

Downtown Tillsonburg Business Improvement Area

AGENDA – OPEN SESSION

Board Meeting - Board of Management – March 25th, 2026

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

1. CALL TO ORDER – 7:30 a.m.

Members present: TBD

Members on Zoom:

Members absent:

2. MOTION TO ADOPT THE AGENDA

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

THAT the agenda as prepared for the Board of Management meeting of March 25th, 2026, hereby be adopted

3. DISCLOSURE OF PECUNIARY INTEREST

4. ADOPTION OF THE MINUTES

THAT the minutes as prepared for the Board of Management meeting of February 25th, 2026, hereby be adopted

5. CLOSED SESSION

6. STAFF REPORTS

6.1.1 TURTLEFEST ORGANIZING COMMITTEE – RECOMMENDATION

The Board Chair and ED met with the Coordinator of the TOC to review several items including the MOU, 2025 festival finances, TOC terms of reference, HST rebates and other items relating to the annual festival. To simplify financial processes and streamline oversight, the following motion is presented for consideration by the Board of Management:

Moved by: E. Odorjan

Seconded by: D. Tosto

THAT the TurtleFest Organizing Committee be restructured with the following elements:

- the terms of reference for the TOC be established to clearly outline the standard operating procedures;
- festival funds to be transferred to the BIA TOC designated account; and that the existing TOC account be closed;
- responsibility for financial oversight including audit remains with the Board of Management;
- that a chart of accounts be established within the enterprise software of QBO;
- that the municipally/provincially legislated financial regulations be followed;
- and any other items as directed by the DTBIA Board of Management.

6.1.2 EXECUTIVE DIRECTOR MONTHLY UPDATE

The ED will review the monthly activity and priorities report as attached.

6.1.3 MARKETING – ACTIVATIONS – EVENTS – SOCIAL MEDIA UPDATE

The marketing lead will review the monthly report titled MKE-03-01 as attached.

MOTION

Moved by: K. Englander

Seconded by: B. Thompson

THAT the monthly staff reports be received as information

7. FINANCE

7.1.1 FINANCIAL UPDATE

Q1 is forecasted to have a surplus of approximately \$17,000 +/-.

There are timing considerations for both revenues and expenses.

All TOC revenues are being recorded as invoices in QBO as are the TOC expenses.

March 2026 income statement includes one-time only expenses as follows:

\$5,752.10 for professional fees – a journal entry to be made for 2025 year-end to reallocate these from 2026 to 2025.

\$2,605.58 for unforeseen electrical repairs resulting from town poles not having GFI outlets which has subsequently damaged BIA-owned LED lights.

There are 4 current employees on wage subsidy programs which requires up-front payment with reimbursement following submission of pay statements.

Wages paid to Employment Ontario placements in March 2026, results in \$3,000 +/- of wages subject to reimbursement.

CIBC auto-deposit functions are still problematic with revenue transactions not being recorded to the correct/designated bank account. This creates manual accounting entries.

Staff will follow-up on all action items.

7.1.2 SPOT AUDITS – STATEMENTS & TRANSACTIONS

A monthly sign-off form has been created to document that the treasurer and 1 additional member of the board has documented that each has reviewed identified transactions to note accuracy, authenticity and for compliance with accounting principles.

This will be in effect forthwith and will be reported monthly.

7.1.3 CASH FLOW MANAGEMENT

Staff members, including the Treasurer and accountant, are engaged in and responsible for overseeing incoming cash flows.

The levy payment for the first quarter is anticipated on or around 27 March 2026.

The full-year 2025 HST public sector rebate is expected to be distributed immediately following the completion of the annual audit.

All invoicing activities are now recorded in QBO in real time; consequently, **invoices will no longer be generated using Word or Excel.**

7.1.4 UPDATES TO 2027 + 10-YEAR FINANCIAL FORECASTS

Staff have updated the 2027 and subsequent year budgets/forecasts as events impact revenues and expenses.

As noted in the ED report, the 2027 levy increase assumption has been reduced to a 2% increase as has future years, pending review and approval by the board.

8. PUBLIC MEETINGS

9. PLANNING REPORTS – FOLLOW-UP

The team has had regular meetings with various parties regarding ongoing development applications. These meetings facilitate open communications with the parties and proactively seeks to provide input to both County planning and town council.

The following updates are provided subsequent to previous meetings and engagements:

671 Broadway – Northgate Plaza: ongoing discussions with the developer. The board will recall that the plaza owner will pay an annual fee of \$6,000/year x 20 years = \$120,000 in aid of marketing the downtown.

