

Metric	01/08/24 - 31/12/24	01/08/24 - 31/12/24	Change/Insight
Emails Sent	1,720	2,271	+551 emails (32%). More communications sent due to planned and strategic campaigns (8 compared to 13).
Open Rate	50%	57%	+7% This shows improved engagement; more recipients are reading the emails sent.
Click Rate	4%	6%	+2% This indicates content is more compelling, prompting more action (clicks).

Despite sending more emails, engagement metrics improved, this shows that Downtown Dispatch is becoming a more effective tool for member communication and event promotion. The Marketing Department will continue to include meaningful and helpful resources and tools to the BIA membership through the Constant Contact email platform.

In addition to ongoing communications, efforts are being made to enhance sponsor and partner recognition, staff is working with the Executive Director to compile a complete list of current BIA sponsors and partners. These logos will be prominently displayed on the BIA website and in the footer of the Downtown Dispatch emails, ensuring consistent visibility.

#### *Recommendation for Board Consideration:*

- Approve a Sponsor/Partner Policy that clearly outlines how sponsor logos are displayed, including placement on digital platforms and communications.
- This policy will ensure consistency, transparency, and fairness while maximizing the benefit to both the BIA and its partners.
  - This policy is currently being drafted for proposal

***Thank you Board Members for your continuous hard work, contributions and dedication to the betterment of Downtown Tillsonburg.***

# Report to the Town of Tillsonburg

## The Importance of Maintaining Two-Hour Parking in Downtown Tillsonburg

**Submitted by:** Mark Renaud, Executive Director  
**Date:** January 10<sup>th</sup>, 2026  
**Subject:** Downtown Parking Policy – Two-Hour Parking Limits

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### 1. Executive Summary

This report outlines the rationale for maintaining the existing **two-hour on-street parking limits** within the downtown Tillsonburg core. Two-hour parking is a foundational component of downtown's commercial success, ensuring equitable access to parking, promoting customer turnover, and supporting the long-term health and competitiveness of local businesses.

From a historical perspective, downtown parking management has been a consistent priority of Tillsonburg's business community since the formation of the **Tillsonburg Businessman's Association in the 1960s**, and later the establishment of the **Tillsonburg Business Improvement Area (BIA) in 1978**. These organizations recognized early that accessible, short-term parking is essential to sustaining a vibrant and economically resilient downtown.

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### 2. Historical Context

#### 2.1 Origins of Downtown Business Advocacy

The **Tillsonburg Businessman's Association**, formed in the 1960s, represented one of the earliest organized efforts by local merchants to collectively protect and enhance the downtown business environment. This association was the direct precursor to the **Tillsonburg Business Improvement Area**, formally established in **1978**.

From its inception, the BIA has worked in partnership with the Town to address issues critical to downtown success, including beautification, promotion, infrastructure, and accessibility.

Parking availability and turnover have consistently been recognized as essential elements of a healthy main street.

## 2.2 Parking as Part of Downtown Design

Downtown Tillsonburg benefits from a historically wide main corridor that accommodates angled on-street parking, a feature intentionally designed to support retail and service-based businesses. Over decades, the implementation of time-limited parking has ensured that this public asset serves its intended purpose: facilitating short-term visits to downtown businesses.

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## 3. Purpose of the Two-Hour Parking Policy

The two-hour parking limit is designed to:

- Encourage **regular turnover** of parking spaces
- Ensure **convenient access** for customers and clients
- Prevent long-term occupation of prime storefront parking
- Balance on-street parking with nearby **longer-term municipal lots**

This policy aligns with widely accepted downtown management best practices across Ontario and comparable communities.

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## 4. Economic Importance to Downtown Businesses

### 4.1 Supporting Customer Access and Turnover

Downtown businesses rely heavily on **impulse visits, short errands, and convenience-based trips**. Two-hour parking:

- Increases the likelihood that customers can find a space near their destination
- Reduces frustration and drive-by behavior caused by full streets
- Allows multiple customers to use the same space throughout the day

Without time limits, prime on-street spaces are at risk of being monopolized by long-stay vehicles, reducing access for customers and directly impacting sales.

## 4.2 Maintaining Downtown Competitiveness

Downtown Tillsonburg competes with:

- Big-box retailers such as those at the Norfolk Mall
- Highway-adjacent commercial plazas such as those on North Broadway
- Online shopping alternatives

These competitors often offer **unrestricted parking**. Two-hour parking ensures downtown remains **convenient, accessible, and competitive**, while still preserving the pedestrian-oriented character that differentiates the core.

## 4.3 Supporting a Diverse Business Mix

Downtown Tillsonburg supports a wide range of uses, including retail, food services, personal services, professional offices, and community services. Two-hour parking:

- Ensures fair access for all business types
- Encourages customers to visit multiple businesses per trip
- Supports steady foot traffic throughout the day

This diversity is a key strength of downtown and relies on consistent parking availability.

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# 5. Community and Public Benefits

## 5.1 Pedestrian Activity and Downtown Vitality

High parking turnover correlates with increased pedestrian activity, which contributes to:

- A safer and more welcoming downtown environment
- Stronger community engagement
- Increased participation in downtown events and activations

A lively downtown benefits residents, visitors, and the broader community.

## 5.2 Efficient Use of Public Infrastructure

On-street parking in the downtown core is a **limited public resource**. Two-hour limits ensure this resource is used efficiently and as intended. Longer-term parking needs can be accommodated through nearby municipal lots, maintaining a balanced and functional parking system. The town has completed several studies over the years in support of a continued, consistent practice of free 2-hour parking,

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## 6. Addressing Common Concerns

### 6.1 Enforcement Perception

Concerns regarding enforcement can be addressed through:

- Clear signage and consistent communication
- Public education on the purpose of time limits
- Emphasizing that enforcement supports business access rather than revenue generation

### 6.2 Weekend and Event Considerations

The BIA recognizes that parking demand varies by day and event. While weekday turnover is critical, Council may wish to continue evaluating targeted flexibility during special events or peak weekend periods without compromising the core principle of accessibility.

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## 7. Conclusion and Recommendation

The two-hour parking policy is a proven and essential tool for maintaining the economic health and vitality of downtown Tillsonburg. It reflects decades of collaboration between the Town and the business community and aligns with best practices in downtown management.

### **Recommendation:**

That the Town of Tillsonburg **maintain the existing two-hour on-street parking limits in the downtown core** as a key measure to support business vitality, accessibility, and long-term economic sustainability.

Subject: Applications for Official Plan Amendment, Draft Plan of Subdivision and Zone Change - OP 25-19-7, SB 25-03-7 & ZN 7-25-15 (1000509145 Ontario Inc.)

Reply-To: Planning <IMCEAEX-  
\_o=Oxford+20County\_ou=Exchange+20Administrative+20Group+20+28FYDIBOHF23SPDLT+29\_cn=Recipients\_cn=Planning@canprd01.prod.outlook.com>

Re: Applications for Official Plan Amendment, Draft Plan of Subdivision and Zone Change  
1000509145 Ontario Inc. (Jacob Hiebert) – OP 25-19-7, SB 25-03-7 & ZN 7-25-15  
Part of Lot 7, Concession 10  
690 Broadway  
Town of Tillsonburg

Good Day,

The County of Oxford and Town of Tillsonburg have received applications for Official Plan Amendment, Draft Plan of Subdivision and Zone Change for the above-noted lands.

The purpose of the Official Plan Amendment is to redesignate a portion of the subject lands from Service Commercial to High Density Residential, site-specific High Density Residential and Open Space to facilitate the development of six (6) apartment buildings. The remainder of the lands will be designated as Service Commercial and developed for commercial uses. The proposed site-specific High Density Residential block is proposed to be developed with a higher net density, 136 units per hectare, rather than 111 units per hectare which is permitted in the Official Plan.

The purpose of the Draft Plan of Subdivision application is to permit the development of three blocks for service commercial uses containing approximately 14 commercial units, six blocks for residential purposes containing six apartment buildings ranging from four storeys to six storeys, resulting in approximately 432 units total. Additionally, the draft plan proposes a block for open space and two new roads serving the development, one being a collector road.

The application for Zone Change proposes to rezone the subject lands to permit the proposed commercial and residential uses throughout the subdivision. It is proposed that:

Block 1 be zoned as 'Service Commercial (SC)'

Blocks 2 & 3 be zoned as 'Special Service Commercial (SC-sp)'

Block 9 be zoned as 'High Density Residential (RH)'

Blocks 4-8 be zoned as 'Special High Density Residential (RH-sp)'; and



Block 10 be zoned as 'Active Use Open Space (OS2)'

Details of the proposed site-specific zoning requests are attached below as "Proposed Zoning".

The subject lands are described as Part of Lot 7, Concession 10, being Parts 2, 4, 5 & 8, Plan 41R-7145, in the Town of Tillsonburg. The subject lands are located on the east side of Broadway lying between North Street East and Keswick Road, the lands are municipally known as 690 Broadway, Town of Tillsonburg.

We would appreciate receiving your comments and suggestions prior to January 23, 2026, in order that we may respond to the applications. As always, email responses are preferred and acceptable. Please ensure your responses are sent to [planning@oxfordcounty.ca](mailto:planning@oxfordcounty.ca).

Below are links to the application including proposed plans and supporting studies and reports. Additional information relating to the proposed Official Plan Amendment, Draft Plan of Subdivision and Zone Change are available upon request.

If you have any questions, please contact Amy Hartley at (519) 539-9800, ext 3204, or by email at [ahartley@oxfordcounty.ca](mailto:ahartley@oxfordcounty.ca).

Official Plan Amendment Application

[op25-19-7\\_appl-REVISED-20251120.pdf \(2322Kb\)](#)

Draft Plan of Subdivision Application

[sb25-03-7\\_appl-REVISED-20251120.pdf \(1554Kb\)](#)

Zone Change Application

[7-25-15\\_appl-REVISED-20251120.pdf \(1326Kb\)](#)

Plate 1 – Location Map

[Plate 1.pdf \(722Kb\)](#)

Planning Justification Report

[PJR.pdf \(10766Kb\)](#)

Draft Plan of Subdivision

[op25-19-7\\_sb25-03-7\\_7-25-15\\_draft-plan-of-subdivision-20251120.pdf \(948Kb\)](#)

Concept Plan

[Concept Plan.pdf \(3246Kb\)](#)

Traffic Impact Study

[TIS.pdf \(13307Kb\)](#)

Servicing Study

Functional Servicing Report.pdf (8909Kb)

Proposed Zoning

Proposed Zoning.pdf (135Kb)

Archaeological Report

Archaeological Report for P1289-0559-2024.pdf (63Kb)