690 Broadway – Jacob Hiebert development: proactive engagement and communications to influence the commercial component of the project. The

DTBIA may seek a similar financial arrangement pending a review of the specific businesses to be in this newly proposed development. It is understood that the applicant for said property wishes to break ground in the spring 2026.

693 Broadway – McDonald’s Restaurant: the DTBIA supported in principle this development as it does not materially affect the function of the central commercial area.

121 Concession Street East – former PeaveyMart location: The team is actively engaged with KerMar Holdings to provide feedback and suggestions for uses of this space that complimentary to and not compete with the downtown central core area.

10. GOVERNANCE

With the 3 new board members being onboarded and oriented; it is necessary to consider appointments to the various committees.

MOTION

Moved by: M. Tedesco

Seconded by: B. Parsons

THAT the following board members be appointed to each of the board subcommittees as follows:

Finance - _____

Human Resources - _____

Events - _____

Strategic Planning - _____

11. DELEGATIONS

12. DEPUTATION(S) ON COMMITTEE REPORTS

13. INFORMATION ITEMS

14. CONSIDERATION OF MINUTES

15. MOTIONS/NOTICE OF MOTIONS

16. RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED SESSION

17. BY-LAWS/RESOLUTIONS

18. TO CONFIRM PROCEEDINGS RESOLUTION

MOTION

Moved By: B. Parsons Seconded By: W. Cameron

 THAT resolution 2026-03-01 to Confirm the Proceedings of the Board Meeting held on March 25th, 2026, 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.

18.1 CONFIRMING RESOLUTION 2026-03-01

Meeting of 03/25/2026.

19. ITEMS OF PUBLIC INTEREST/ROUNDTABLE

20. ADJOURNMENT

Moved By: J. Young Seconded By: D. Tosto

 THAT the Board meeting of March 25th, 2026, hereby be adjourned at _____ a.m.



Downtown Tillsonburg Business Improvement Area

MINUTES - MEETING AGENDA

February 25th, 2026 – 7:30 a.m.

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

1. CALL TO ORDER – 7:30 a.m.

Quorum: Yes, 8 of 9

Members present: M. Bossy, B. Parsons, M. Tedesco, W. Cameron, D. Tosto, J. Young, B. Thompson, E. Odorjan (left at 8:20 a.m.)

Members absent: K. Englander

Town staff present: C. Panschow (left at 8:50 a.m.)

BIA staff present: M. Renaud, V. Fortner

2. MOTION TO ADOPT THE AGENDA AS AMENDED

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

THAT the agenda as prepared for the DTBIA Board of Management meeting of February 25th, 2026, hereby be adopted.

CARRIED

3. DISCLOSURE OF PECUNIARY INTEREST

NONE DECLARED

4. ADOPTION OF THE MINUTES

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

THAT the minutes as prepared for the DTBIA Board of Management Special Meetings of October 9th, 2025; October 20th, 2025; and the regular meeting of January 25th, 2026, hereby be adopted.

CARRIED

5. CLOSED SESSION

6. STAFF REPORTS

6.1 MARKETING REPORT AND UPDATE

The Marketing Lead will present the monthly report including a review of the Valentine's Tillsonburg Town Centre Mall activation from February 13th; the planning for the 3rd Annual Pub Shammy event and update on the planning of the 2026 TurtleFest.

Action item(s)/next steps:

1) The Board of Management asked staff that all expenses for TurtleFest be accurately tracked and reported on a regular basis.

6.2 EXECUTIVE DIRECTOR REPORTS AND UPDATE

6.2.1 BIA TRUCK LEASE RENEWAL

Please see the attached report outlining the cost analysis and recommendation regarding replacement of the BIA maintenance vehicle.

MOTION

Moved by: E. Odorjan Seconded by: D. Tosto

THAT the report outlining the cost analysis and recommendation regarding the BIA maintenance vehicle be received as information and that Option "3" be approved.

CARRIED

Action item(s)/next steps:

- 1) Board members commented on the truck sponsorship policy which has yet to be approved. The ED will provide the board with a draft policy related to the details associated therein such as duration, sizes where applicable, etc.
- 2) Staff will plan for the return of the existing truck and pick-up the new truck as per the approved resolution.
- 3) Staff will minimize the transition costs by removing the BackRack by staff.