Sincerely,

Amy Hartley

Development Planner

Community Planning | County of Oxford

21 Reeve Street, Woodstock, ON, N4S 7Y3

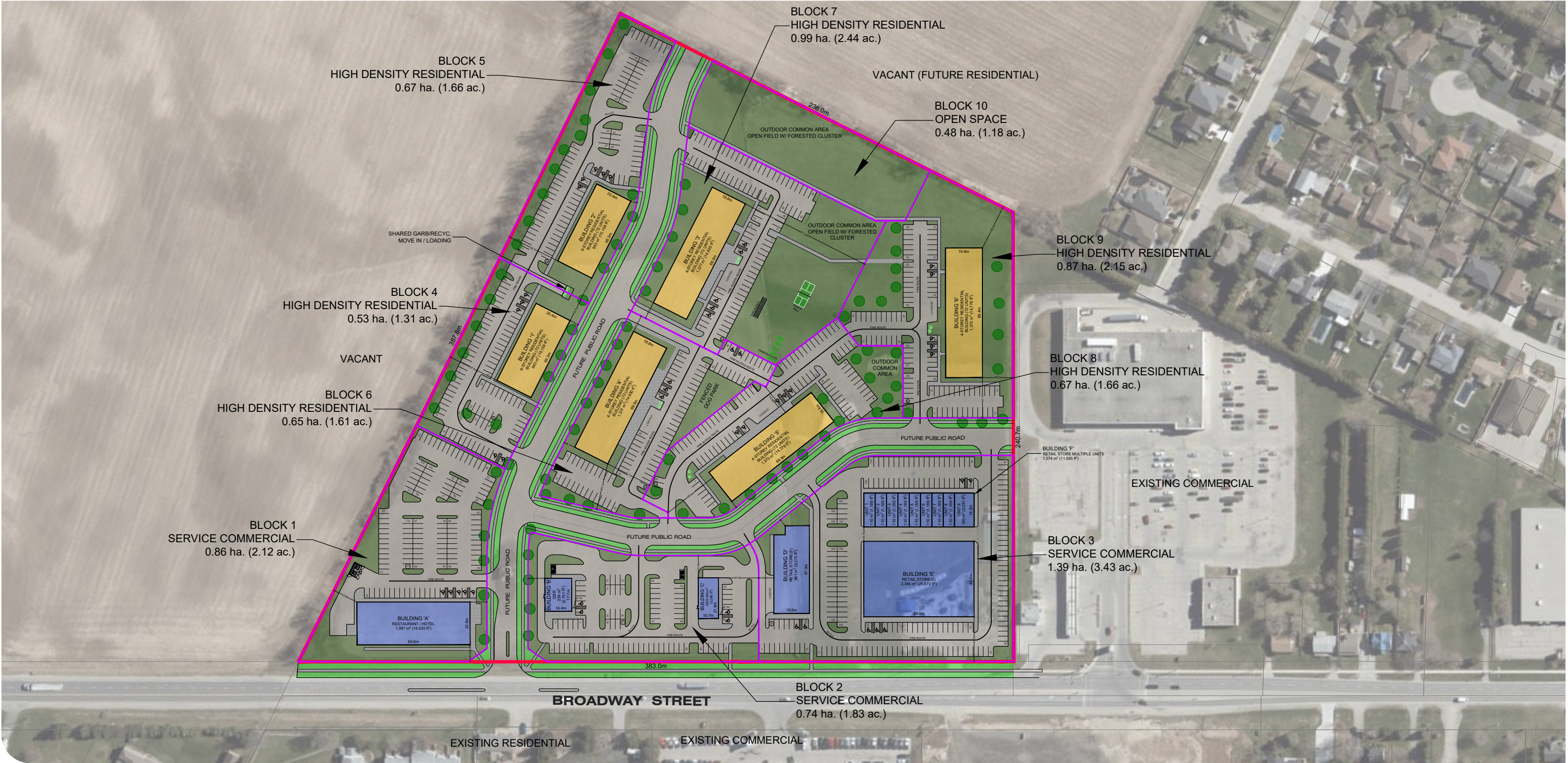
Direct: 519-539-9800 ext. 3204 | Fax: (519) 421-4712

[ahartley@oxfordcounty.ca](mailto:ahartley@oxfordcounty.ca)

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þ Think about our Environment. Print only if necessary





**JACOB HIEBERT**  
690 BROADWAY STREET, TILLSONBURG

**CONCEPT PLAN**  
FIGURE 1.0



File Location:  
c:\pw working directory\projects 2022\dillon\_10\sdms14365\223819 - 690 broadway  
tillsonburg concept plan.dwg  
November, 03, 2025 4:48 PM

SOURCE: THE COUNTY OF OXFORD INTERACTIVE MAPPING (2024)

MAP/DRAWING INFORMATION  
THIS DRAWING IS FOR INFORMATION PURPOSES ONLY.  
ALL DIMENSIONS AND BOUNDARY INFORMATION SHOULD  
BE VERIFIED BY AN O.L.S PRIOR TO CONSTRUCTION.

CREATED BY: JSC  
CHECKED BY: CPW  
DESIGNED BY:

SCALE: 1:2,000 (11x17)



PROJECT: 22-3819  
STATUS: DRAFT  
DATE: 11/03/2025



**MEMORANDUM TO:** Heads of Council - Ontario Municipalities

**DATE:** January 13, 2026

**FROM:** Tom McKinlay,  
Assistant Deputy Attorney General

**RE:** Updates to “Tailgate Event” Permits under the *Liquor  
Licence and Control Act, 2019*

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Effective April 30, 2026, [amendments to O. Reg. 747/21](#) under the *Liquor Licence and Control Act, 2019* (LLCA) will expand eligibility for tailgate event permits to include events that have been municipally-designated as cultural or community events.

“Tailgate events” will also be renamed “bring-your-own events”. Tailgate events held in connection with and in proximity to professional, semi-professional or post-secondary sporting events will continue to be eligible events under the bring-your-own permit. All bring-your-own permit events are to remain public outdoor events.

As of April 30, 2026, organizations and individuals will be able to apply to the Alcohol and Gaming Commission of Ontario (AGCO), which administers and regulates liquor licences and permits in the province, for permits to host “bring-your-own events”.

The bring-your-own permit is for outdoor public events and can be either “Sale” or “No-Sale” depending on whether alcohol will be sold and served or just served at the event. Attendees aged 19 or older are allowed to bring and consume their own alcohol at all bring-your-own events.

This initiative is intended to benefit businesses, organizations, and local tourism by making public events more accessible and encouraging greater community participation. These amendments support Ontario’s ongoing efforts to modernize the legislative and regulatory framework for alcohol, promoting safe and socially responsible recreational opportunities.

As municipalities are best positioned to understand local needs and determine how to classify community or cultural events, applicants for a bring-your-own event permit for a cultural or community event must obtain a letter or resolution from the municipality in which the event will take place designating the event as a “cultural, or community event” before [submitting their application to the AGCO](#).

Examples of outdoor community or cultural events may include, but are not limited to:

- outdoor movie screenings,
- street markets,
- arts and crafts shows,
- free outdoor concerts,
- fairs,
- neighbourhood sports tournaments,
- public performances (i.e. theatre),
- farmers markets, and
- international or religious festivals.

If a municipality does not designate an event as a community or cultural event, the AGCO cannot issue a bring-your-own event permit. The designation of an event as “community” or “cultural” is at the municipality’s discretion, there is no obligation to make such a designation.

Consistent with other types of outdoor events, event organizers must also provide written notice 30 days before the event to the municipal clerk’s department, and police, fire and public health departments when expecting fewer than 5,000 people per day and 60 days prior to the event if expecting more than 5,000 people.

Events held on municipal property (e.g., city parks) remain subject to applicable municipal approvals and alcohol policies, these changes are not intended to alter those requirements.

The AGCO will continue to ensure compliance with the LLCA, its regulations, and the AGCO Registrar’s Standards.

If you have any questions about these regulatory changes please contact Wendy Chen, Director, Agency and Tribunal Relations Branch at [Wendy.Chen@ontario.ca](mailto:Wendy.Chen@ontario.ca). If you have any questions about AGCO permits and the application process, please contact Ruxandra Ilicea, Senior Eligibility Officer at [Ruxandra.Ilicea@agco.ca](mailto:Ruxandra.Ilicea@agco.ca).

Yours truly,



Tom McKinlay  
Assistant Deputy Attorney General

c.c. Wendy Chen, Director, Agency and Tribunal Relations Branch  
Ben Valido, Chief Strategy Officer  
Ruxandra Ilicea, Senior Eligibility Officer

**2026 – 2028 MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA**  
**AND**  
**THE CORPORATION OF THE TOWN OF TILLSONBURG**

**1.0 STATEMENT OF INTENT:**

The Town of Tillsonburg; representing the community at large, and the Downtown Tillsonburg Business Improvement Area (BIA); representing the retail, Commercial, service, institutional and industrial businesses in the downtown core agree to this Memorandum of Understanding to establish a collaborative partnership.

For additional services such as installing or removing Christmas lights, banners, or other assets, the BIA will sign separate agreements with third parties.

**2.0 GUIDING PRINCIPLES:**

The following guiding principles will direct the deliberations of the Town and BIA in achieving that goal.

- 2.1 Assist business entrepreneurs to establish and thrive in the core on an ongoing basis.
- 2.2 Provide through the Community Strategic Plan, a framework for growth, management and development.
- 2.3 Initiate improvement projects that will enhance the Community profile of the core.
- 2.4 Provide financial incentives in accordance with the Town's approved Community Improvement Plan and technical resource assistance as requested and/or needed.
- 2.5 Encourage and support the BIA management board and staff in their endeavours.
- 2.6 Promote and raise the profile of the core in surrounding communities as the place to visit and shop.
- 2.7 Develop plans for continuous improvement of all capital assets and beautifications.
- 2.8 Coordinate annual operating and capital plans between the parties, where feasible and practical.
- 2.9 Develop communication protocols and procedures to enhance the effectiveness of BIA operations in the downtown core.
- 2.10 Provide for the annual review of by-laws that directly affect the BIA; to ensure consistency between Town and BIA strategic objectives.
- 2.11 The BIA and Town to review and agree upon capital projects prior to the Town's budget approval.

### **3.0 MANDATES:**

#### **BIA:**

The BIA established under the Municipal Act is tasked with (a) promoting the core as the primary business and shopping district of the town, and (b) supporting the improvement, beautification, and maintenance of municipally owned land, buildings, and structures in the area above which is provided by the municipality.

#### **TOWN:**

According to the Official Plan, the Town of Tillsonburg is committed to maintaining, enhancing, and developing a robust, healthy, and vibrant downtown core, in alignment with the Corporate Strategic Plan and best practices observed in comparable towns and cities throughout Canada.

### **4.0 CONDITIONS PRECEDENT:**

As of mid-year 2024, the County of Oxford's intercensal population estimate was 20,773. The calculations within this agreement incorporate this updated figure into the metrics related to cost per capita.

The parties agree to the following conditions:

- 4.1 Capital projects of a minor nature as set out above will be the responsibility of the BIA to fund. A list of project assets and equipment purchased to date is provided in Appendix A.
- 4.2 Operating costs between the parties will be in accordance with the approved schedule attached as Appendix B.
- 4.3 Any additional charges or costs other than those contained in this agreement must be agreed to by the parties prior to procurement and/or issuance of a purchase order.
- 4.4 **INSURANCE:** The Town of Tillsonburg will allow the BIA to insure the BIA vehicle(s) and offices under the town's current insurance policy. The town will invoice the BIA for that portion of the insurance cost(s) applicable to the BIA. The BIA agrees to pay for the insurance premium amounts for this coverage.
- 4.5 The BIA will patrol all downtown areas, (BIA zone), daily.
- 4.6 Issues requiring action by the town will be communicated by using the "Report a Problem" feature on the smartphone app and on the website.
- 4.7 The BIA and Town will provide up to date contact information between the parties for key staff to ensure that there are seamless communications.
- 4.8 The BIA and town authorities will communicate emergent issues between the parties to ensure that public areas are kept safe for residents, tourists and employees.
- 4.9 The payment for services provided by the BIA under this MOU and paid for by the Town are to be billed in twelve (12) equal installments paid by EFT to the DTBIA bank account as provided.
- 4.10 The funds provided by the Town under this MOU shall be used solely for the purposes under this MOU. The BIA is required to report annually to the Town on the





budget vs. actuals for each service noted in Appendix B with a detailed account of the costs incurred as well as a description of any variances, with such variances kept in a reserve to offset one-time items or future increases.

## 5.0 AMENDMENTS:

Amendments need approval from both parties at the annual September review, with final approval from the BIA Board of Management and Town Council.