6.2.2 TURTLEFEST

The MOU document needs to be updated for the 2026 festival year. Staff recommends that revisions be made to the document to address the cost-share split between the parties. It is acknowledged that BIA member businesses derive a direct benefit from the event given the location of the block party, opening ceremonies and other activities are primarily operated in the BIA zone area. Revenues for the festival are tracking to the previous year with 2 sponsors contributing less than 2025 – one being the Town of Tillsonburg. The number of vendor forms submitted has tripled vs. the same time in 2025. There are many sponsorship connections to be followed up on. One notable change is a fee associated with BIA members for vendor booths which is 50% of the regular cost and will help overall income. Expense outlook: the TOC takes on no additional costs without there being a sponsor. The BIA team believes there is a great deal of upside for the top line revenues given the positive impacts and cache that has developed over the past 2 events. The board should also provide direction on the final invoice to be submitted to the committee for reimbursement. Staff feels that a 50/50 cost share of all TOC related expenses is the minimum acceptable reimbursement level. Action item(s): The board had a lengthy discussion regarding 2025's expenses and those expenses going forward. The ED highlighted that the TOC revenues and expenses were included in the BIA's budget for 2025 and 2026 and therefore the responsibility for oversight and liability rests with the BIA. The ED reviewed the cost spreadsheet for 2025 related to BIA expenses incurred because of the contributions to the festival. The board determined that a 50/50 cost share for the prior year's festival was

reasonable. The ED also explained the BIA membership derives a direct benefit from TurtleFest as much of the event including Block Party are in the BIA zone with the members receiving the positive impacts.

MOTION

Moved by: E. Odorjan

Seconded by: B. Parsons

THAT the Board of Management hereby authorizes the ED to invoice the TurtleFest Organizing Committee for \$18,436.71.

CARRIED

7.0 FINANCE

7.1.1 2025 FINANCIAL AUDIT

The workplan is in place with staff assigned to the tasks at hand. The workflow will see the audit wrapped up by the 3rd week in March to meet the town's deadline in April. The bookkeeper and staff have experienced issues with QBO whereas some transactions were processed however do not show up after the fact resulting in additional entries necessary to reconcile correctly. Additionally, there were continuing issues with opening and closing balances not being accurate from prior years. The auditor has been made aware and staff at Millard's will aid as necessary as confirmed with Whitney Deane.

There were no action items.

7.1.2 FEBRUARY 2026 FINANCIAL UPDATE AMENDED TO INCLUDE POINTS FROM VICE-CHAIR PARSONS

It is forecasted that there will be a surplus of \$6,679 +/- for the current month. This does not include wage subsidy reimbursements which always trail actual incurred costs. There are no unforeseen expenses during the month.

Please also see the cash flow analysis report immediately following this item.

Effective January 1st, 2026, and as per board direction, all 2026 TurtleFest revenues are being recorded to a TOC designated bank account and separate from general BIA funds. As per discussions with the Treasurer, once the 2025 audit is completed, the remaining TOC funds from prior years will be transferred

to the TOC designated bank account. The board will recall that the TOC revenue and expenses are an approved component of the BIA budget and operations. The TOC recoverable public sector HST rebate is expected to be +/- \$4,700 which will also be transferred to the TOC bank account upon receipt by the town.

Amended items:

Board Member Parsons requested an update on outstanding legal payables. The Treasurer, Executive Director, and bookkeeper will review the accounting system entries, make necessary corrections, and prepare a new cheque to settle all remaining payments. Additionally, there was discussion about conducting regular reviews of the bank and credit card statements. The Executive Director explained that accounting entries and reconciliations are handled by different individuals, including the bookkeeper and a co-op student, with oversight provided by the Treasurer. Spot audits do occur in the regular course of business. Improvements have been measurable to the uploading of digital items for all items posted to QBO.

7.1.3 FEBRUARY CASH FLOW ANALYSIS REPORT

Staff have prepared the attached report outlining the status of various cash flow items. Typically, the first quarter sees the largest impacts from the delay in recovery of full-year 2025 items such as the HST public sector rebate. Staff are also working with the audit team on a review of TurtleFest transactions to ensure accuracy of departmental reporting and responsibility for costs. Timeliness of accounts payable will improve over time and as cash-flow increases as per the approved tax levy and MOU payments for FY2026. The board should consider additional measures with respect to financial management given the structural of cash-flows which are problematic in ensuring that all obligations are paid on time. The final 3-year payment on the Miconex Downtown Gift Card program was made in 2025 and there are now only the recurring monthly fees.

Action item(s)/next steps:

- 1) Chair Bossy to address town payment timing to the BIA with Mayor Gilvesy at their next meeting.
- 2) Staff will record daily time tracking for all TOC items and will regularly present these to the TOC and board at regular meetings, (ongoing).

7.1.4 UPDATED DEBT PAYMENT REPORTING

Staff has updated the debt payment tracking report and is provided as an FYI. The DTBIA will have \$18,003 in FY2026 debt payments followed by \$12,160 in FY2027 and \$11,784 in FY2028. Effective January 1st, 2029; the DTBIA will debt-free. It is the current policy of the board to continue with self-funding of operations and capital with no need for debt placement in the immediate term.

There were no action items.

8. GOVERNANCE + HUMAN RESOURCES

8.1.1 ONBOARDING OF NEW BOARD MEMBERS

The ED met with the new Secretary to review the Secretary job description. The next imperative is meeting with the 2 new board members to finish hold a detailed orientation session to includes:

1. Review of governance documents including constitution.
2. Review of Municipal Act.
3. Review of team handbook and onboarding for staff.
4. Review of board job descriptions.
5. Review of meeting calendar.
6. Municipal reporting requirements.
7. Annual budget and business plan process.
8. Review of code of conduct.

*Other items as may come up during the orientation process and not limited to the above.

Action item(s)/next steps:

- 1) Chair Bossy would like to attend the orientation sessions for D. Tosto, J. Young and K. Englander to be scheduled prior to the March 2026 Board of Management meeting.
- 2) Staff will coordinate a meeting date with the three new board members and Chair Bossy.

For item 2; the meeting for the new board member orientation has been scheduled for March 11th, 2026, at 2:30 pm in the BIA boardroom.

8.1.2 STAFF ENGAGEMENT + MEETINGS

The team has scheduled regular staff meetings with applicable sign-off sheets for content and all requisite training. The HR Committee has several outstanding items that need to be completed so that the policies are presented back to the full BOM for approval before implementation.

The forms are designed with 2 acknowledgement options as follows:

A – “I understand the training and concepts discussed at today’s meeting”

or

B – “I require further training and/or coaching”.

Formal meetings are to be held quarterly with daily and weekly check-ins as needed. Formal follow-up meetings with the Job Development team from the Tillsonburg Multi-Service Centre are held weekly via email, telephone and/or in person. The board will recall that a substantial portion of our staffing compliment has originated from the Employment Ontario Program and as such, a strong relationship with the Tillsonburg Multi-Service Centre is necessary for the efficacy and effectiveness of the program. The staff bulletin board and staff area includes various important memos including those required under provincial labour, health & safety legislation and are updated on a regular basis. There is also a posting and memo outlining a statement of our “open door” policy with a formal internal complaint handling process.

Action item(s)/next steps:

- 1) Staff will report to the board on the scheduling and completion of all team meetings.
- 2) Staff will catalog meeting agendas, minutes and sign-off sheets in one binder for potential review and reference of the board’s HR Subcommittee.

8.1.3 DTBIA STRATEGIC PLAN

The strategic plan process which commenced in summer of 2024 was postponed due to prioritization by the board of emergent issues. To this end, Chair Bossy and the ED received previous direction at the January BOM meeting to continue with the process. Chair Bossy will hand out a document to be completed and

submitted back to the ED by all BOM members which asks each of you about the strengths, weaknesses, opportunities and threats facing the organization in present terms. This analysis will be inculcated in the Strat-plan for review with the board by the end of Q2-2026.

Action item(s)/next steps:

- 1) Chair Bossy handed out the SWOT analysis sheets that are to be completed.
- 2) Board members and staff are to be completed and submit the completed form no later than March 15th, 2026.
- 3) Chair Bossy and ED to undertake work on the Strat-plan and bring updates to subsequent future meetings.

9. INFORMATION ITEMS

9.1 TREIM REPORT – MINISTRY OF TOURISM, GAMING & CULTURE

The economic impact report for the 2025 TurtleFest event is attached as an FYI for the board – particularly with respect to the newly appointed members.

This analysis provided a clear rationale for the DTBIA being a lead and foundational partner of the TurtleFest annual event.

Action item(s)/next steps:

- 1) Board members to review the report to familiarize themselves with the positive impacts of the festival.

9.2 OXFORD COUNTY 2024 MASTER TRANSPORTATION PLAN

Link for review by the Board of Management:

https://webresources.oxfordcounty.ca/documents/OC_2024TransportationMasterPlan_FinalReport_Compiled_AODA_June2024.pdf

An important and detailed document guiding actions and tactics by various levels of government in the County of Oxford.

The lack of a transit connection to Ingersoll and Woodstock is a considerable and important barrier to our economic development.

Action item(s)/next steps:

- 1) The ED asked the board to review the document.
- 2) The ED will circle back at the next meeting to review feedback and comments from the board.
- 3) The board should consider a resolution to be forwarded to the requisite government agency/body.