## 6.0 TERMS OF THE AGREEMENT:

- 6.1 The agreement will be reviewed annually and will be in effect from the commencement date of January 1<sup>st</sup>, 2026, to December 31<sup>st</sup> of 2028.
- 6.2 The annual operational review will take place in September of each year and prior to the approval of the Town and BIA budgets for the upcoming fiscal year.

**Note:** There is a significant cost adjustment for year 1 of this agreement due to two factors. First the increase in population and traffic in the downtown area and second, the continuing and escalating negative impacts of social issues which is requiring a daily increase of maintenance activities of 3 hours per day on a seasonally adjusted basis.

The CPI assumptions for 2027 and 2028 are 2.0% for the purposes of this multi-year agreement.

### TILLSONBURG BUSINESS IMPROVEMENT AREA (BIA)



By:

Date:

20-JANUARY-2026

### THE CORPORATION OF THE TOWN OF TILLSONBURG

\_\_\_\_\_  
By:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
By:

\_\_\_\_\_  
Date:

## APPENDIX A: BIA ASSETS

### 1.0 STREET FURNITURE:

- 1.1 Benches – cast iron and wood slat construction - 27
- 1.2 Glass top tables (36" x 36") – 40, now down to 8
- 1.3 Glass top side tables (20" x 20") – 15, now down to 2
- 1.4 Black aluminum chairs – 160, now down to 154
- 1.5 Nylon brown chairs – 60, now down to 49
- 1.6 Hexagon picnic tables – 3, now down to 1
- 1.7 Round black slat aluminum tables – 45





- 1.8 Nylon black chairs - 20
- 2.0 SMOKING CONTROL:**
  - 2.1 Butt stop – stand alone + wall mount – 15 each
- 3.0 POTS & PLANTERS:**
  - 3.1 Narrow/tall single planter - 29
  - 3.2 Large brown pots – 30
  - 3.3 Medium brown pots - 10
  - 3.4 Square planters - 4
- 4.0 GARBAGE CONTAINERS:**
  - 4.1 Black steel double unit – 11
  - 4.2 Barrel style with red lid – 1
  - 4.3 Bonnet style with black lid – 1, damaged
  - 4.4 Rubbermaid – round style with lid – 2
  - 4.5 Rubbermaid – square with lid – 2
  - 4.6 Rubbermaid – square with recycling lid – 1
- 5.0 SHADE STRUCTURE & SUPPORTS:**
  - 5.1 Umbrellas – all size - 41
  - 5.2 Tim Horton's logo umbrellas - 3
  - 5.3 Umbrella bases – all – 30
- 6.0 OFFICE EQUIPMENT:**
  - 6.1 IT – laptop + desktop computers – 2 and 2
  - 6.2 IT – colour printers – 2
  - 6.3 IT – iPhones – 2
  - 6.4 IT – label maker – 1
  - 6.5 IT – Polycon telecommunications system (February 2025)
  - 6.6 Furniture – tables – 7
  - 6.7 Furniture – office chairs – 15
  - 6.8 Office miscellaneous – 20
- 7.0 STREETSCAPE IMPROVEMENTS:**
  - 7.1 Broadway node reconstruction circa 2004:
    - 7.1.1 Interlocking stonework
    - 7.1.2 Cast iron tree grates
    - 7.1.3 Trees, various
    - 7.1.4 Accessible ramps
    - 7.1.5 Tree guards
    - 7.1.6 Power outlets (most inoperable)
  - 7.2 Heritage LED light fixtures circa December 2018:
    - 7.2.1 Contribution to capital cost for procurement differential: (\$115,000 comprised of 70 fixtures)

7.2.2 LED snowflake lights – purchased 2023: 36 each

7.3 164 Broadway:

7.3.1 Replacements of trees October 2025

## **8.0 ELECTRONIC BULLETIN BOARDS & DISPLAYS**

8.1 EBB at Venison & Broadway

8.2 EBB at Mineral Springs

8.3 LG 47WB 50BRB-B flat panel HD TV (1 each)

## **9.0 POP-UP PATIO & PATIO HEATERS**

9.1 Patio heaters (6)

9.2 Wood panels, crossbeams various

9.3 Concrete post bases/blocks

9.4 Rope/cords (2)

## **10.0 VEHICLES:**

10.1 2024 Chevrolet Silverado Custom (leased from GMAC)  
2-year lease term to April 2026.

10.2 2021 Miska landscape trailer

## **APPENDIX B: COST OF SERVICES – OPERATING & CAPITAL – 2026-2028**

This appendix was updated by the BIA and now includes remediations of social issues in the amount of \$8,835 and tobacco management/waste \$3,537.44.

### **1.0 PUBLIC SEATING**

Purchase, installation, storage & maintenance of all seating in the defined BIA zone which includes seasonal installation, (spring); maintenance during spring, summer and early fall; and collection & storage in the winter months.



Deployment and storage of all seating assets as required on a seasonal basis including special events.

Cost of storage included.

Operational responsibility: 100% BIA.

**Cost allocation: 8% (2026 = \$4,716.72)**

**Annual cost per capital: \$0.23 cents per resident.**

## **2.0 WASTE REMOVAL:**

Collect and dispose of bagged and dumped garbage from all public waste containers in the downtown core.

Provide waste containers, liners, and bags for all waste management tasks.

Remove dumped waste from downtown alleys, parking lots, and public spaces, including Library Lane.

The BIA will supply necessary materials for effective waste collection and disposal.

Recycling responsibilities will shift on January 1, 2026, which may alter operational routines.

**Cost allocation: 24% (2026 = \$14,150.16)**

**Annual cost: \$0.68 cents per resident.**

## **3.0 REMEDIATION OF THE IMPACTS OF SOCIAL ISSUES:**

Removal of various biohazards, handling of sharps, human waste, etc.

Removal and return of shopping carts in the BIA zone not handled by others.

Use of power washer and disinfectants to clean human waste and bodily fluids as needed.

Removal of drug paraphernalia including containers, foils, residues, etc.

Rapid response capability through the BIA web-tool to handle all emergent issues requiring remediation.

**Cost allocation: 15% (2026 - \$8,843.85)**

**Annual cost: \$0.43 cents per resident.**

#### **4.0 LANDSCAPING SERVICES**

##### **STREET POTS, PLANTERS, TREES, SHRUBS, BUSHES, FLOWERS**

Annually purchase, install, and replace trees and foliage as needed; perform pruning and removal when necessary (BIA covers plant material costs).

Maintain town-owned/provided pots at key locations; purchase and install all seasonal pots, planters, hanging baskets, and related materials.

Grass maintenance in all areas is excluded and remains the Town's responsibility.

Remove weeds from all public areas and paved surfaces

BIA is fully responsible for these services.

**Allocation of resources: 18% (2026 - \$10,612.62)**

**Annual cost: \$0.51 cents per resident.**

#### **5.0 TOBACCO MANAGEMENT/WASTE**

Purchase and maintain tobacco control units throughout the BIA zone including all public spaces.

Empty and dispose of cigarette butts in a designated waste container.

Maintain and/or implement proper signage following the Smoke-Free Ontario Act, (SFOA).

Clean and remove all cigarette butts in all public areas.

Liaise with Southwestern Public Health Tobacco Enforcement personnel from time to time and as needed.

BIA is fully responsible for these services.

**Allocation of resources: 6% (2026 - \$3,537.54)**

**Annual cost: \$0.17 cents per resident.**

#### **6.0 WATERING/IRRIGATION OF POTS, PLANTERS, SHRUBS, FLOWERS**

The scope of service encompasses watering and irrigation of all pots, plants, baskets, planter units, and urns within the BIA-designated zone, inclusive of those owned by either the BIA or the Town of Tillsonburg.



The provision includes all associated costs for water, fertilizer, hoses, nozzles, pumps, and other equipment required to facilitate daily operations.

Operational responsibility rests entirely with the BIA.

**Allocation of resources – 10%, seasonally adjusted – (2026 - \$5,895.90)**

**Annual cost: \$0.28 cents per resident.**

## **7.0 SIGNAGE – STREET BLADES AND OTHERS AS REQUIRED**

Maintain and replace BIA street blade signs as needed.

Provide and maintain other required BIA signage.

Keep an up-to-date inventory of all signs and locations.

BIA is fully responsible for these tasks.

Ensure new signs comply with AODA standards when necessary.

**Allocation of resources – 1% (2026 - \$589.59)**

**Annual cost: \$0.03 cents per resident.**

## **8.0 SIDEWALK & GUTTER CLEANLINESS - DAY TO DAY MANUAL SWEEPING**

The BIA will conduct 7-day clean-up sweepings throughout all downtown sectors within the commercial corridor/BIA zone.

This service provides all required tools and equipment necessary for proper completion of the assigned tasks.

All labor expenses, including the removal and disposal of collected debris, equipment costs, PPE, and supervision of student workers, are included, as well as an operational plan and system for BIA staff to implement.

Additionally, this service covers the annual, spring clean-up following the snow melt.

**Allocation of resources: 18% (2026 - \$10,612.62)**

**Annual cost per capita: \$0.51 cents per resident.**

## **Three-year funding request summary:**

TOTAL 2026 MOU FUNDING FROM THE TOWN TO BIA: \$58,959

*2026 cost per resident = \$2.84*

TOTAL 2027 MOU FUNDING FROM THE TOWN TO BIA: \$60,140

*2027 cost per resident = \$2.90*

TOTAL 2028 MOU FUNDING FROM THE TOWN TO BIA: \$61,340

*2028 cost per resident = \$2.95*

\*\*\*END OF DOCUMENT\*\*\*



## **Facade Improvement Committee – Minutes of Meeting**

Friday, January 16, 2026 @ 10:00 am

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### Attendance:

- Geno Vanhaelewyn, Town of Tillsonburg
- Mark Renaud, BIA
- Trisha Voth, Town of Tillsonburg
- Eric Gilbert, Oxford County
- Cephas Panschow, Town of Tillsonburg
- Carlos Reyes, Town of Tillsonburg
- David Morris, Historical Society

### Absent:

- Mark Tedesco, BIA
  - Colleen Pepper, Town of Tillsonburg
- 

### **1. Draft Staff Report to Council – Updating the Façade Improvement Program**

- Cephas presented the draft Staff Report, which was attached to the Agenda, titled Façade Improvement Program Updates
  - Revisions were made to the draft report with input from members of the Committee present (see attached):
    - Geno advised that applicants have previously raised concerns regarding the removal of the Façade Grant Agreement from title. It was suggested that the Agreement include a provision allowing the Clerk to grant a postponement, thereby eliminating the need for Council involvement in such matters.
    - It was recommended that a pre-consultation stage be added to step 1 of the proposed application process (found on page 3 of the report), prior to the submission of a formal application.
    - With respect to step 7 of the proposed application process (page 4 of the report), Carlos put forward that if a concern is raised after the final inspection/site visit and the Applicant is not satisfied with the Committee's decision, the Applicant be given the option to appeal the decision to Town Council through the standard delegation process.
    - Under the Financial Impact/Funding Source heading (page 5 of the report), it was noted that all applications are subject to the availability of funding. It was further proposed that the maximum grant contribution be increased from \$10,000 to \$15,000 per façade, including rear facades.
    - It was determined that a Standard Operating Procedure (SOP) should be developed to outline the application process. The SOP should incorporate the Committee's Terms of Reference and document how the Committee has addressed issues and special circumstances encountered in past applications, including those related to corner lots and buildings with multiple facades.
    - Regarding multiple façade applications for a single building, David recommended that there be no restriction on re-application. Cephas suggested including a clause requiring a minimum ten (10) year period before re-application is permitted.

- Cephas also discussed the option of implementing a step-down funding model for each additional façade on buildings with multiple facades. It was determined that the grant amounts would be subject to the availability of funding.
- The Committee should be consulting the Finance Department to confirm the process for earmarking funds for approved grants.