9.3 UNIVERSITY OF WISCONSIN – BUSINESS IMPROVEMENT DISTRICT: ZOOM RECORDING

<https://youtu.be/5xXQ-7nkmrw?si=-w4jw0KWfBeNlvg>

Provided as an FYI – this is a detailed, relevant and appropriate demonstration – particularly the case study from Ithaca, New York with reference to the important of strategic planning, visioning and long-term planning for the success of a small urban area.

The ED briefly spoke about this item with reference to the upcoming Strat-plan process.

Action item(s)/next steps:

- 1) Board members and staff to watch the full video.
- 2) Chair Bossy and the ED will use the learnings from the Zoom recording for the purposes of reference with respect to constructing the Strat-plan.

10. RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED SESSION

11. CONSIDERATION OF MINUTES

12. MOTIONS/NOTICE OF MOTIONS

13. BY-LAWS/RESOLUTIONS

14. TO CONFIRM PROCEEDINGS RESOLUTION

14.1 CONFIRMING RESOLUTION

Moved By: B. Thompson

Seconded By: J. Young

THAT resolution 2026-02-01 to Confirm the Proceedings of the Board Meeting held on February 25th, 2026, 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

15. ITEMS OF PUBLIC INTEREST/ROUNDTABLE

16. ADJOURNMENT

Moved By: M. Tedesco

Seconded By: W. Cameron

THAT the Board of Management meeting of February 25th, 2026, hereby be adjourned at 8:59 a.m.

CARRIED

Report to the Board of Management

Subject: Monthly Executive Director report

Date: March 20, 2026

From: Mark Renaud, Executive Director

1. OPERATIONS UPDATE

Operations in the downtown core continue to adapt in response to seasonal fluctuations and emerging social challenges.

The Ambassador Program remains a fundamental element of frontline service, consistently meeting expectations set forth in the Memorandum of Understanding (MOU) with the Town of Tillsonburg.

Ambassadors maintain a visible presence, engage proactively with businesses and the public, and contribute effectively to perceptions of safety and vibrancy throughout the area.

Performance metrics are diligently monitored, including:

- Patrol frequency and coverage by zone
- Business engagement and support activities
- Incident reporting and response times
- Waste management and maintenance efforts
- Recording of cathartic/serious events requiring intervention by third parties

Despite positive developments, ongoing escalation of social concerns necessitates increased operational attention and resource allocation. These issues include:

- Greater prevalence of drug paraphernalia in public spaces
- Rising instances of abandoned shopping carts containing personal effects
- Improper waste disposal and unregulated dumping
- Food waste distributed through the downtown district
- Persistent concerns in the parkade related to cleanliness, loitering, and safety

These challenges are resulting in elevated maintenance demands and straining operational capacity. Continued collaboration with Town staff and external partners is essential to address these multifaceted issues.

2. FINANCE

Financial management remains a priority, particularly in preparation for the upcoming audit cycle.

Efforts are underway to ensure full compliance with auditor requirements, emphasizing accuracy, transparency, and timeliness.

Additionally, digitization of financial and administrative records is advancing to:

- Improve accessibility and operational efficiency
- Strengthen internal controls
- Reduce dependence on paper processes
- Support long-term organizational sustainability

Updated financial plans have been completed, including:

- A revised 2026 forecast reflecting current program delivery and event activity
- Refinement of the 2027 financial plan
- Adjustments to the 2028–2035 long-term financial framework
- Revisions to the departmental budgets
- Further analysis of monthly subscription costs
- Project cost accounting including TurtleFest

These projections have been recalibrated based on recent event outcomes, evolving operations, and anticipated growth opportunities. The team has also identified areas for further cost savings within the current fiscal year.

The team continues to work towards revenue enhancements including stretch targets to further develop sustainability of the organization for the longer term.

The new debit/credit card terminal will facilitate efficiency with payments for gift cards, merchandise sales, ticket sales, when necessary, TurtleFest vendor payments and more.

Procurement research continues to yield additional cost savings for ongoing purchases including consumables such as cleaning and office supplies.

A new window cleaning vendor has resulted in a per-service cost savings of 75%.

3. ASSET MANAGEMENT

The team continues to implement the approved Asset Management Plan.

Current priorities include procurement and rollout of new IT assets, enhancing data management capabilities and supporting staff productivity.

To this end, 2 new iMac workstations have been procured and are in-service as of Sunday, March 22.

The new OE London-provided Canon document management system has enhanced productivity while reducing net costs to the organization.

This work aligns with broader modernization objectives and will enhance service delivery across all operational areas.

4. TURTLEFEST 2026

The BIA remains committed to leading the planning and execution of TurtleFest 2026, focusing on delivering a successful, safe, and financially sustainable event that generates economic benefits for the downtown *and* wider community.