## 2. **Review of Other Committee Documents**

- Cephas presented the proposed revisions to the Façade Grant Agreement. Trisha presented the proposed revisions to the Application and Criteria Matrix.
  - There were no issues identified with the proposed revisions to the Façade Grant Agreement, with the exception of adding a clause to allow for the granting of a postponement.
  - The discussion regarding the revisions to the Application included the following:
    - The addition of enhanced lighting and security cameras to the application checklist. Mark noted that security is a significant concern in the downtown area. David expressed that he is not in favour of individual security cameras and would prefer a comprehensive security system for the downtown; however, such an approach would require a broader review and is beyond the scope.
    - Cephas inquired whether Applicants could be required to submit only one quote for the proposed work rather than two. After discussion, it was determined that the requirement for two quotes would remain.
  - The discussion regarding revisions to the Criteria Matrix included the following:
    - Items 4 and 5 would be combined, and item 6 would be removed from the matrix
    - A new item would be added for additional lighting and security cameras
    - Cephas suggested reducing the scoring levels from five to three, however, it was decided to retain the five-level scoring system to ensure more precise evaluation and ease of tallying total scores, as no issues with the current scoring approach have been identified.

## 3. **Other Business**

- Mark presented his Project Status Report – Remaining Projects in the Pipeline (see attached).
  - Mark confirmed all projects other than 18-24 Oxford Street have been paid in full. A cheque for the remaining \$10,000 will be released to the Applicant for 18-24 Oxford Street on January 31, 2026.
  - 77 Broadway has minor deficiencies that remain outstanding. Grant has been paid in full.
  - 18-24 Oxford Street has an issue with signage for the tenant at 20 Oxford Street, sign letters are detaching from the building. Also, 18 Oxford Street (formerly Styles On The Go), left imprints of the previous sign on the building and no new signage has been installed. It looks terrible. It is a property



standards issue that should be MESH'd.

- Cephas advised of two new potential applicants – 92 Broadway (Opid Technologies) and 25 Brock St W (Carriage Hall).

#### 4. **Roundtable**

- It was suggested that feedback be solicited from previous applicants regarding their experience with the Committee, from a customer service perspective, through a survey or questionnaire. Cephas noted that Karen could assist with this task.
- Geno to take the lead on creating the SOP with help from Trisha.

#### 5. **Action Items**

- Cephas
  - Incorporate the revisions to the Staff Report and the Façade Grant Agreement
  - Have the legal Agreement reviewed
  - Explore the development of a survey or questionnaire that can be sent to past applicants
- Trisha
  - Incorporate the revisions to the Application and update the website.
  - Update the Criteria Matrix with the proposed revisions
  - Review of other Committee documents and forms for further amendments
  - Assist Geno with preparation of the draft SOP
- Geno
  - Draft SOP for application process
- Mark
  - Finalize any outstanding issues in relation to the remaining applications, including completing payment to 18-24 Oxford Street
  - Follow up on property standards issue with respect to the sign at 18 Oxford Street

Meeting Ended: 11:07 am



**Subject: Façade Improvement Program Updates**

**Report Number:** EDM 26-005

Department: Economic Development Department

Submitted by: Cephas Panschow, Development Commissioner

Meeting Type: Council Meeting

Meeting Date: Monday, February 9, 2026

**RECOMMENDATION**

- A. THAT report EDM 26-005 titled “Façade Improvement Program Updates” be received; and,
- B. THAT the Façade Improvement Committee be designated as the approval authority for applications received through the Town’s Façade Improvement Program subject to providing the Business Improvement Association opportunity for review and advice regarding applications; and,
- C. THAT the Chief Building Official and/or Development Commissioner be authorized to execute Façade Grant Agreements as may be required with the Clerk being authorized to execute any documents that may be required to register and remove Grant Agreements on title to the property; and,
- D. THAT notice of approved applications be provided to the Applicant, Town Council, and the Business Improvement Association Board of Directors; and,
- E. THAT the maximum contribution per Façade be increased from \$10,000 to \$15,000 to reflect the increase in construction costs since the program was approved in 2013.

**BACKGROUND**

Town Council approved a Central Area Design Study for Downtown Tillsonburg in May 2013, which subsequently resulted in additional reports being brought forward regarding a joint Façade Improvement grant program developed in partnership with the Downtown Business Improvement Association (BIA). The intent of this program was to offer incentives for façade improvements that met the criteria of the Central Area Design Study. Previous studies had not been implemented by the Town or adopted by property owners and the goal was to use the grants to ensure that design recommendations

## EDM 26-005 Façade Improvement Program Updates

were implemented as building are renovated in order to ensure that Downtown Tillsonburg buildings were maintained and improved.

Town Council approved the following resolutions at the respective noted meetings.

### August 12, 2013

*Resolve that Council receives report DCS 13-66 Urban Design Criteria Checklist.*

*Further resolve that Council approve the attached application and criteria.*

### September 23, 2013

*That Council receives report DCS 13-76 Façade Improvement Grant Agreement*

*And that Council authorizes the Mayor and Clerk to enter into Grant Agreements for the Façade Improvement Program*

The Façade Program has been operating since then with support from both the Town of Tillsonburg and the BIA. However, the actual operation of the Façade Improvement Program has evolved since it was established over 10 years ago and staff is seeking Council approval for an updated program that better reflects current practices while also confirming the appropriate authority for approving applications and releasing funds.

## DISCUSSION

The below table outlines the process approved in 2013 and the current process typically followed for Façade Grant applications.