To support this goal:

- Additional dedicated staff resources have been assigned
- Defined roles and responsibilities have been established
- Planning timelines and deliverables are actively managed
- Stretch targets have been set to secure an additional \$25,000 in funding from local businesses, aimed at providing future revenue streams and improving event quality

An announcement regarding 2026 Experience Ontario funding in the amount of \$20,000 is anticipated in April.

Note: The TOC 2026 budget was constructed without consideration of this grant being approved.

It is a primary goal of the DTBIA that TurtleFest is a profitable endeavour that will ensure long term sustainability of the festival and that the costs associated and borne by the DTBIA are recovered.

5. HUMAN RESOURCES

Human resources leadership remains central, with continued emphasis on team development, capacity building, and organizational alignment.

Key updates include:

- Implementation of updated HR strategies and staffing plans for 2026
- Onboarding of an additional Employment Ontario candidate, contributing to workforce development and to fulfil our obligation to the Town of Tillsonburg WRT to the MOU
- Increased Executive Director involvement in mentoring and supporting new hires, including hands-on guidance
- Deployment of updated training materials and accountability sign-off sheets
- Increased frequency of team meetings
- Policy development and leadership by the reconstituted HR subcommittee as per below

These initiatives are strengthening the team's ability to meet organizational priorities.

The current HR sub-committee of the Board of Management should be reconstituted to address several outstanding items that require policy development.

6. GOVERNANCE & STRATEGIC PLANNING

Support for the Board Chair continues as development of the BIA's Strategic Plan progresses.

This includes:

- Conducting research and environmental scans
- Compiling and analyzing pertinent data
- Developing insights to inform strategic direction
- Further developing key metrics and reporting to provide for better quality data to improve the board's decision-making process

This work is critical to establishing a clear framework for guiding the organization in the years ahead.

It is the DTBIA's responsibility to drive and influence the decisions that affect the central commercial area of the town.

The DTBIA has renewed our membership in the Ontario Business Improvement Area Association otherwise known as the OBIAA.

7. RELATIONSHIPS

Relationship-building remains a key responsibility of the Executive Director. Engagement has increased with stakeholders such as:

- Developers and real estate professionals
- Property owners and landlords
- Town staff and municipal leaders
- Peer BIA organizations

Recent highlights include:

- Attendance at the Woodstock City Council meeting on March 19, 2026, yielding valuable regional insights
- Collaboration with Downtown Woodstock BIA member businesses with potential for a revenue arrangement to provide a BIA toolkit (increased non-levy revenues)
- Procurement of new flooring for two office suites at no cost to the BIA
- Meetings with a senior federal government minister

These activities support partnerships at all levels to promote knowledge-sharing within communities. Key initiatives needing continued attention include the hotel project, redevelopment opportunities, tenant recruitment for Tillsonburg Town Centre's second floor, connecting business owners with landlords, and helping members build resilient, profitable businesses.

8. LOGISTICS

Major logistical efforts have boosted operational efficiency, such as moving and storing hundreds of individual BIA physical assets.

These actions improve efficiency, make better use of space, and help prepare for upcoming events and programs. Office spaces have been restructured to meet new needs. Vanessa Fortner's marketing team has reorganized their office extensively to support an additional MSC-funding placement through the Employment Ontario program.

Priorities including purging old records; imaging necessary records; and an overhaul of the media room to remove superfluous items.

For follow-up: There is still a significant requirement for storage that is covered to ensure that the BIA owned assets have a longer asset life.

9. BUSINESS INCUBATION

Preparations for the licensee launch of *Balloons Tillsonburg* are progressing, with current efforts directed towards ensuring a smooth transition, operational readiness, and a successful commencement date.

This initiative highlights the BIA's ongoing dedication to attracting, retaining, and incubating businesses within the downtown core.

The office is at full occupancy, a status anticipated to continue through the remainder of FY2026.

Licensee revenue is projected to achieve a new record in FY2026, following the strong performance and record-setting results realized in FY2025.

Plans to expand the BIA's workspace to a second location have been deferred pending a comprehensive strategic review of the organization.

There continues to be a waiting list of individuals who wish to open new businesses in the central core area via our business incubation centre.

To support future expansion in FY2027 and beyond, the special projects team has been assigned to pursue grant opportunities through targeted grant-writing efforts.

CONCLUSION

The organization continues to operate effectively across multiple priority areas, balancing daily operational requirements with longer-term strategic goals. Although challenges—particularly concerning social issues and increasing maintenance demands—persist, the team remains proactive, responsive, and dedicated to delivering value to the downtown business community and the Town of Tillsonburg.