<b>2013 Approved Process</b>	<b>Current Process</b>
Proposed applications are completed by the proponent with consultation with the Chief Building Official	Same/similar process
Applications are submitted to the Development Technician	Same/similar process
The Development Technician calls the ad hoc Façade Improvement Committee together to review the application(s) received	Same/similar process
The Committee makes a recommendation to the BIA and a report	Joint review and approval from by the Committee and the BIA

## EDM 26-005 Façade Improvement Program Updates

is presented to Council for Information Purposes.	No individual property reports have been presented to Council in recent years. Occasional presentation of program achievements made by the BIA to Town Council
The BIA at their Meeting, provides an endorsement, refusal or modification to the grant application.	Joint review and approval from by the Committee and the BIA
The BIA notifies the proponent of the decision in writing, with a copy of the decision letter to the Development Technician.	Same/similar process
For successful applications the proponent is required to post a placard in a prominent location on the property identifying that the renovations were a result of a contribution from the Urban Design Program.	Not done

Some recent challenges that have arisen are related to who is the final signoff authority (i.e. the Committee, the BIA Board of Directors or the Building Department). With a program developed jointly and with shared responsibilities, this aspect is not clear and has resulted in some delays with respect to projects being deemed complete and the release of grant funds.

In reviewing the program documents it became clear that updates to the approval, monitoring and completion and the final release of funds are required as follows:

- The Application should have a section added for the applicant to describe what they are proposing;
- Façade design drawings should be detailed with notes clearly stating the scope of work; and,
- Consideration of incorporating more safety lighting/cameras in projects.

The proposed process for applications once received is:

1. Pre-consultation to be conducted before submission of application. Development Technician to review the application for completeness and, once confirmed, circulate the application to the Façade Improvement Committee and Downtown BIA;

2. Call a meeting of the Façade Improvement Committee with a minimum four weeks (20 business days') notice to allow for review by Committee members and the BIA Board of Directors at their regularly scheduled meeting;
3. Review and approve/deny the application at the duly called Façade Improvement Committee meeting;
4. The Development Technician is to provide a summary memo of the approved application in writing to the applicant, the BIA Board of Directors and Town Council within a reasonable period of time (generally 20 business days or less);
5. The Development Technician to prepare the Grant Agreement and all parties to sign.
6. Applicant to initiate and complete the work;
7. Applicant to request an inspection in writing to the Development Technician who will schedule a site visit with a minimum of two members from the Façade Improvement Committee, who will be responsible for completing a final inspection report;
8. If no concerns are raised from the site visit, the Development Technician will issue the final inspection report to the applicant and circulate to the Committee for their information;
  - If concerns are raised with the site visit, they can be addressed as follows:
    - Property owner agrees to immediately address the concern followed by review/approval by two members of the Façade Improvement Committee.
    - If there is any disagreement between the property owner and the inspection team, a meeting of the Committee can be called with the applicant being able to request a delegation to present their concerns. The Committee may accept, amend or reject the applicants request.
    - Should the applicant not be satisfied with the decision of the Committee, the application can be appealed to Town Council
    - through the standard delegation process.
9. Once any concerns have been addressed, the Final Inspection Report will accompany a request for payment provided to the Finance Department.

## CONSULTATION

This report has been developed in consultation with the Façade Improvement Committee, including the Chief Building Official and the Development Technician.

## FINANCIAL IMPACT/FUNDING SOURCE

The Façade Improvement Program has generally been funded in partnership with the BIA and on a 50:50 basis with the Town matching funds provided by the BIA. It is proposed that this funding arrangement continue with funds from the Town being included in future budget processes for consideration. All applications are subject to funding availability.

With the increase in construction costs, the Committee is recommending that the maximum contribution approved, subject to available funding, be increased from \$10,000 to \$15,000 per facade. To be clear, facades can include rear facades.

## CORPORATE GOALS

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

- ☐ 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** – The Town of Tillsonburg will accommodate and support sustainable growth.

**Strategic Direction** – Continue to offer relevant, leading incentives for revitalization and diversification in the downtown and throughout Tillsonburg

**Priority Project** – Not applicable

## ATTACHMENTS

Appendix A – TBD



# Tillsonburg Façade Improvement Program

## Project Status Report – Remaining Projects in the Pipeline

**To:** Tillsonburg Façade Improvement Committee  
**From:** Mark Renaud  
**Date:** January 16, 2026  
**Re:** Status Update on Remaining Approved Façade Improvement Projects

### Purpose of Report

The purpose of this report is to provide the Façade Improvement Committee with a clear and status update on the remaining projects in the Façade Improvement Program pipeline.

The update includes payment status, completion status, and any outstanding deficiencies requiring follow-up.

### Summary of Project Status

Property Address	Approved Grant Amount	Amount Paid to Date	Payment Status	Deficiencies / Outstanding Items	Current Status
77 Broadway	\$30,000	\$30,000	Paid in full	Minor deficiencies remain outstanding (wires, cables)	Project substantially complete; minor items pending resolution
18 Harvey Street	\$10,000	\$10,000	Paid in full	None	Project complete with no deficiencies
18–24 Oxford Street	\$30,000	\$20,000	Partial payment made	Issue with tenant signage at 20 Oxford (sign letters detaching from building)	Cheque prepared for remaining \$10,000, to be released by January 31, 2026; (cash-flow timing).
17–21 Brock Street East	\$2,079	\$2,079	Paid in full	None	Project complete with no deficiencies



## Additional Notes

- **77 Broadway:** While the grant has been paid in full, there are minor deficiencies that remain outstanding. These items are not considered major and are expected to be resolved through follow-up with the property owner.
- **18–24 Harvey Street:** Signage for the WSC tenant has been installed and meets program intent. However, there is an outstanding signage issue associated with the tenant at **20 Oxford**, where individual sign letters are detaching from the building. This issue has been identified for follow-up. The remaining grant balance has been approved, and a cheque has been prepared for release on or about **January 31, 2026**.
- **18 Harvey Street and 17–21 Brock Street East:** Both projects are fully complete, fully paid, and have no outstanding deficiencies.

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## Conclusion

The Façade Improvement Program pipeline is nearing full completion, with the majority of projects fully paid and closed.

Only minor deficiencies and one tenant-related signage issue remain outstanding. These items are being actively monitored to ensure alignment with program standards and long-term streetscape quality.

Please feel free to contact me should the Committee require further detail or clarification on any of the projects outlined above.

Respectfully submitted,

**Mark Renaud**