Respectfully submitted,

Mark Renaud

Executive Director

Downtown Tillsonburg BIA

DATE	NAME	Garbage Waste collected from BIA-owned receptacles (not including mall)	Untagged garbage: # of articles	Abandoned waste of all other types - # of incidents	Critical incidents including calls for service to external agencies	Vandalism and/or destruction of BIA assets (number of items damaged)	Dog Feces	Sharps, foil, vials, drug paraphernalia	Abandoned shopping carts with personal articles	Blood, vomit, other bodily fluids	Spills requiring scrubbing/power-washing	NOTES
JAN 30	A.F.	5	Lost count	20	⊗	1	4	12	2	⊗	⊗	
Feb. 4	A.F.	6	LOTS	46	⊗	1	8	9	1	⊗	⊗	
Feb. 5	A.F.	7	A Lot	40	⊗	⊗	3	17	⊗	⊗	⊗	
Feb 6	M.G.	5										
Feb 7	A.F.	8		35	⊗	⊗	4	7	1	⊗	⊗	Still love it.
Feb 11	A.F.	9	"	50	⊗	⊗	3	18	1	⊗	⊗	
Feb 12	A.F.	14	"	40+	⊗	0	40+	12	0	⊗	⊗	✓
Feb 13	G.F.	1 2	lots	20+	⊗	⊗	⊗	⊗	3	⊗	⊗	
Feb 13	M.G.	4	1									
Feb 13	G.F.	5	2	3	⊗	⊗	⊗	⊗	1	⊗	⊗	
Feb 14	A.F.	7	"	7	⊗	⊗	0	0	0	⊗	⊗	I'm Making A Difference
Feb 15	A.F.	9	"	9	⊗	⊗	20	⊗	⊗	⊗	⊗	
Feb 17	M.G.	3	many	10	⊗	0	⊗	13	1	⊗	⊗	
Feb 20	A.F.	4	"	9	⊗	⊗	20	⊗	⊗	⊗	⊗	↘
Feb 21	A.F.	6	"	30+	⊗	⊗	7	⊗	⊗	⊗	⊗	
Feb 22	A.F.	8	"	4	⊗	⊗	3	⊗ 6	⊗	⊗	⊗	
Feb 24	A.F.	7	"	40+	⊗	⊗	20+	8	⊗	⊗	⊗	
Feb 26	G.F.	1 6	1 13	16	⊗	⊗	1	⊗	⊗	⊗	⊗	I love this job!!
Feb 27	M.G.	7							2			
Mar 3	M.G.											
March	G.F.	1 8	3	3	⊗	⊗	1	⊗	⊗	⊗	⊗	What a Nice day!!

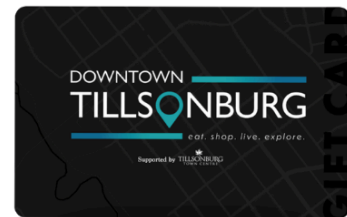
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Downtown Tillsonburg Gift Card Promotion

This year, we are placing a stronger focus on promoting the Downtown Tillsonburg Gift Card program. A new initiative is the introduction of a pop-up booth at the Tillsonburg Town Centre, providing residents with direct opportunities to engage with the program, learn about gift card options, and make purchases. In addition, we have been actively onboarding more businesses to expand participation and accessibility across the downtown core.

Scheduled Pop-Up Dates for 2026:

- March 19: Easter
- May 8: Mother’s Day
- June 25: End of School Celebration
- July 10: Birthdays, Anniversaries, and Congratulations
- August 12: Back to School
- November 27: Black Friday
- December: Holiday Season (multiple dates)



To increase digital engagement, the Digital Marketing and Activations Coordinator is developing a content calendar for the remainder of the year to promote the program online. In addition, the marketing team is exploring a variety of promotional channels including newspaper, radio, and paid advertising, to ensure broad community reach and participation.

These initiatives are designed to drive program awareness, support downtown businesses, and provide the community with convenient opportunities to purchase and use Downtown Tillsonburg gift cards throughout the year.

Social Media Key Metrics / Performance Snapshot for Q1

Month	Views <i>The number of times our content was played or displayed.</i>	Follows <i>The number of times accounts followed us.</i>	Content Interactions <i>Number of likes, reactions, saves, comments, shares or replies.</i>
Jan	76.4K	108	940
Feb	43.0K	26	404
Mar	87.3K	77	789

To further increase engagement and interaction with our growing audience, the marketing team is implementing a series of targeted social media strategies. These include running contests and collaborations with small businesses, encouraging users to tag friends, and prompting actions such as follows, likes, comments, and sharing content to their stories. These tactics are designed to boost visibility, expand reach, and convert passive viewers into active participants in Downtown Tillsonburg initiatives.



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PUB SHAMMY 2026 - RECAP

Pub Shammy returned to Downtown Tillsonburg on March 14th, bringing the community together for some exciting nightlife in the core. Once again, the Shamrock Shuttle through A Universal Limo & Party Bus provided safe and convenient transportation between participating locations.

Participating Businesses:

- Birds Golf Sports Lounge
- Boston Pizza
- Carriage Hall
- Jack's Snooker Club
- Kelsey's Original Roadhouse
- Nectar Bistro & Bar
- Tillsonburg Legion
- The Copper Mug

The event offered a variety of activities aimed at encouraging participation and cross-traffic between businesses. Attendees followed their Bingo Cards throughout the evening. The cards featured drinks at special prices, interactive experiences like photo booths and giveaways, live entertainment, and fun prompts that kept the energy lively and engaging.

Event Highlights:

- Great turnout and enthusiastic community participation
- Seamless shuttle service keeping everyone safe
- Engaged businesses creating memorable experiences for guests

Feedback & Ideas for Next Year:

- More business participation
 - Consideration of expanding the route - consultation with downtown business would be required.
- Expanded shuttle hours for added convenience
- Consider introducing an additional pub crawl, possibly in the fall, to meet repeated requests from the community

The marketing department is exploring the possibility of adding an additional pub crawl later in the year, potentially as a summer send-off or Oktoberfest themed event.

Pub Shammy continues to be a highly anticipated annual event that drives foot traffic, supports our local hospitality businesses, and creates a lively, memorable downtown experience for residents and visitors alike.



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EASTER COLOURING CONTEST

The 2026 Downtown Tillsonburg Easter Colouring Contest is now underway. Local artist Stella Jurgen created this year's design, which was submitted on March 1st, printed, and distributed to downtown businesses to encourage public participation.

Key Details:

- Submission Deadline: March 25th, 2026
- Winner Prize: Easter-themed goodie basket featuring items from downtown businesses
- Draw Date: March 26th, 2026
- Entry Methods: Social media submission tagging @downtowntillsonburg, or drop-off at the BIA Office
- Required Information on Entry: Artist name, parent/guardian name, and phone number

The contest has been launched on social media and our website, promoting community engagement and downtown visibility.

In its fourth year, this initiative continues to strengthen the Downtown Tillsonburg brand while encouraging participation from families and community members.



Happy Easter from Downtown Tillsonburg!

Please fill out the information below to be entered into to win a Downtown Tillsonburg Easter treat basket.

The draw will take place on March 26th, 2026

Name of Artist: _____

Name of Parent/Guardian: _____

Phone Number: _____

Once your masterpiece is complete, submit your entry by: Posting it on social media and tagging @downtowntillsonburg, or dropping it off at the Downtown Tillsonburg BIA Office (164 Broadway - unit 10, Tillsonburg.)

The winner will be contacted via phone call/text and the prize basket can be picked up at the Downtown Tillsonburg BIA office located at 164 Broadway - unit 10, Tillsonburg.

A special thank you to local artist, Stella Jurgen, for creating this year's Easter colouring sheet for our community to enjoy!



Upcoming Events/Activations for Q2

Tillsonburg TurtleFest Update

The marketing team is actively preparing for Tillsonburg TurtleFest 2026, focusing on both promotional and operational aspects to ensure a successful festival. A detailed sponsorship report is available to BIA Board and Management members upon request, and fundraising efforts are progressing well, with the team currently just over halfway to the target.

Digital promotion continues to be managed internally, with the marketing team overseeing TurtleFest social media channels and updating the festival website. The team is also focused on developing detailed event schedules for the opening ceremonies, block party, and concert, as well as coordinating vendor organization for the street layout. In addition, the Special Event Application and Special Event Permit have been submitted to the town for review, and the team is actively coordinating with downtown patios to ensure all road submissions are accurate and submitted on time.

Vendor organization is a key priority, covering general vendors, BIA vendors, non-profit vendors, food trucks, and Young Entrepreneur Alley. Once the vendor submission deadline of April 30th has passed, the marketing team will finalize the street layout and promptly submit all required information to the town to support smooth event operations.

All promotional materials for the festival will be produced in-house by the marketing department. This includes posters, banners (sponsor, stage, and pole banners), event schedules (opening ceremonies, concerts, and block party), stickers, thank-you cards, directional signage, t-shirts, and newspaper advertising.

The marketing team remains focused on creating a highly organized, engaging, and visible festival that supports the community, highlights sponsors, and delivers an exceptional experience for all visitors.

Below is a preview of some of the graphics featured for this year's festival.

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

Street Pole Banners



Thank you Cards